Washington County Schools

Washington County Golden Hawks

A+ = Academics - Arts - Athletics

Dr. Rickey L. Edmond – Entry Plan

Superintendent 100-Day Entry Plan

Dr. Rickey L. Edmond

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A+ School System = Academics, Arts, and Athletics

"Education is the most powerful weapon which you can use to change the world." – Nelson Mandela

Superintendent 100-Day Entry Plan

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A s the new superintendent of schools for Washington County Schools, let me first say how delighted I am to have this grand opportunity to serve this community and to have the opportunity to lead this progressive school system.

During my first 100 days, I promise not to make any significant changes and to actively listen to the community stakeholders, parents, teachers, support staff, and administrators' insights, experiences, and professional opinions. Connecting with our community stakeholders and district personnel and listening to their input both internally and externally will be possibly one of the most important aspects of my first 100 days in this role. I anticipate learning an enormous amount from many people in the school system and in the community, who will generously share their thoughts with me and for that I say — *Thank You!*

My listening and learning tour will allow me to approach the task of identifying a district improvement framework for Washington County Schools over the next two years that will take us into the next chapter of enhancing and building upon the quality and equitable learning environment that has been established over the last 14 years. I know that this is a community that cares deeply about our school system, passionate about our faculty and staff, and ensuring the best possible endings for our students to be highly competitive in the 21st Century global world. I am excited about the possibilities of new, creative, and innovative programs and courses we will offer and enhance at the middle and high school levels, as well as, the focused work to address literacy at the elementary and primary schools working as a collaborative SMART System Thinking team.

I will be a superintendent who is accessible to teachers, staff, parents, students, and be connected to the community. We know that this is one of the most critical things a superintendent can do to help support a successful school system and critical to creating positive community connections and networking to support our district's improvement goals.

The work has already begun in earnest and we have already accomplished many things in these initial pre-months. This includes working with Dr. Donna Hinton, retired superintendent of 14 years, with transition sessions with her and district personnel, meeting the staff and teachers at all five schools, recommending two new principals and one assistant principal to lead the continuous school improvement process for Washington County High School and T.J. Elder Middle School.

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Having the privilege of meeting some students (K-12), shaking hands with our support staff, greeting the bus drivers, holding fireside chats with parents, meeting community business leaders, and spending valuable time with the governance board (Board of Education) to review the progress of the school system and reflect on the district's future goals. We will discuss a fresh approach to

Class of 2018 Honor Graduates

our leadership meetings, providing team members with opportunities to collaborate on best practices in school improvement as well as increase their professional capacity so that they continue to be lifelong learners. We will explore a new process of school improvement planning, which acknowledges that all schools have room for growth. Our district-level support team will offer input and provide technical assistance to support our SMART System Thinking framework to ensure our

principals and teachers are getting the supports they need to meet the needs of our students. This is just the beginning of our journey to enhance our K-12 approach to produce and graduate college & career ready global leaders. I'm looking forward to working collaboratively with each member of the Washington County School System, teachers, parents, administration, and community members on behalf of our young people to build them into leaders of today and change agents of tomorrow.

There are of course areas that need our attention immediately, and although we celebrate our diversity and accomplishments in Washington County Schools; it is critical that we focus our attention on four themes that align with our System Strategic Plan for FY20 school term:

1. Perform ongoing needs assessments and use that data to inform our next steps.
   (SMART System Thinking)

2. Establish a culture of **authentic learning** where student achievement is the focus everyday by building capacity in our leaders & teachers.
   (Leadership Capacity)

3. Establish a system of transparent communication and valuing the people in the organization and the community for collaborative partnerships.
   (Seamless partnerships between the schools and businesses, colleges & universities, and community civic organizations)

4. Establish high expectations for excellence that is clearly defined, communicated, and shared with the organization and the community. **(Branding and Telling Our Story)**

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I pledge my total professional skillset to lead and facilitate this process, it is also going to take dedication, courage, full participation, and support of our all-inclusive community because, **"We Are Stronger Together."** I invite you to join me in this incredible journey of our team leading Washington County Schools into the next chapter.

Introduction

In the book by Gordon A. Donaldson, Jr., "Cultivating Leadership in Schools 2nd Edition," he focuses on shared leadership to open a new and evolving process of continuous school improvement by building collaborative relationships and mutual moral purpose(s) to underpin the value-added work of educating children for the 21st Century global world. Students must be exposed to learning experiences that are creative, specific, differentiated, engaging, rigorous, and relevant. These learning experiences should develop and nurture skills that students will need to stay competitive in this global world. This entry plan will share my core values about teaching, learning, and building leadership capacity as the epic themes. I firmly believe in teachers having creative options to teach students by using evidence-based instructional technology, performance tasks, project-based assignments, connecting science-technology-engineering and math layered with a connection to the arts to make learning more personable. Our school system has a rich history and culture, so my Entry Plan will highlight how we will continue building on past achievements with our collaborative actions and mental framing founded on the heartbeat of our school: **"Academics, Arts, and Athletics!"**

Academics

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Art Extravaganza!

AND

WCHS ATHLETICS

And Many More...

I will practice the three streams presented by Gordon A. Donaldson from his above cited book to frame why we do, what we do for children:

1. Open, trusting, & affirmative <u>relationships</u> by all for the good of all
2. <u>Commitment</u> to Mutual Purposes with Moral Benefits
3. Shared Belief in <u>Action-in-Common</u>

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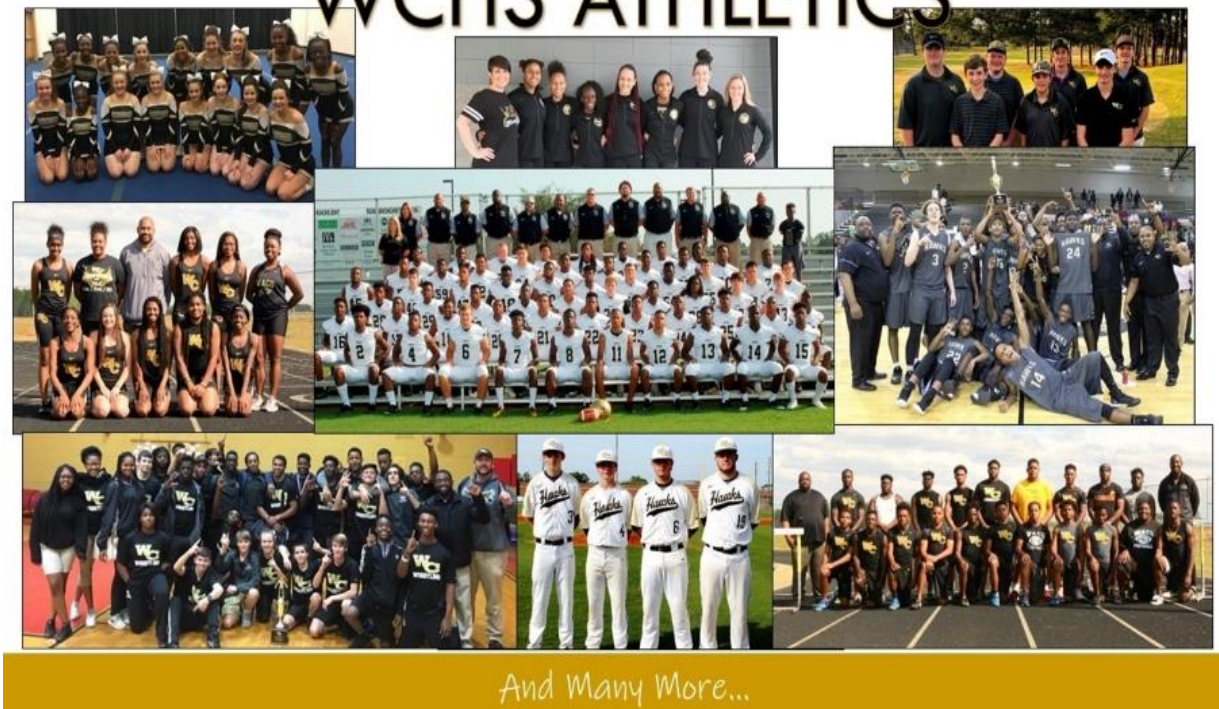*"Education is the most powerful weapon which you can use to change the world."* – Nelson Mandela

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My Entry Plan will support administration, teachers, staff, parents, students, and community stakeholders understand in a transparent way, the vision for our school system to align us with a higher path of excellence practicing the three above stated streams.

I have found this process to be challenging and rewarding because of the degree of self-reflection about my core beliefs about educating our youth and what leadership actions will cultivate a process that will synergize the school's culture to engage in behaviors of excellence by everyone. My vision is to lead our school beyond state recognition to national proclaim.

My Philosophy of Education

Learning should be creative and connective because, all children can learn when provided a rich learning environment that is safe, orderly, caring, and nurtures students' self-efficacy. An educator must provide learning experiences that align with the established curriculum, provide instruction that is differentiated, relevant, rigorous, reflective, and monitors the instruction and learning process by using formative assessments. I believe that this is critical for preparing the children for the 21st Century global economy. Schools must have a curriculum that is specific, yet broad enough to allow for students to explore other enrichment courses; academically, socially, and artistically. School leadership must create a learning culture that communicates norms, expectations, and traditions that value the learning environment by keeping it safe, orderly, and caring to support maximum student learning. Every classroom environment must embrace the theme that every child can learn when the instructional plans are proactive with planning, using formative data to assess for learning, nurture the social & emotional needs of the children, and considers students' readiness-level for learning. The educator must establish and maintain effective classroom management schemes that maximize student-centered learning experiences, uses technology, and the lesson planning considers the different needs of the students by designing learning activities that considers their different learning modalities to improve student engagement and efficacy for valuing education to help the students reach their goals in life. Educators should practice collecting and analyzing specific data to inform next steps to help students master the learning standards. Professional educators should not work in isolation; instead they should be committed to working from a

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collaborative and cooperative perspective with other educators, community stakeholders, parents, and students to help build positive relationships and help every student maximize their learning experiences. Finally, we must deepen our understanding of system thinking and review our systemic processes operating to respond to our students that are not learning at a pace that will keep them on track to graduate from high school; college and career ready.

My Vision for Every Student; Beginning with the End in Mind

Every student that enters our classrooms will leave having the following developing 21st Century Skills:

1. Critical thinking and problem-solving skills
2. Collaboration and leadership skills
3. Agility and adaptability skills
4. Initiative and entrepreneurialism skills
5. Effective oral and written communication skills
6. Accessing and analyzing information skills
7. Creative and imagination skills
8. Recognize perspectives of others and their own
9. Technology skills
10. Soft skills for working as a team member to solve a problem

(The above list is from the work of Tony Wagner, Asia Society, and the U.S. Council of Chief State School Officers, 2015)

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How to Teach 21st Century Skills

Our classrooms will make learning:

1. Relevant (a foundation for motivating students to learn)
2. Teach through the disciplines with a connection to STEAM/Cyber Readiness
3. Simultaneously develop lower and higher-order thinking skills (Gradual release DOK 1 to 4 and use of the 4E (s) to drive the learning experiences using academic conversation and questions to drive student engagement)
4. Encourage transfer of learning (how to use the knowledge in other ways)
5. Teach students to Learn to Learn (students need to understand how they think, learn, and what drives self-inquiry)
6. Address misunderstandings directly (learning from misconceptions)
7. Understand that teamwork is an outcome and promotes collective learning (collaboration)
8. Explore technology to Support Learning (Information Age)
9. Foster students' creativity (intrinsic motivation and self-efficacy)

ENTRY PLAN – GOALS

1. Perform ongoing needs assessments and use that data to inform our next steps

   (SMART System Thinking)

2. Establish a culture of **authentic learning** where student achievement is the focus everyday by building capacity in our leaders & teachers

   (Leadership Capacity)

3. Establish a system of transparent communication and valuing the people in the organization and the community for collaborative partnerships

   (Seamless partnerships between the schools and businesses, colleges & universities, and community civic organizations)

4. Establish high expectations for excellence that is clearly defined, communicated, and shared with the organization and the community

   (Branding and Telling Our Story)

These goals are tentative and flexible as our Districtwide SMART Team's work unfolds.

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Objective #1

"Data Analysis"

We won't know where we are going if we don't know where we've been. Analyze data to focus on goals for targeted areas of improvement.

Understanding the data will help develop our <u>new branding model and tell our great story</u> of the Washington County School System!

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Review the District Strategic Plan, achievements over the years, District Policies, review previous instructional scheduling for instruction, previous SIP, DIP, SMART plans, CCRPI results, School Climate Rating, demographic data, summer school data, socioeconomic data, discipline data, attendance data, teacher attendance data, TKES results, LKES results, and school cultural norms/traditional data.

Hire a highly qualified public relation specialist to maximize our branding plan.

Develop a concise branding plan with a 45-day Action Plan

Hire a social worker to help with parent and student monitoring for additional interventions, mental health, and home-based services.

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June-September 2019

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Portfolio of items reviewed with commentary

Summary data table with commentary

CCRPI results

TKES & LKES

Cross-reference the data to triangulate the effectiveness of each system operating

Review the Comprehensive Needs Assessment process for the DIP

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<td>Objective #2

"Listening and Learning Tour"

Hear from the former Superintendent, district department heads, school-based administration, teachers, staff, students, and community stakeholders.</td>
<td>Identify stakeholders' values, beliefs and perceptions of our school system–its strengths, weaknesses and vision of excellence in the future.</td>
<td>June - December 2019</td>
<td>Questioning grid and responses

Possible survey results (Survey Monkey or Google Surveys)

Agendas/minutes

Possible video log</td>
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<td rowspan="2">"Listening and Learning Tour"

Hear from the District Office Department Leaders, school-level principals, and community stakeholders.</td>
<td>Meet with District Department Leaders to understand the systems operating</td>
<td>July 1-15 2019</td>
<td rowspan="2">Questioning grid and responses

Possible survey results (Survey monkey)

Agendas/minutes

Possible video log</td>
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<td>Meet with additional district staff, technology team, CFO, Assistant Superintendent, transportation team, assistant principals, instructional coaches, counselors, and coordinators/directors.</td>
<td>July-December 2019</td>
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OBJECTIVES	ACTIONS	TIMELINE	ARTIFACTS & EVIDENCE
	Use discussion questions in Appendix A as a guide.		
	Meet with office staff, custodians, bus drivers, and lunchroom staff.	July-August 2019	
	Engage in meetings with the School Councils, sample of parents, and sample of students after school starts.	July-September 2019	
	Letter to staff: introduction, invite to meet, share tentative meeting calendar, sample weekly/monthly Newsletter, tentative parent engagement initiatives, my email, and contact number(s). Invite staff to summer team building event (TBA) Greet & Meet, build connections.	July 2019	

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OBJECTIVES	ACTIONS	TIMELINE	ARTIFACTS & EVIDENCE
	Start working with the principals on developing their monitoring plans - 25 Points Inspection Report via email or e-board solutions.		
	Engage with teachers and listen via scheduled meetings and Fireside Chat with new teachers.	August-December 2019	Questioning grid and responses Possible survey results (Google Surveys)/email Agendas/minutes ZOOM sessions

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Objective #3 **"Listening and Learning Tour"** **Hear from school-based administration, teachers, staff, students, and community stakeholders.** Review of data again with Districtwide SMART Team <u>Student Data:</u> get to know our students as a group & individually Student Achievement: school, district, state & national (ACT, PSAT, SAT, Georgia Milestones, and NAEP) Student Engagement: attendance, extra curricula participation, dropout rate projections, tutoring, Title funds use, students taking more rigorous courses (AP & Dual enrollment)	Engage Students & Families: (August-ongoing) Meet **personally** with student leaders, teachers, parents, community leaders, and stakeholders to inform them that we care & discuss what we can do to work together to succeed Meet with parents & community members – establish family-friendly culture: Need to meet in places comfortable to parents (libraries, coffee shops, churches, etc.). Possible Parent Book Club: choose a book to study, meet at different public places w/principal to discuss book/education/our school. Community walks and Coffee in the downtown square, church functions, shopping center, and other locations of the business owners to introduce myself.	August-Ongoing	Questioning grid and responses Possible survey results (Survey monkey) Agendas/minutes Possible video log Parent commentary
Objective #4: **"Opening School Pre-planning"** We must have an exciting, well-prepared opening to our school year. Plan and organize the effective opening of our school	• It is vital to make a strong first impression. The opening day of school must establish expectations, vision and values that connect us as one united organization • Approved Opening Days for Teachers: Personalization activity. • Review Schools' Calendar of Events • Review District Special Initiatives (Cyber, STEAM Certification, ESPLOST, Capitol Layout projects • Approved Parent Engagement Plan	July August 2019	

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Approved Handbooks
Personnel needs and adjustments for the District
District's Lunch Program
Student Transportation
First 10-Day School Plan with District Support
Review of our Infrastructure (IT/E-rate)

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* This plan is a draft and is subject to change based on collaborative input from our school family and community.

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Goal #2.
Establish a culture of **authentic learning** where student achievement is the focus everyday by building capacity for our leaders & teachers. (**Leadership Capacity**)

Goal #2.   Reasoning Theme: It is important that we switch from a culture of teaching to a culture of learning. Ultimately it is what students learn that matters. To do this we must commit to the philosophy that <u>all</u> students can learn. **Return to the "ART of Teaching**!'' We must work collaboratively as a team to get to know our students on a personal level for them to succeed using the Universal Design for Learning, nurturing their self-efficacy, setting high expectations with RtI/MTSS supports, have a commitment to excellence in teaching & learning, live by our non-negotiable(s) CIA, and solve our problems as a SMART System Thinking Team. We must have an organized system that sets clear expectations for students and answers the following 4 questions:

- What exactly do we expect our students to learn?
- How do we know what students are learning?
- How can we support/assist students in their learning?
- What can we do to improve student learning? (Based on a collaborative analysis of the results of our efforts)

Goal #2.   Measurement of Goal: List of strengths and weaknesses for each program and initiatives. Agreed upon school-wide goals that will improve student learning. Develop a focused professional learning plan (PLP), revisit SIP, SMART Plans, and other initiatives or programs. Review SLDS, School-wide formative assessment data, CCRPI data, and other appropriate formative data to measure the goal.

OBJECTIVES	ACTIONS	TIMELINE	ARTIFACTS & EVIDENCE
Objective #1 **"Staff Engagement and Teacher Leadership Capacity"** Develop a plan for staff and coaches to work together to assess our needs and establish goals to improve student learning using 45-Day SMART Action Plans	**a.)** Beginning in September it is important that the staff collectively examine our initiatives and programs. It will be our goal to establish consensus on our strengths and areas in need of improvement (formative monitoring). We will then set goals to improve student learning and monitor using formative data and benchmark data.	August - December 2019	Score Card TKES & LKES data School Climate check points MTSS tracking Formative results for academic, arts, and athletics

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OBJECTIVES	ACTIONS	TIMELINE	ARTIFACTS & EVIDENCE
	b.) As part of my "*Listening Tour*" I will meet with central office personnel and district leadership to review the District's Strategic Plan and professional development focus for the upcoming year. It is important to align our school vision with that of the district. Our in-house PLP will focus on personalization and inter-disciplinary work on curriculum, instruction, and assessment. I would like our teachers working together solving our problems and improving	August - December 2019	Awareness Walks in the schools Monthly Districtwide SMART Leadership Team Meetings Agendas Sign-in Logs

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Goal #2.   Measurement of Goal: List of strengths and weaknesses for each program and initiatives. Agreed upon school-wide goals that will improve student learning. Develop a focused professional learning plan (PLP), revisit SIP, SMART Plans, and other initiatives or programs. Review SLDS, School-wide formative assessment data, CCRPI data, and other appropriate formative data to measure the goal.

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<th>OBJECTIVES</th>
<th>ACTIONS</th>
<th>TIMELINE</th>
<th>ARTIFACTS & EVIDENCE</th>
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our school. We must look in the mirror, not out the window for solutions.

c.) Start the LKES and TKES Walk-thru process. Start operating by the school calendar, testing calendar, focus-monitoring of our students with disabilities, ELL students, Gifted, and District's required reports and meetings.

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Professional Learning

New Teacher Mentor Program

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Objective #2 **"Pride in our facilities"** Our students, staff, community, and parents deserve a clean and inviting facility. It is my goal to make our school a "Home away from Home" and that starts with a clean school, safe, and welcoming environment.	**a.)** Tour the interior and exterior of building and develop a summer cleaning and maintenance plan. Our goal is to have the cleanest school and grounds in the state. Follow this up by meeting with the principals to endorse the plan, offer support and encouragement and set high expectations. **b.)** In September we (SMART Team) will discuss challenging the students & staff to establish a "Wall of Pride" along the entrance and hallways of the school. This will give them a leadership role and opportunity to improve our school. The criteria will be that the wall must celebrate our successes. The entrance to our school should exude confidence, success, and pride. Student work, attendance success, alumni success stories, etc. **c.)** We will have an opening day theme on the teachers' first day back to school. Each Professional Learning Community's meetings will begin with a "Moment of Excellence" in which we will celebrate our successes. Focus on setting the tone for personalization and high expectations and include a "Tech 5" – 5 minutes of sharing new & exciting technology breakthroughs that teachers can use to empower student learning. Staff meetings will leverage and value collaborative professional learning.	July-December 2019	

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Goal #3

Establish a system of transparent communication and valuing the people in the organization and the community for collaborative partnerships

(Seamless partnerships between the schools and businesses, colleges & universities, and community civic organizations)

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Goal #3. Reasoning Theme: Our school system has established positive working relationships with our local Chamber of Commerce, colleges & universities, civic groups, churches, local emergency management organizations, Department of Community Health, Justice System, and local law enforcement. It will be critical to extend on those partnerships and networking to support student safety, using project-based learning experiences, and job development via our CTAE/WBL and mentoring programming options.

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Goal #3. Measurement of Goal: We will measure our effectiveness by developing a K-12 SMART plan to align with our District Strategic Plan FY20 to support a seamless early learning initiative to build a CTAE program model that will be highlighted by the State of Georgia.

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<td>**OBJECTIVES**</td>
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<td>**TIMELINE**</td>
<td>**ARTIFACTS & EVIDENCE**</td>
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Objective 1#

Explore how to extend and enhance the CTAE and Dual Enrollment options at Washington County High School with a focus Cyber Education/partnership with GMC and other colleges & universities

(Seamless pipeline and partnerships with Corporations and Businesses)

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Visit all area technical colleges and universities and businesses for programming and partnerships with the school system.

Membership with the Chamber of Commerce

Attend Economic Development Training for the Region

Membership with other local civic groups

Continue the Archway Program

Extend our WBL & Internship programs

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July-December, 2019

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Journal

Agenda/sign-in sheets

Reflections

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Objective 2# Explore how to extend and enhance the CTAE programming at T.J. Elder Middle School to extend and Dual Enrollment options at Washington County High School. Focus on Cyber Education at middle school to support our STEAM initiative	Develop and work with our Districtwide SMART build our CTAE programming at the middle school and start the process for building our STEAM Districtwide initiative.	September-December 2019	Planning tool Agenda/sign-in Reflections
Objective 3# Build a stronger job readiness program at the Alternative Program Self-efficacy Program (SEL) with a concentration on Parent & Family Engagement	Work with the Alternative Program SMART Team to design a new job readiness program and conduct a program review. Pending exploration. Team review.	September 2019	Review document results

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Goal #4

Establish high expectations for excellence that is clearly defined and communicated and shared with the community. **(Branding and Telling Our Story)**

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Goal #4.   Reasoning Theme: All great school systems understand the importance of telling their stories to paint a true and clear picture of the professional and focused passionate work that is happening in each school. The mission is to serve children so that they can have an equal opportunity to become a highly functioning adult that can compete in a global world and understand the importance of good citizenship.

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Goal #4.   Measurement of Goal: Improved school climate ratings at each school, retelling and rebranding the great work happening in the Washington County Schools using print options, radio, television, social media, and school apps to reach our parents and community stakeholders. We will need to be able to quantify our increased efforts to highlight our teachers, principals, district office staff, alumni, student success in academics, arts, and athletics to inform the community and surrounding areas that Washington County School System is truly an excellent place for their children to grow and learn.

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OBJECTIVES

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Objective 1#
Hire an excellent Public Relations person to lead the process of selecting a Districtwide SMART Team to construct our Rebranding SMART Plan for FY20

Objective 2#
Engage students and parents to inform and support our Rebranding SMART Plan for FY20

Objective 3#
Execute the SMART Plan with the highest level of fidelity highlighting teachers, students, parents, alumni, and community partners.

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Conduct formal interviews and consider the "BEST" candidate for the job.

Design our branding Action Plan using a Districtwide SMART Team

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July 2019

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Applications

Interview rubrics

45-Day Action Plan(s)

Portfolio of artifacts

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Entry Plan - Summary

We, working as a SMART System Thinking Team, will reach our vision and mission statements by working from a collaborative platform driven by enthusiasm, tenacity, intelligence, team problem-solving, collective learning, and growing as a team.

My educational philosophy is the simple belief that <u>all</u> students can learn, grow, and achieve. As educators we must be willing to do whatever it takes to ensure this happens. Washington County Schools will set a new bar of excellence for continuous school improvement gains over the next two years.

In order to move to the next level, we must build upon our strengths and face our challenges head-on as outlined in this Entry Plan. This complex task cannot be accomplished by any one person; it will require strong commitments from our students, staff, administration, parents and community stakeholders. Our success is dependent upon our ability to work as a team and plan, implement, and execute our shared vision.

Focused Themes	Possible Programming (Artifacts & Evidence)
I. Perform ongoing needs assessments and use that data to inform next steps curriculum, instructional, and assessment practices **(SMART System Thinking)**	Cyber-Ready Program, Increase Dual Enrollment, Advance courses at TJ Elder Middle School, creating a 9th Grade Academy, NICERC, increase parent engagement, continue developing MTSS, and the Innovation & Gifted Learning Academy
II. Establish a culture of **authentic learning** where student achievement is the focus everyday by building capacity for our leaders & teachers **(Leadership Capacity)**	Aspiring Principal Program, Engage Program, GSSA Professional Training Program, District Collaboration led by the Superintendent, GAEL, and teacher leadership options

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Focused Themes	Possible Programming (Artifacts & Evidence)
III. Establish a system of transparent communication and valuing the people in the organization and the community for collaborative partnerships **(Seamless partnerships between the schools and businesses, colleges & universities, and community civic organizations)**	Archway Community-wide Partnership, HOPE & WINGS (Golden 5), Chamber Partnerships to connect with job readiness, CTAE bridge, build other partnerships with Head Start, churches, Cyber Program, OFLTC, GMC, GC&SU, AU, and CTAE programming in the Middle
IV. Establish high expectations for excellence that is clearly defined and communicated and shared with the community **(Branding and Telling Our Story)**	YouTube highlights, Facebook Live, redesigning our Website, Radio Talk Show, Parent Square, Friday Forecast, Information graphics/card, Quarterly Townhouse meetings, and using the sporting events to tell our story

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APPENDIX A

STAKEHOLDER DISCUSSION QUESTIONS

These discussions become the basis of a shared understanding

1. What are the strengths and weaknesses of our school system?

2. Where do you believe we can improve as a school system over the next three years?

3. How would rate us at this time from 1 - 10 on achieving our mission and vision for our school system (1= just starting and 10 = achieved)?

4. What new academic, art, and athletic programming would you like for the district to explore?

5. Share your ideas that you believe will help the district reach its goals for FY 20?

6. What expectations do you have of me, as the Superintendent?

7. What creative and innovative ideas can you share with me about increasing student, parent, and community-stakeholder engagement?

8. What professional learning do you believe is important to support the professional needs of our school leaders, teachers, and staff to support student achievement at the schools?

9. How well do you understand Multi-tiered System of Supports to leverage student achievement (1= no clue, 2 = novice, 3 = proficient, 4 = distinguished)?

10. What are some attributes that drive your passion to teach, lead, and inspire students and your colleagues?

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