
MEMORANDUM

DATE: October 24, 2022
TO: Board of Directors
FROM: Dr. St. Claire Adriaan, Principal
SUBJECT: Board Report

The past few months as principal of Encore High School have provided me the opportunity to establish my identity as a leader and build trust and relationships within the Encore ecosystem, which includes all the stakeholders - the Encore Board of Directors, administrators, faculty and staff, students and families. I was able to get onto the balcony during the first thirty days and observe, meet people, ask questions, analyze student data, and dig into the budget and finances to get a broader understanding of the identity and state of our school.

The main objective during the first few weeks was to:

- Understand and get to know the school community - culture, vision, expectations and hopes and dreams for our children. In order to successfully achieve a smooth transition into this new role and meet the expectations of the organization, it was extremely important during the first few months that I:
 - Build a collaborative and transparent relationship with the Encore Board of Directors and the Executive Director, and that I gain clarity on their vision, goals and expectations of me to lead Encore by building on the current strengths and taking it to the next level.
 - Build positive relationships with faculty and staff through active listening, listening to understand and not to respond. Providing them a safe space within a restorative paradigm to share hopes, dreams, frustrations and their expectations of me. To build trust and assure them that I am there to work with them to build a community where students needs and outcomes guide what we do, and that faculty “voice” will be an important aspect of our decision making and growth.
 - Build positive relationships with students and families. This requires that I am visible and accessible, and that I ensure meet-and-greet sessions with families are taking place -coffee with the principal and evenings with the principal During these sessions, parents/caregivers are able to learn more about me and what is happening at the school, and they are able to ask questions and share their expectations. If you have not done so yet, please attend one of these; it happens monthly and is on our calendar.
- As someone who values “student voice,” I have made a point of getting to know our students by speaking and listening to them in both organized and casual conversations. I also make myself visible and interact with students in the morning, during lunch, at assemblies and during any

other opportunities that may present themselves. I have been able to learn most of the students; names and build relationships with our Pirates.

- I have been able to learn about and get to know the larger community and start building community partners. I have created opportunities to introduce myself and strengthen existing relationships as well as establish new ones.
- I have been able to dig into and understand the curriculum (Edgenuity), academic protocols and procedures (graduation requirements), discipline policies, and the need for sports programs and extracurricular activities. I have familiarized myself with the ARTS program at the school and I am committed to strengthening the development of amazing artists and performers graduating from Encore.
- I am highly committed to empowering faculty and staff with knowledge and skills to help them sharpen their saws and increase positive student outcomes. I am currently observing every classroom and collaborating with the teachers through feedback as part of my commitment to their growth as teachers at our school. Working with such a talented group of teachers whose growth mindset makes them open to feedback, makes it easy to ensure teacher empowerment and growth at our school.

After building relationships, learning more about all aspects of the school through observation and listening I have been able to identify and prioritize short- and long-term goals for myself and the school. Some of my goals include parent involvement and the establishment of a Parent Advisory Committee (PAC) at our school. I have also been working on ways to decrease tardiness to school and between classes. We have already seen some improvement in this area. We are also in the process of inviting some parents to “House Meetings.” This is a proactive collaboration with the students, all his/her teachers and the families to discuss areas of improvement that are needed to facilitate the students’ success. My main responsibility now is to build excitement and momentum for Encore, a community with a shared mission, vision, and values. This will be a community where everyone is engaged, feels seen and heard, has a strong sense of belonging, and works cooperatively to ensure that our student outcomes are met.

I am Encore, You are Encore, We are Encore.