



**SUPERINTENDENT
Melissa Cole's**

100-DAY PLAN

Listen. Learn. Lead. Together.



**ONE TEAM. ONE GOAL.
STUDENT SUCCESS.**



Dear students, staff, families, and community members,

It is a tremendous honor to serve as superintendent of Klamath County School District, a community that cares deeply about its schools, its students, and its future.

Thank you to our students, families, staff, Board of Directors, and the entire Klamath County community for the warm welcome and the trust you have placed in me.

As I begin my first 100 days, my commitment is reflected in the words: **LISTEN. LEARN. LEAD. TOGETHER.** These are more than a theme; they are the foundation of my entry plan and the way I intend to serve our district. My priority is to listen to the voices of those who know our schools best, learn from our successes and opportunities, and work together to build a shared vision for the future.

Everything we do will be guided by one simple belief:

One Team. One Goal. STUDENT SUCCESS.



Students will remain at the center of every decision. By building strong relationships, supporting our schools, engaging our community, and aligning our efforts, we will create the conditions for every student to thrive.

I look forward to visiting every school, meeting students and staff, listening to families and community members, and partnering with all who are committed to the success of Klamath County School District. Together, we will honor what makes KCSD special while building an even stronger future for every learner.

Thank you for the opportunity to serve. I am excited for the journey ahead, and **I look forward to listening, learning, and leading together.**

Sincerely,

Melissa Cole, Superintendent

MY GUIDING PRINCIPLES

- 01** Students remain at the center of every decision
- 02** Relationships precede results
- 03** The district office exists to serve and support schools
- 04** Transparency builds trust
- 05** High expectations require high levels of support
- 06** Continuous improvement is everyone's responsibility

ONE TEAM. ONE GOAL. STUDENT SUCCESS.

OVERVIEW

ONE TEAM. ONE GOAL. STUDENT SUCCESS. At the heart, this is a simple idea that will guide the goals and actions in my 100-day entry plan, serving as the lens we'll return to as we make decisions.



Objective

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Priorities

- Listen, learn, and build trust
- Strengthen culture and student-centered excellence
- Align systems for long-term success

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Progress

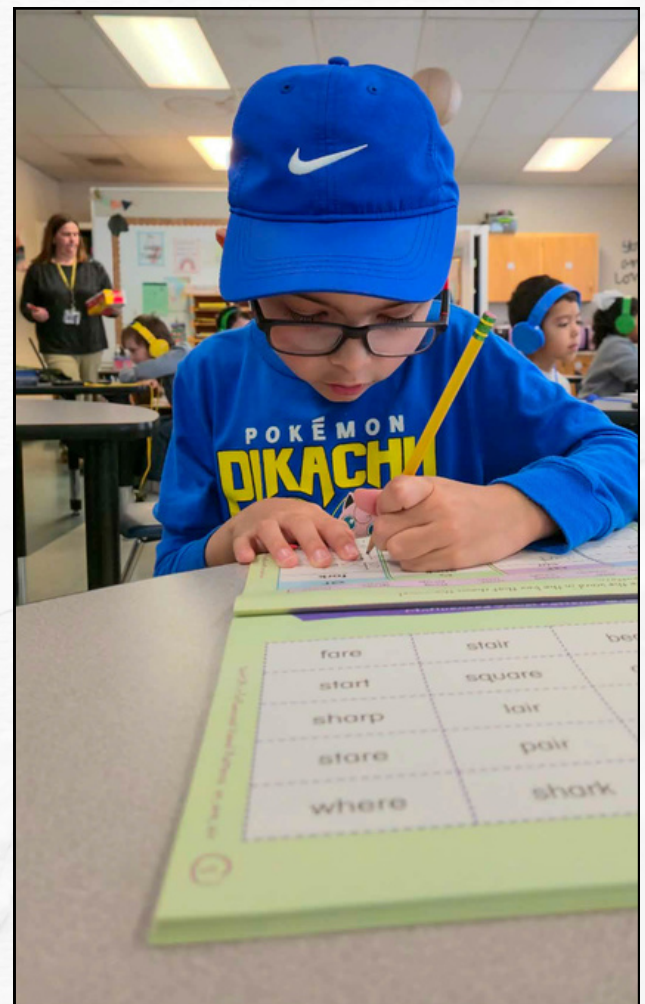
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OBJECTIVE

ESTABLISH TRUST, BUILD SHARED UNDERSTANDING, AND ALIGN EARLY LEADERSHIP PRIORITIES

- 01** **LISTEN DEEPLY** across schools, departments and communities
- 02** **UNDERSTAND** the district's strengths, needs, and current realities
- 03** **BUILD ALIGNMENT** between the board and the superintendent
- 04** **POSITION** the district for focused Year One action



PRIORITY ONE

LISTEN, LEARN, AND BUILD TRUST

Build confidence, visibility, and strong relationships across the district and community

- 01 VISIT** every school and major department to meet students, staff, and leaders
- 02 HOLD COMMUNITY LISTENING SESSIONS** across KCSD communities
- 03 ENGAGE** staff, students, families, tribal partners, labor leaders, and community groups
- 04 ESTABLISH CLEAR, PREDICTABLE COMMUNICATION** with families, staff, the Board, and broader community
- 05 CREATE ADVISORY GROUPS** with students, families, and staff



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PRIORITY TWO

STRENGTHEN CULTURE AND STUDENT-CENTER EXCELLENCE

Understand student needs, school conditions, and instructional priorities

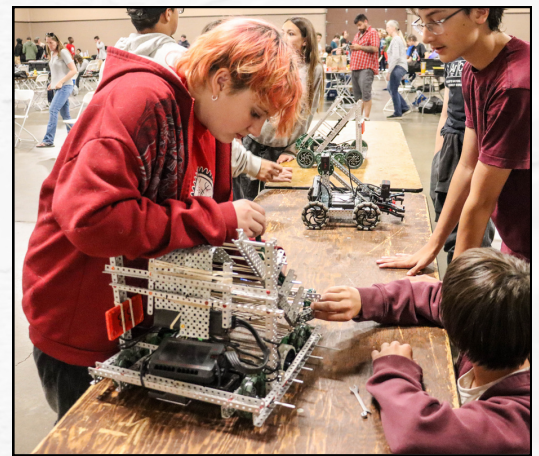
01 ANALYZE achievement, attendance, graduation, discipline, and climate data by student subgroups

02 CONDUCT school visits and instructional learning walks

03 MEET WITH PRINCIPALS to align instruction with high expectations for every student

04 REVIEW curriculum and instructional experiences for relevance and access

05 IDENTIFY emerging student-center priorities for Year One



PRIORITY THREE

ALIGN SYSTEMS FOR LONG-TERM SUCCESS

Ensure governance, leadership, and operations are aligned to support schools effectively

- 01 STRENGTHEN** Board-superintendent partnership around shared goals and student outcomes
- 02 REVIEW OPERATIONAL SYSTEMS** to ensure they effectively support schools
- 03 ASSESS CABINET WORKFLOWS** and decision-making for coherence and clarity
- 04 SET LEADERSHIP TEAM NORMS** that promote alignment and shared responsibility
- 05 DEFINE YEAR ONE PRIORITIES** and monitoring routines
- 06 CLARIFY** the Year One superintendent evaluation process and criteria with the Board

PROGRESS: DAY 100

DELIVERABLES

By Day 100 (Oct. 8, 2026), the district should have:

- ✓ Every school and major department visited
- ✓ Community listening tour completed
- ✓ District strength and opportunities report presented
- ✓ Cabinet leadership framework implemented
- ✓ Recommended Year One priorities presented to the Board

