



Superintendent Transition Plan

Dr. Kory Kalahar

Charting a course for a bright future in
the first 12 months

Uniquely Qualified to Lead for Excellence

I am a third-generation Wenatchee resident and a twenty-five-year staff member of the Wenatchee School District (WSD). I am uniquely equipped to work collaboratively with the board and the staff of the WSD to help stabilize the district financially with consistent and trustworthy leadership.

I have been in a leadership role for the last sixteen years. Four years at Wenatchee High School as Assistant Principal, ten years spent developing WestSide High School as the Principal, and the last two years at the District Office working with our elementary leaders and schools has prepared me to know the school district inside and out from many different vantage points

I am uniquely equipped to work collaboratively with the board and the staff of the WSD to help stabilize the district financially with consistent and trustworthy leadership.

The Wenatchee School District has had a number of changes in district leadership over the last few years. With change comes the unknown and often some concerns or anxiety about how things will impact us or be different. My transition into the superintendency will be one that relieves the anticipation of the unknown and will help calm the district in the understanding that one of their own will be moving three offices down and continuing the work already in motion.

I am uniquely qualified not just because of my experiences and time in WSD, but because of the transformational change that I have led.

- Kory Kafahar



There is no time to waste when it comes to the educational outcomes of our students in the Wenatchee School District.

We have had only one year of implementation of the new strategic plan and the continuation of this work is paramount. As the new superintendent of the Wenatchee School District, I plan to leverage my knowledge of the district and our community to move the school district closer to goals as outlined in the 2022 Strategic Plan at a pace that solidifies the foundation of the work, but is not slowed by new leadership. I was a key member of the team who drafted, revised, vetted, and helped implement this plan from the beginning. I thoroughly believe in this bold plan, our Promise to our students, and our commitment to achieve the Big Six outcomes for each of our students.

With support and guidance from the Board of Directors and the trusting relationships of the staff, students, families and our community, the WSD will continue to thrive and grow our students into the leaders of tomorrow with my leadership.

Transition Plan Timeline

My transition plan will encapsulate the first six months of my time as superintendent and will be broken into several different phases that will help support the Strategic Plan and the Big Six. The outcomes for the transition plan is to keep moving the district forward while creating a structure for consistency and longevity as a system.

The first Six Months



Finish Strong (March to June)



Listen and Learn (July - August)



Engage (September - October)



Lead (November - December)



Finish Strong (March to June)

It is imperative that I begin to direct my attention to the role of the superintendent as well as to allow current Interim Superintendent Bill Eagle to finish the great work he took on in the district this year.

I will focus on finishing my obligations as Assistant Executive Director of Learning and Teaching to the best of my ability and leave the position ready for my successor. This will be a time to work even more closely with Bill, the cabinet and the Board of Directors to ensure that our goals are aligned to support moving forward. Meeting with the School Board to create and outline goals and actions strategies for the upcoming year will be a main focus point. Strong communication with district stakeholders will also be evident during this time.

Key Activities

- Increase collaborative time with Interim Superintendent and Board of Directors
- One-on-one meetings with operations directors and building leaders
- Begin planning summer retreats with administrators, cabinet and board of directors
- Visiting and meeting with community and business leaders
- Collaborating on new hires and hiring practices
- Plan facilities committee for bond and levy measures
- Study the disaggregated Big Six data from the first year of the Strategic Plan
- Collaboratively build plan for Special Education for 23/24 school year
- Assist Learning and Teaching outline PLC at Work final year professional development



Listen and Learn (July - August)

Knowing the school district and the community has its advantages to moving right into a productive workflow. However, every new superintendent owes it to their constituents to listen and learn.

Believing that just because I am in the system and a member of the community means I know everything that needs attention is not acceptable. This time will be imperative to meet in one-on-one and small group settings with school board members, leadership team members, union representatives, staff, families, students, and the community. In addition, I see this as a time to re-introduce myself to the community, including our local, regional, and state political leadership, visit with law enforcement and first responders, the medical community, and business leaders, and check in with our local college and partner post-secondary institutions. This will not be a slow-paced time, and we will work strategically with the cabinet and Learning and Teaching to build and schedule an administrative advance that keeps our focus on PLC work to leverage high-quality instruction and a guaranteed and viable curriculum along with increasing our impact with regard to social and emotional learning throughout each of our schools.

Key Activities

- Meet with Board members individually
- Meet with labor leaders
- Work with Cabinet to outline year two Strategic Plan goals and Big 6 data
- Outline goals and accountability rubrics for my first year as superintendent
- Plan regular meetings with the finance team to plan for continued budget reductions
- Continue to collaborate with our Learning and Teaching Team and Instructional Leaders to plan for our professional growth opportunities.
- Engage in structured and collaborative work with the board, cabinet, and administration
- Lead the district "Back to School" day and kick off our school year
- Emphasize the initiatives: PLC at Work, Big 6 learning outcomes, and The Strategic Plan year two



Engage (September - October)

Once school begins in the 23/24 school year, we will need to keep the momentum going and implement the professional development plan for our third year with “PLC at Work” implementation. In addition, we will be working diligently to plan and implement our next levy and bond projects by creating a facilities committee of dedicated and passionate school district staff and community members to lead the charge.

The action plans for the essential pieces of the Strategic Plan will be thoroughly updated during this time to reflect the beginning data of the 22/23 school year and the updated longitudinal plans for the 23/24 school year. We will have conclusive baseline data from our official launch year of the Strategic Plan and the 22/23 year will be critical for growth in all areas.

Key Activities

- Visit all schools and engage in learning walks
- Check-in with all operational departments and Instructional Leaders
- Begin bi-monthly administrative meetings
- One-on-one meetings with building principals
- Engage the community to support our educational outcomes through the Strategic Plan
- Begin the work of the facilities committee to launch the next bond measure
- Meet with service clubs and groups to share the goals of the Strategic Plan and pre-bond conversations
- Begin facilities committee work



Lead (November – December)

With a focus on the future of our school district and without losing sight of the here and now, we will simultaneously dive deep into the work.

Learning and Teaching will continue to push through initiatives surrounding inclusion, high quality instruction, unit planning and PBIS that will positively impact our classrooms. We will also be working through the fallout of the budget cuts of the previous year while planning for additional layers for the 23/24 school year which will unfortunately mean more cuts to offset the budget concerns.

Key Activities

- Reflect on the work thus far and reality of the system – adjust as needed
- Continue to work with the facilities committee to lead bond conversations
- Levy discussions must ensure to be on time for 24/25
- Ease out of Transition Plan and into active role
- Ongoing collaborative work with Board of Directors
- Budget meetings begin
- WASSDA training for new and returning board members
- Results of facilities survey and study
- Begin work on budget scenarios for school board

Challenges to Capitalize on During the First Year

The Strategic Plan: Working our Strategic Plan and ensuring that all facets are being addressed will be one of the most important pieces of work to continue for the new superintendent and as an area of accountability for the Board of Directors to address with district leadership. Each of the action steps of the Plan's Priorities are owned by a cabinet member. This ownership involves creation of the of goals and steps to reach the goals throughout the course of the plan. During this year, the data will be reviewed, the goals and action steps updated and new appropriate goals set.

Budget: Even with the budget cuts and the impact those cuts will have on our staff and students, we will, once again, learn how to do our work with less human capital. The cuts will need to continue after the 23/24 school year if we are going to work to have a fund balance that the Board of Directors can feel good about in the future. This work will be ongoing, including the cabinet and the Chief Financial Officer as well as all stakeholders. We will persevere through these tough decisions and challenging conversations to a time of renewed prosperity in the Wenatchee School District.

Bond/Levy: The preliminary outline and steps to build our next levy campaign and capital bond measure will need to be outlined and investigated during the fall of the 22/23 school year. In addition, committees will need to be built and stakeholders included in the work during the 23/24 school year. The work will include diving into the data of the past elections and looking for demographic data to help solidify the priorities of the team strategically. We will need to survey the community on a variety of choices of projects they can wrap their minds and hearts around to support our students.

Inclusive practices: Inclusion for our students with IEPs benefits everyone involved, from the student with the IEP to other students and our building staff. However, when this transition takes place without a specific and concrete plan to roll out, is impacted heavily by the pandemic, and the staff doesn't feel adequately prepared or trained, there will be problems. This past year, we have had a team from the district office, including cabinet members and directors, meet with the schools to hear their stories. Through these listening conversations, there have been multiple themes that have emerged that have created a tumultuous transition to where we are currently with inclusion. Our teams have felt overwhelmed and understaffed. In addition, the teams have also felt that a lack of systemic vision, professional development, and access to the appropriate curriculum have increased these feelings.

Transition Plan Commitments

Take time to listen and learn from the Wenatchee School District stakeholders, especially those furthest from educational equity to ensure inclusivity.

Continue to collaboratively work on our goals of the Strategic Plan which is now beginning its second year. The bold plan now has baseline data from which the cabinet team can begin building and implementing second-year action plans and strategies.

Work closely with our Director of Hispanic/Latino(a) Relations to prioritize culturally responsive practices to meet the needs of our students and families.

Collaborate with the school board of directors as well as our educational and community partners on the progress of the plan.

Remain diligent and focused on our revenue streams as well as our intentionality in conservative spending habits. Our budget work will not end with the close of the 2022/23 school year.

Foster positive relationships and connections between students, staff, and families to address the number of complex issues that impact our community. Work with other school districts and community partners to help build community resilience.

Transition Plan Structures



Monthly school visits to meet with building leaders and walk through classrooms



One-on-one meetings with departments, labor leaders and cabinet members



Summer board of directors, cabinet and administrators workshops



Regular leadership meetings



Monthly administrators meetings



Consistent meetings with key community leaders (business, city, healthcare, religious, agricultural, media and technical)



Stakeholder listening and learning meetings



WENATCHEE
SCHOOL DISTRICT