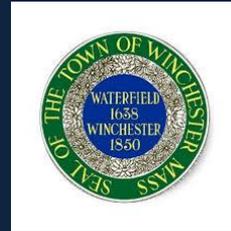


New Superintendent's Entry Plan: Overview

Winchester Public Schools
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July 2015



Initial Priorities

The selection committee identified several key priorities for Winchester's new superintendent, including:

- Articulating and sustaining a vision for excellence during a time of change
- Championing authentic learning for all students
- Building collaborative and high-performing academic and administrative teams
- Fostering the growth and professional development of all educators
- Engaging with all community stakeholders
- Innovating and working proactively to address current and future challenges and opportunities

Purpose of an Entry Plan

- Help develop a deep understanding of the district's core values/culture.
- Ensure that systems, structures, and supports are in place to support smooth and effective school operations.
- Identify the strengths and critical issues facing both the school district and the town of Winchester in order to develop goals and action plans to address challenges.

Purpose of an Entry Plan

- Provide opportunities for members of the community to come to know and understand me as a person and in terms of my own values, beliefs, and leadership style.
- Build trusting, collaborative relationships with key stakeholders. Ensure efficient, effective, honest, and open communication.
- Support continued high performance of school and district operations.

Entry Plan Phases

1. Pre-entry/Preparation: January 2014 to June 2015
2. Entry: July 2015 to October 2015
3. Planning/Goal Setting: November to December 2015

Entry Plan Elements

- In-depth review of key documents
- One-on-one interviews
- Use of surveys
- Informal staff and community forums.
- School visits to observe classes, meet with students, teachers, administrators, and support staff members.
- Preliminary report of findings to the school committee and school community for feedback
- Development of goals and an action plan to address challenges identified in the report.

Entry: Data Review

- Outside evaluations (NEASC, CPR)
- Student achievement data (MCAS, SAT, AP)
- Curriculum reviews
- Technology plan and inventory
- Systems of support and intervention (IST, IMT, reading, Title I)
- Social/emotional data and programs
- Literacy action plan
- English language learner programs and supports
- School and district improvement plans



Entry: Data Review

- Professional development plan
- Collective bargaining agreements
- Financial review (budget, grants, audits)
- Human resources review (handbooks, procedures)
- Enrollment projections
- School committee policy manual
- Special education service delivery models
- PreK-12 counseling models



Entry: School Committee

Goal: Develop a strong, collaborative, trusting relationship with school committee members.

1. Meet with each member individually and as a group.
2. Review/revise school committee/superintendent norms and protocols.
3. Present entry draft for review and feedback to school committee.
4. Develop goals for year one of entry and metrics for evaluation.
5. Meet with chair of school committee weekly to develop meeting agendas and annual calendar.
6. Visit district schools with members and engage in learning walks.
7. Review supports for efficient school committee operations and make adjustments as needed.



Entry: Leadership Team



Goal: Build strong, effective, student-centered leadership teams.

1. Establish regular meeting schedules and communication procedures.
2. Prepare for a smooth and efficient opening of school.
3. Understand and discuss the roles and responsibilities of each member of the team.
4. Collaboratively develop goals for reflection and improvement with each member of the leadership team.

Entry: Teachers and Support Staff

Goal: Build strong, respectful, and trusting relationships with faculty and support staff members.

1. Hold regular open “office hours” through the summer and fall months at central office and schools to provide informal opportunities to meet individually and in small groups.
2. Attend at least one faculty meeting at each school.
3. Implement communication plan.

Entry: Facilities



Goal: Prepare to support the revision of the Facilities' Master Plan and support the WHS project.

1. Understand the WHS project history and goals by reading minutes, attending meetings of Education Facilities Planning and Building Committee (EFPBC), and touring project.
2. Closely monitor progress of WHS project.
3. Review the town and school master plans for facilities and participate actively in upcoming revision of the plan.

Entry: Communication



Goal: Build effective, trusting, collaborative relationships with all stakeholders.

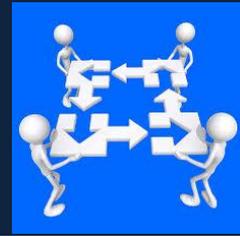
1. Conduct individual and small-group interviews with teachers, administrators, and support staff members:

- What are the strengths of the school/district?
- What are the greatest challenges of the school/district?
- If one thing could/should be changed, what would it be?

2. Administer surveys as needed to stakeholder groups.

3. Establish standing in-district superintendent advisory groups for teachers, support staff, and students

Entry: Communication



4. Hold regular superintendent's chats.
5. Hold parent/community forums on critical issues.
6. Schedule half-day visits at each school at least twice per month. Visit each classroom at least once by January 2016.
7. Meet regularly with town manager and town department heads.
8. Use a variety of communication strategies and vehicles (Twitter, e-mail, newsletters, and website) to keep stakeholders informed of entry progress and provide opportunity for feedback.

Entry: Community Support

Goal: Meet with a wide variety of community representatives who have so clearly supported and valued the public schools.

- Local elected officials
- Business groups, including Winchester Rotary
- ENKA
- Faith-based leaders
- Winchester League of Women Voters
- PISC and other parent groups
- Booster groups



Entry: Community Support

Meet with:

- WFEE
- Winchester Sports Foundation
- Council on Aging
- Higher education representatives
- Local media Public safety officials
- Incident Management Team
- Coalition for a Safer Community
- Multi-cultural Network
- Local fine and performing arts groups and schools
- Local private schools, including world language schools



Entry: Community Support

- Attend a variety of Winchester athletics and community events.
- Meet with superintendents from local districts.
- Serve on Middlesex District Attorney Partnerships for Youth board.
- Serve on collaborative boards.



Presentation of Findings

By November 2015, I will present initial findings of pre-entry and entry action steps to the school committee and wider community for feedback and validation.

The feedback will provide a basis for planning next steps to strengthen areas of excellence and ensure that areas of challenge are appropriately identified and addressed through school and district improvement plans.