



## WINCHENDON PUBLIC SCHOOLS

“Working Together”

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### SUPERINTENDENT’S ENTRY PLAN

As the newly appointed Superintendent of Winchendon Public Schools, I am greatly honored. It is a great school system with many challenges that lie ahead. This past year was tough for the town and the schools. It is time for Winchendon to come together to make our town great again.

I have lived in Winchendon for 26 years, and have worked for Winchendon Public Schools for 15 years. Starting as a teacher in our alternative school, then progressing as a business teacher in our high school, and two years ago worked in collaboration with the Administrative Team to develop the Murdock Academy. It is a very successful program providing relief for our at risk youth.

The Winchendon Public Schools Team is a hardworking and dedicated group of educators that have all worked diligently to improve the academic performance of our students. Currently, we are listed as a Level 3 school in the Commonwealth, and my goal is to raise our school from Level 3 to Level 2. There is a lot of work to do, and our team is ready to handle the challenge.

As part of my participation in the New Superintendent Induction Program, I am developing an “Entry Plan”. My plan is already underway. I have spent the first few months learning about our District from the perspective of Superintendent of Schools. I have met with and interviewed our teachers and staff. I have worked closely with my Administrative Team and together we have conducted a SWOT Analysis to determine our strengths, weaknesses,

opportunities, and threats. The key element to the success of this process is to listen. I have been taught to “go slow to go fast” and to “listen to learn”. This entry plan is an exercise of listening, learning, collecting and finally analyzing facts and data. This process started back in July and will continue through the end of December. I will continue to meet with administrators, teachers, staff, students, elected officials, public employees, community groups, and members of the media. I will present my findings to the school committee in January 2016. My report will focus on using the data collected to develop strategies to support current district goals and suggest improvement changes. This plan is a living document, which will be revised often.

## **Superintendent Core Values**

I believe that no plan can succeed without well-articulated core values. These values are essential to support student achievement and efficient school management.

- o **Trust**
- o **Education/Knowledge**
- o **Achievement/Success**
- o **Collaboration**
- o **Higher Accountability/Ethics**

In order for student achievement to improve we must begin by building **Trust** with all stakeholders. The task of **Educating** and providing **Knowledge** to a child will guarantee future **Achievement** and **Success**. This will be done by working **Collaboratively** with all relevant parties, teachers, parents, school administrators, town government, local businesses and the community at large. This collaboration must be built on **Higher Accountability** and **Ethics**. A town’s most valuable investment is its children’s education.

## **Part 1: July 2015 - December 2015**

This entry plan has several parts. The first part is a set of meetings with all stakeholders inside and outside the schools. During these meetings, I will hold a general discussion to learn as much from their knowledge and experience. In addition, I will be asking them the questions listed below in Part 3. Part 2 includes the details and schedule of my school visits from July to December.

## Key Stakeholders:

- School Committee Members
- Administrative Staff
  - Principals
  - Assistant Principals
  - Director of Pupil Services
  - Director of Facilities
  - Director of Technology
  - Director of the Murdock Academy
- Teacher Association Leaders
  - President
  - Vice President
  - Building Representatives
- Other Labor Groups
  - Paraprofessionals
  - Custodians
  - Secretaries
- Support Staff Groups/Individuals
  - Clerical
  - Custodians
  - Food Services
  - Transportation
- Teachers
  - Lead Teachers
  - Groups of Teachers
- Students
  - Student Government
  - Small groups of students
- Town Officials
  - Town Manager
  - Board of Selectmen
  - Police Chief
  - Fire Chief
  - Other Town Departments Heads
  - Town employees
- State Officials
  - State Representatives
  - State Senator
- Parent Teacher Associations
  - Leadership
  - Other members in Groups
- Robinson Broadhurst Foundation
- Murdock Foundation
- Winchendon Enhancement Committee
- The Winchendon School Leadership
- FLACC Collaborative Executive Director
- CAPS Collaborative Executive Director
- Local Media

## **Part 2: School Visits**

### July 2015:

Initial Assessment Visit to Murdock High School  
Initial Assessment Visit to Murdock Middle School  
Initial Assessment Visit to Murdock Academy  
Initial Assessment Visit to Toy Town Elementary School  
Initial Assessment Visit to Memorial Elementary School

### August 2015:

Readiness Assessment Visit to Murdock High School  
Readiness Assessment Visit to Murdock Middle School  
Readiness Assessment Visit to Murdock Academy  
Readiness Assessment Visit to Toy Town Elementary School  
Readiness Assessment Visit to Memorial Elementary School  
Prior to First Day of School (August 27, 2015)

### September -December 2015:

Visit each school once per week to continue monitoring and assessing progress of the goals established with the principals and directors. Participate in school activities and events.

## **Part 3: Interviews Questions:**

1. Tell me about yourself/school/work?
2. What are the top two initiatives you would promote if money was not an issue?
3. What programs or initiatives would you suggest getting rid of?
4. What are two things we can implement to improve student achievement?
5. What are two things we can implement to improve community trust?

## **Part 4: Data Analysis and Presentation**

The information that will be used in this analysis will be from the interviews and meetings listed above. Other sources of data will include results such as MCAS, PARCC, and other standardized tests.

Once the data is collected, I will analyze it with the help of my administrative team and school committee members to validate its findings. A report will be written that will spell out my plan of actions to support district goals. The plan will include suggestions of changes to the district goals or complete new ones. The report will also include a continuation plan, which will detail the main activities for the rest of the year.

- o 3<sup>rd</sup> Week of December 2015: Analyze Data Collected and Vet Findings with the Administrative Team
- o 1<sup>st</sup> Week of January 2016: Finalize the Plan
- o 3<sup>rd</sup> Week of January 2016: Present Findings to the School Committee