



## Superintendent's Entry Plan

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### *Winchendon Public School District Mission*

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The mission of the Winchendon Public School District is to enlighten, motivate, and educate all who pass through our doors. We will provide a safe environment that promotes an appreciation of diversity and preparedness for the future.

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### *Vision*

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The Winchendon Public School District works collaboratively with parents to strengthen students' abilities as critical thinkers, problem solvers and active contributing members of their communities while preparing them for success in college and career.

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### *Core Values*

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TRUST

EDUCATION/KNOWLEDGE

ACHIEVEMENT/SUCCESS

COLLABORATION

HIGH ACCOUNTABILITY/ETHICS

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## *Objectives*

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Align curriculum and instruction to improve academic performance so students are prepared for college, career, and their successful future.

Use assessment and data to implement effective curriculum, instruction, and interventions to meet the academic and social-emotional needs of all students.

Develop and maintain family/community outreach and communication; safe and respectful learning environments; and establish opportunities for a collegial, collaborative, and professional culture to improve student achievement.

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## *Purpose of Entry Plan*

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- Framework to plan for the first 90 days in the position of Interim Superintendent of Schools
- System to gather information through site visits and interviews with stakeholders
- Structure to start building strong relationships in the district and community to enhance opportunities for students
- Means to gather information to update the district's strategic and improvement plan
- Review of organizational structure, climate and district priorities to ensure efficient and effective alignment of resources

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### *Process Formal/ Informal Meetings, Observations and Interviews with Stakeholders*

- Recent graduates/present students
- High school dropouts
- Superintendent
- Administrative Assistant to the Superintendent and School Committee
- School Committee Members (past and present)
- School Committee Sub-committees
- Business Manager
- Director of Facilities
- Director of Pupil Services
- Director of Technology
- Director of Athletics
- WPS Extended Day Director
- Central Office Assistant/Accounts Payable
- Central Office staff
- Murdock Academy Staff
- SEPAC President ( Special Education Parent Advisory Council)
- Parent and parent organizations
- School Councils
- Business Community Members
- Teachers and other school staff (past and present)
- Building administrators
- Winchendon School District Association Presidents
- Food Service Director
- Review of past Board of Selectmen meeting minutes
- Winchendon Town Administrator
- Winchendon Chief of Police
- Winchendon Fire Chief
- Beals Memorial Library Director
- Winchendon School Headmaster
- Winchendon Council on Aging
- Winchendon Community & Civic Organizations
- Town Residents
- State Legislators
- Chair of the Winchendon Board of Selectmen
- Union representatives
- School Committee Attorney
- Special Education Attorney
- Booster Club Leaders

# Superintendent's Entry Plan

## *Document Review*

- School Committee Minutes and Agendas
- District and School Websites
- School Improvement Plans
- DESE data, including student achievement, early warning indicator system, demographics, and District Analysis and Review Tool (DART)
- Capital Improvement Plans ( 5 year history)
- District Report Cards
- District Curriculum Accommodation Plan (DCAP)
- Student-Parent Handbooks
- FLLAC and CAPS Collaborative meeting minutes and agendas
- Financial Documents, including schools and town budget reports, grants, Chapter 70, per pupil expenditure
- School committee policy manual
- Job Descriptions
- Curriculum documents
- Murdock High School Program of Studies
- Employee Evaluations
- Emergency Plans
- Enrollment projections and trends
- Coordinated Program Review for Special Education, Civil Rights and English Language Learners
- Special Education and ELL data, including:
  - SPED staff directory and positions
  - Entitlement and competitive grants
  - Out of district placements by program and location
- Professional Development Plans
- Annual Town Reports
- DESE District Review documents
- NEASC Accreditation Reports
- SWOT Analysis/ Strategic Plan (2017)
- Athletic Survey User Fees
- Teacher Evaluation Instrument
- Collective Bargaining Agreements
- Administrative and Non-Union Contracts
- Audit reports
- End of the Year Financial Reports
- FTE Reports
- Class size documents
- Contractual service agreements

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## *Focused Interview Questions:*

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- What is your role in the school district or community?
  - What are some successes of the Winchendon Public Schools that have instilled a sense of pride? What is working well and should be sustained?
  - What are two to three challenges that you believe the district has been facing over the course of the last three to five years?
  - What style of leadership do you feel the district needs to move forward?
  - What would a successful relationship look like between the district and your department?
  - What do you need to support your work and professional growth?
  - What is the most effective means to communicate what is happening in our schools?
  - What is your vision for the schools in the next 5 years and expectations for student growth?
  - What priorities and opportunities should the district focus on in the next 3 to 5 years?
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## *Methods*

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- One to one interviews
  - Small focus groups
  - Telephone interviews
  - Electronic Surveys
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## *Conclusion*

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After gathering information through multiple means, the data will be analyzed and the findings presented to the Winchendon School Committee in December 2018.