

Superintendent's Entry Plan

Monson Public Schools
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Superintendent

The purpose of the Entry Plan is to communicate the process and the timeline I will use to guide my further understanding of the Monson Public Schools and the Monson community. Analysis of key findings from this plan will be shared with the School Committee in the fall.

Overall Goals:

- Gain a deeper understanding of the Monson Public Schools and Monson community.
- Identify areas of strength and weakness in all schools
- Research the efficiency and effectiveness of practices and procedures
- Cultivate relationships and lines of communication
- Build trust and create *true* transparency

The plan will include a full review of essential documents including:

- Department of Elementary and Secondary Education District Review Report
- All School Improvement Plans
- District Improvement Plan draft
- FY 2012 to FY 2014 budgets
- Collective Bargaining contracts
- Central Business Office and Administrator contracts
- MCAS and Galileo scores
- Grants
- Wellness Policy
- Crisis Plan
- Attendance and Discipline records
- Student and Parent handbooks

I have a unique perspective of the district, having served as an administrator here for the past eight years. However, I believe it is critical that I interview a wide array of both district and community members, as their input will provide me with a foundation as I make the complex, and sometimes difficult decisions needed to move our district forward.

Interview questions for school-based community members:

- What would you like me to know about you and your role in this district?
- As you look ahead to the coming year and the leadership transition, what are your hopes?
- What do you see as the most effective means of communicating district information?
- What do you think must be maintained at all costs?
- What are you most proud of?
- Are there specific ways I can support you?
- What questions do you have for me?

Interview questions for non-school-based community members:

- What would you like me to know about you and your role?
- What do you see as the strengths of the Monson Public Schools?
- What do you see as areas that we need to work on?
- What do you think must be maintained at all costs?
- Do you have one piece of advice for me as I move forward?

Phase I: July 2013

Key Activities:

- Transition out of current role as Principal of Granite Valley Middle School
- Reconfigure office space
- Meet with outgoing Interim Superintendent Dr. Edward Malvey
- Hire key staff positions:
 - Interim Principal, Quarry Hill Community School
 - Interim Principal, Granite Valley Middle School
 - Interim Assistant Principal, Quarry Hill Community School
 - Interim Assistant Principal, Granite Valley Middle School
 - Transportation Director/Grants and Financial Initiatives Coordinator
 - Transportation Coordinator
- Create a Monson Public Schools booth at Summerfest to meet and greet families and community members
- Begin document review
- Develop schedule of summer Administrative Leadership Team meetings
- Send out introductory email to all Monson Public School employees
- Post introductory letter to Monson community on Monson Public Schools website
- Connect with network of Massachusetts superintendents
 - Participate in New Superintendent Induction Program
 - Attend MASS conference
- Begin individual and group meetings:
 - School Principals
 - Director of Guidance
 - Director of Business and Facilities
 - Director of Pupil Services
 - Administrative Assistant – Director of Pupil Services
 - Administrative Assistant – Superintendent of Schools
 - Human Resource and Finance Coordinator
 - PTSA Vice President
 - Director of Technology
 - Director of Transportation
 - Director of Food Services
 - Association President
 - Director of Curriculum and Instruction
 - Town and State officials
 - Town Administrator
 - Donna Harlan, DSAC

Phase II: August 2013

As the month of August begins, aside from the activities listed below, I will be simultaneously planning for the start of school.

Key Activities:

- Continue individual and group meetings:
 - School Committee
 - Student groups
 - Parent groups
 - District Teaching and Learning Council
 - Bus drivers
 - Instructional aides/teaching assistants
 - Cafeteria workers
 - Other faculty
 - School nurses
 - Town and State officials
 - Board of Selectmen
 - Police and Fire Chiefs
 - Emergency Management Coordinator
- Continue document review
- Conduct building tours
- Work with Principals to create school visit schedule
 - Classroom observations
 - One-on –one with Principal
 - Learning walk-throughs
 - Students
- Prepare second draft of Entry Plan
- Plan New Teacher Orientation Day
- Plan first day of professional development
- Work with School Committee to establish goals and review Superintendent's evaluation process
- Attend Open House activities at all schools

Phase III: September/October 2013

Information obtained from this Entry Plan will be used to create an Entry Plan Report. On September 1, I will present my goals and objectives to the School Committee for approval in accordance with the Massachusetts Model System for Educator Evaluation.