

# Pentucket Regional School District

## Superintendent's Entry Plan & Timeline

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*Respectfully Submitted: Dr. Justin Bartholomew  
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# Superintendent's Entry Plan:



## Introduction & Purpose

When an organization undergoes a **transition in leadership**, it is essential for stakeholders to be aware of what that transition will look like in the upcoming months and, particularly, throughout the first year. An informed leader that understands the perspectives of a community can effectively work with stakeholders to shape and grow a highly productive educational system. As Superintendent, it is my **duty to have a comprehensive understanding of our educational programming, fiscal health, organizational structure, and overall status of our schools.** While quantitative information can be found in a variety of reports, it is the perspectives of the Pentucket community stakeholders in combination with this data that are critical in charting our path over the next several years. This entry plan, therefore, serves as a tool in helping me to understand the status of our district, and then to share with all stakeholders my findings so that we can collaboratively move forward in our efforts to **provide the optimal learning environment for our students and staff.**

The **scope of this review process must be extensive, comprehensive, and honest.** I will begin by spending a great deal of time interviewing stakeholders to understand what their perception is of our school district. Following that process, there will be a period of time that I spend analyzing and assessing district data and documents, as well as collecting survey data from our students, teachers, parents, and community members. The findings from the analysis of all this information will be reported to the School Committee and the Pentucket community so that we can begin to collaborate and develop a long-term strategic plan that will guide the Pentucket Regional School District for the next several years.

The questions asked of stakeholders during the entry plan process are essential in helping me understand where we are as a district. More importantly, the time spent meeting with stakeholders throughout this process fulfills one of my most critical roles, and that is the building trust, confidence, and collaboration between the stakeholders and the district where everyone understands that their input is valued and important as it contributes to providing an optimal educational experience for our students.

## My Role

I believe the most effective school districts have a common purpose to provide the highest level of opportunities for their students and teachers, and that these districts are a reflection of their respective communities. It is critical that I take on the role of building and strengthening relationships amongst all stakeholders so that we can work together towards that common purpose of providing the highest level of opportunities to our students and teachers. This requires trust, respect, honesty, and open

communication where every member, no matter what their role in the community may be, feels valued because that member is valued.

During this process, I will:

1. **Look, Listen, and Learn:** I will meet with stakeholders (School Committee members, students, teachers, parents, classified staff, town leaders, state leaders, and community members) to find out what they believe is going well, what they appreciate most about the school district and community, and what they view as the biggest challenges moving forward. Ideally, these meetings would take place in small groups where each individual can share his/her thoughts.
2. **Review Data Trends:** From these meetings and through the collection of qualitative and quantitative data, I will develop a report that highlights the key findings about the current state of the school system.
3. **Share** - I will formally share my findings with the School Committee, all school personnel, and community members from all three towns.
4. **Plan** - I will work with the School Committee to start the process of developing a strategic plan based on all the information that has been collected. It is essential that this be developed collaboratively with teams of stakeholders and focuses on developing goals that target areas that will have the greatest positive impact on our students, teachers, and community.

### **Rationale**

The four steps of this entry plan are essential for creating the following outcomes:

1. The development of trust and respect between myself and all stakeholders.
2. A clear understanding of Pentucket Regional School District's current situation.
3. Creation of a rough framework of key themes that can be used to collaboratively identify areas that should be addressed/modified in a strategic plan that that will guide our school district over the next five years.

### Outline of the Entry Plan Process and Timeline

Fundamental to this entry plan will be the concept of “*Look, Listen, and Learn.*” This approach will be carried out through the entire process during all steps.

## Step One: Data Collection

### July - December, 2018

#### Meetings with stakeholders

Meet with district office staff, School Committee members, PAT leaders, teachers, students, school administrators, town leaders, classified personnel at each school, existing sub committees, community groups, business owners, and state representatives.

*Key questions to be addressed by stakeholders:*

1. What do you value the most about Pentucket Schools?
2. What are one or two key areas or issues challenging our school system?
3. What is the one thing you believe should be maintained at all cost?
4. What is our greatest strength?
5. Do you feel like there is strong communication from the schools and district to keep stakeholders informed as to what is happening?
6. What events, if any, have impacted our school system in the past few years? Was it a positive or negative impact? Are we still feeling the effects of those events?
7. How are we performing academically? Are all students experiencing success, or are some thriving while others struggle?

#### Review internal systems

Gaining an understanding of how the Pentucket Regional School District (PRSD) is currently organized and how various policies, protocols, and procedures are being carried out is necessary to ensure that efforts are not being duplicated and that our processes are streamlined. To that end, I will:

- Review the budget and financial health of PRSD.
- Learn the human resource procedures, protocols, and policies for the district.
- Become acquainted with each school’s curriculum, testing goals, and extracurricular activities.
- Become familiar with the building facilities, including learning about deferred maintenance and any pressing facility concerns.

#### Online Survey

In order to make certain that all stakeholders have an opportunity to share their viewpoints, I will generate an online survey that is comprised of various general questions regarding our district. The survey will be disseminated in nearly every possible way (email, posted on website, Twitter, etc.)

including by paper for those that do not have internet access so that every stakeholder has the opportunity to share his/her thoughts.

### **Document Review**

Every district has a variety of documents that help guide town leaders, school leaders, teachers, students, and parents. Coming from the outside, it is important for me to examine all of these documents from a different perspective to see what is in place for PRSD, and try to consider how effective those documents are in helping to guide our progress. Some of these documents include:

- Emergency Plans
- Budget Documents
- Curriculum Guides
- School Improvement Plans
- District Strategic Plan
- School Handbooks
- Collective Bargaining Agreements
- Annual Town Reports
- State Audit Reports
- Administrator, Faculty, and Staff Evaluations
- State and Local Student Achievement Data
- Enrollment Data
- Graduation Rates and Post-Secondary Plans
- Regional Agreement

## **Step Two: Analysis and Sharing**

### **January - March, 2019**

During step one of the entry plan, there will have been a wealth of conversations, intake of data, and review of documentations. It is my job to carefully analyze this data and look for any commonalities, trends, gaps, or themes that present themselves. The conversations, surveys, and documents are packed with a wealth of information about our district, so it is my hope that there will be some areas that stand out. While it is important to analyze the data, it is equally important to ensure that the data is presented in an honest and plain manner. Such a presentation will include a understandable analysis of where we currently are, trends that presented themselves, areas where we are strong, areas where we can improve, and possible considerations for what our next steps might be moving forward.

The presentation that culminates from this first analysis will initially be shared with the Pentucket Regional School Committee followed by the community. More specifically, this presentation of the findings will, with the permission of each of the towns, be shared at meetings with the Selectmen so

that the locals leaders are informed about the current state of PRSD. Additionally, the presentation can be shared with any number of parent and teacher groups (PTOs, Pentucket Education Foundation, Pentucket Association of Teachers, etc.) as well as being posted on our district website.

## Step Three: Strategic Planning

**April - August, 2019**

This step creates an opportunity for collaboration amongst stakeholders to help determine what our course of action and priorities will be for the upcoming school year. Ideally, this process will begin with the School Committee where we will spend an extended amount of time at a retreat during which we would discuss the findings from step two and compare them to the current “District Capacity-Building Plan.” From there, we will reach out to stakeholders throughout the community to help determine the following:

- a) Have we met the goals of each Strategic Objective?
- b) Do we need to modify the Strategic Objectives?
- c) Are the Strategic Objectives still relevant?
- d) Based on the data, do we need to develop new objectives?

Together, we will work towards a collaborative plan that will help us in:

- Articulating PRSD’s envisioned future.
- Identifying outcome-oriented goals and objectives that would cover the next five years.
- Reviewing the school district mission, vision, and values.
- Developing strategies that would move PRSD forward toward its envisioned future.
- Discussing ways in which a strategic plan would affect the work of school employees as well as how it would transition into an operational plan.

Once complete, the strategic plan will describe a desired vision for our school community, and the steps necessary to achieve that vision.

## Step Four: Implementation

**August - September, 2019**

Starting July 1, 2019 (the start of the new school year), the strategic plan that has been developed will direct how we move forward with our programming, communication, and finances. Though the plan will not be ready prior to the Fiscal Year 2020 (FY 20) budget, it will still afford us the opportunity to prioritize where and how we utilize taxpayer resources.

In terms of planning, the strategic plan will directly impact our budget planning processes (starting with FY 21), School Improvement Plans (starting with the 2019-2020 school year), our district-wide Professional Development Plan (starting with the 2019-2020 school year), and any other plans that may be developed as a result of the new district strategic plan.