

Superintendent's Entry Plan



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Purpose of the Plan:

The purpose of this plan is to develop a deep understanding of the current realities of the Longwood Central School District, its individual schools, communities, operational systems, programs, and financial wellness, in order to recognize areas of strength and to ensure that all District efforts are in alignment toward providing our students with the tools necessary to live happy and productive lives as contributing members of society. The Development of strong relationships based on trust, transparency, and mutual respect within the District and community will be at the heart of this entire process.

Guiding Principles:

1. **Seek First to Understand** - It is imperative to engage the individual members and groups of the Longwood educational community in authentic conversations in order to truly understand the concerns, priorities, and points of pride of the entire community.
2. **Authenticity, Trust, and Transparency** - Being open and honest about who I am as a person, a teacher, and a leader throughout the entire process will foster the development of authentic relationships rooted in transparency and trust.
3. **Equity, Excellence, and Inclusivity** - The cultivation of an inclusive, welcoming, and supportive school community, that promotes equity and culturally responsive practices, will ensure the academic success and well being of each and every student in the Longwood Central School District.
4. **Synergize for Success** - The whole is always greater than the sum of its parts. Through open and honest communication, collaborative reflection, and mutual respect, unified communities prepare themselves to continuously grow and transform to reach new heights.
5. **Begin with the end in mind** - A compelling and cohesive shared vision, mission, and set of core values, will ensure the alignment of all systems and goals toward supporting each member of the educational community in realizing their true potential.

Governance:

Effective school board governance will make all the difference in ensuring the growth and success of each student, teacher, administrator, and staff member within the Longwood educational community in the coming years. It is imperative that the Longwood Board of Education and Superintendent form a lasting partnership rooted in trust and transparency to serve as the foundation for such governance. The action items listed below are designed to facilitate the development of foundational relationships with each individual member of the Longwood Board of Education, establish the collective BOE and Superintendent leadership team as a cohesive unit, synthesize our guiding moral imperative and unified purpose, determine the priorities and strategic focus of the BOE, and define the key norms, structures, and protocols necessary to ensure the continued growth and success of the Longwood Central School District.

- Review the roles and responsibilities of the BOE and Superintendent
- Clarify the superintendent-board president relationship
- Establish effective communication protocols (collective and individual)
- Review current BOE operating procedures and protocols
- Collaboratively develop a Governance Handbook with the BOE
- Review and assess satisfaction with the board professional development plan
- Review and update board member orientation materials
- Review the entry plan with the BOE to gather feedback and make adjustments

Academic Excellence:

An appropriately rigorous and cohesive P-12 curriculum supported by a learning organization whose culture fosters focused learning, purposeful practice, direct-meaningful feedback, collaboration, creativity, critical thinking, social-emotional development, and cultural responsiveness, is the key to developing students into productive and empowered citizens prepared to successfully follow the path of their choosing while making positive contributions to society. The action items listed below are designed to develop a deep understanding of the current curricular and cultural realities as well as to identify the strengths and opportunities for further development within these areas at both the district and building levels.

- Perform a curriculum audit
- Establish a curriculum review cycle
- Develop a curriculum evaluation process
- Examine the current instructional program, design of special programs for special education and at-risk students, school improvement plans, achievement data, goals, and priority action items with district and building level instructional leaders

- Assess the current internal systems of data reporting and accountability along with their alignment to the goals of each building and the District
- Engage a core leadership group in learning walks to assess the current reality of instruction and learning across the District
- Analyze the current approach to planning and providing professional development for all teachers, staff members, and administration
- Review the existing evaluation processes and procedures for all instructional staff and administration (A.P.P.R.)
- Audit the current processes for the recruiting, developing, and retaining high quality and culturally diverse instructional staff
- Collaboratively define the roles of principals, directors, coordinators, assistant principals, department chairpeople, lead teachers, and instructional support staff members in the ongoing development, monitoring, and evaluation of curriculum and instruction
- Schedule regular school site visits and walkthroughs for the upcoming school year

Cohesive Leadership:

A successful educational leadership team will exemplify the ethical and moral standards set forth for each and every member of the Longwood educational community. Operating under a common set of agreed upon principles, norms, and protocols will ensure clear and consistent communication of these standards throughout the entire organization and community. The action items listed below are designed to establish a highly effective, cohesive, and focused leadership team.

- Analyze the District's current strategic plan, established accountability systems, and overall leadership structure
- Assess the effectiveness and efficiency of the current organizational structure and identify areas in need of alignment
- Engage in individual conversations with each of the district and building level administrators to establish relationships and gather feedback
- Determine each principal's main concerns and priorities for the coming year
- Discuss individual building versus Central Office roles and responsibilities
- Establish how Central Office, the Superintendent, and the BOE can best support the work of the principals
- Collaboratively develop and adopt the guiding principles, values, beliefs, and norms of operation for the core leadership team
- Develop effective communication and decision making protocols
- Schedule an administrative leadership team retreat

Communication and Community:

Community engagement in the Longwood Central School District is essential to its success as the schools are the glue that bonds the greater Longwood community together. All members from each of the different communities that make up Longwood must feel a deep sense of ownership and know in their hearts that this is truly their school district. The action items listed below are designed to establish an understanding of the District's current approach to community engagement and communication.

- Audit the current strategies for communication and community engagement including District promotional materials and website in collaboration with the District's Public Relations Specialist
- Review the utilization and integration of social media into the District's overall communication plan
- Analyze the results of the most recent school perceptions survey and community forum
- Initiate meetings with the leadership teams from each of the District's employee groups in order to establish positive relationships, identify each associations priorities and areas of concern, and develop communications protocols
- Identify key school and community organization meetings/events and schedule to be in attendance
- Establish initial and ongoing meetings with:
 - Parent-Teacher Associations
 - Student leadership groups
 - Elected/Appointed Officials
 - Local Law Enforcement
 - Fire Chiefs
 - Clergy
 - Community organizations
 - Civic Leaders
 - District Partners
 - Local Press
 - Senior citizens
 - Neighboring Superintendents
 - Other groups as advised by the Board of Education
- Suggest the development of a Culture Committee to plan inclusive District and community events
- Advocate for the implementation of restorative "community conversations" to regularly bring representatives from all stakeholder groups together in order to:
 - Understand the goals, aspirations, and most important issues to each group within the schools and community
 - Seek feedback from all stakeholders in regards to what is working well and what might be some areas in need of improvement
 - Establish how the District and schools might best support each group in achieving their goals and resolving the identified issues
 - Listen to ideas for change

District Operational and Financial Health:

Effective educational organizations efficiently align and manage all resources and operations to promote the success and well being of each and every student. The action items listed below are designed to gain an understanding of the current strengths and opportunities for improvement in areas of District operations and finance as well as within the educational learning and working environments.

- Meet with District legal counsel to review the implications of pending legal matters, regulations, and legislation
- Recommend a forensic review of all district financial records
- Collaborate with the Assistant Superintendent for District Operations in order to:
 - Review financial reports and audits
 - Assess the current facilities plans and ongoing capital projects
 - Analyze the current business office protocols and procedures
 - Understand the current accountability measures for District operations
 - Audit the District's current technology plan and Smart Bond
 - Discuss financial projections, resource allocations and budget processes
 - Examine the alignment of district resources to support student achievement and the goals of the District
- Meet with District transportation providers and the Transportation Coordinator to discuss current agreements, strategies, and opportunities for improvement
- Collaborate with the Assistant Superintendent for Human Resources in order to:
 - Examine key personnel evaluations
 - Assess current staffing and position control
 - Review all employee agreements, upcoming plans for negotiations and current grievances
 - Analyze current staff development plans and their alignment to the goals of the District
- Audit the current school safety and crisis management plans in collaboration with the Director of School Safety
- Meet with the Director of Plant Facilities and the School Lunch Manager to discuss the strengths, priorities and concerns in each area
- Collaborate with the Directors of Fine Arts and Health, Physical Education, and Athletics to review the current programs, facilities, and areas of need