

Superintendent Entry Plan, 2017-2018

Arthur Unobskey

Wayland Public Schools

Purpose of the Entry Plan

The purpose of this Entry Plan is to provide me with a structure for completing a careful study of the Wayland Public Schools. I will use these findings to gain the knowledge and trust I need to partner effectively with staff and the community as we build a shared vision for the Wayland Public Schools.

The Wayland Public Schools has the deep respect of its town. Its schools are viewed as both nurturing and high-performing. It has benefitted from skilled and steady leadership. That rock-solid platform supports a staff that is confident about its past and present and energized about the future. This research should help to galvanize the staff around a small number of priorities that will enable us to make an excellent district even better.

Deepening Our Core Values

The Wayland Public Schools Core Values are:

- a. teaching all students effectively
- b. creating strong collegial networks among staff
- c. respecting differences
- d. building a nurturing community

The research that I conduct will identify action steps the district should take to deepen its implementation of these four values. In order to identify those action steps, my research will focus on answering the following questions:

- a. How do we ensure that all students have a rigorous and nurturing academic experience?
- b. How should we refine our collaborative structures so that we position teachers most effectively to learn what works for students and to apply that learning to their daily teaching?
- c. How can we refine our communication with parents and the community so that we build consensus in the identification and implementation of our priorities?

The Time-Line for the Entry Plan

Part 1.Data Gathering: August 2017-January 2018

I will review documents, conduct interviews and administer surveys.

Document Review: I will review DESE documents (MCAS, EPIMS, Graduation Data, Attendance data, Social-Emotional Data, teacher evaluation data, etc), district and school improvement plans, enrollment projections, collective bargaining agreements, facility master plans, past budgets, budget forecasts, special education reports, School Committee agendas and supporting documents, and school handbooks.

Interviews: I will interview members of all stakeholder groups. These interviews will include meetings with students at all three school levels, School Committee members, the Town Administrator, town selectmen, members of the town Financial Committee, the police chief, fire chief, state representatives, Wayland Teachers' Association leadership, school administrators, central office administrators, teachers, teaching assistants, facilities staff, parents, BASE staff, Council on Aging staff, and residents without children in the school system.

Focus Groups: I will also have focus group meetings that will include:

- Students at the elementary school level, at the middle school and at the high school
- Elementary teachers
- Middle school teachers
- High school teachers
- Teaching assistants
- Parents at each school
- Members of the Boston Parents Council
- Members of the Special Education Parent Advisory Committee

Surveys

I will send surveys to the teachers, Wayland parents, and Wayland residents that do not have children in the school system.

Observations

I will observe classes, sporting and artistic events, teacher meetings, PTO meetings, and town-wide meetings.

Part 2: Report of Findings: February 2018

In February of 2018, I will produce a report of findings that I will present to the Wayland School Committee. This report will provide insights into the research questions listed above. After this report is published in February, I will spend until May meeting with stakeholders to discuss my findings and to get their input into creating action steps. Then, from June until August, I will work with the administrative team to pull these insights together into a three-year plan.

Part 3: Publishing Three-Year Plan for Wayland Public Schools, August 2018

This Action Plan will articulate a shared vision with goals and action steps to reach that shared vision. This Action Plan will tie directly to school and district improvement plans so that the district moves forward as a coherent whole.