



# Walpole Public Schools

---

**Bridget A. Gough, Ed.D.**  
**Superintendent**

## **Superintendent's Entry Plan**

The purpose of this entry plan is to gather information regarding the Walpole Public School System in an organized systematic approach. As I plan for an effective and smooth transition of leadership, this document outlines the goals, objectives, and timelines necessary to continue our focus on quality education and high levels of student achievement. The goal is to take an in-depth look at where the system has enjoyed successes and assess the needs, improvement opportunities, and challenges of the district.

Although I have been in the Walpole Public Schools for many years, this changing role will provide me with the opportunity to take a fresh look at the district. The first phase of listening and learning from stakeholders will enable me to continue to build and strengthen relationships necessary for student success. Group discussions, observations, surveys, and document review will help guide my work to make connections and build networks with students, staff, School Committee, families, and the community. Based on foundational core values as an educator and life-long learner, the findings will be the basis for developing a plan that continues a culture of collaboration, communication, and excellence. I am honored to have the opportunity to lead a school district as we educate all students to achieve success.

## **Outline of Entry Plan and Timeline**

### **Phase I: Listening and Learning: Data Collection**

Through the months of July, August, and September, I will conduct interviews and focus groups to assist me in gaining a deeper understanding of the vision for the school district, understand individual initiatives, listen to areas of concern, and identify opportunities for improvement. These interviews will also enable me to understand what is valued to individuals relative to their roles and responsibilities. The purpose is to understand individual perspectives of what we see as strengths and challenges, community expectations, and how these perspectives and expectations can be helpful for my own work.

## Schedule of Interviews/Focus Groups

### July – September 2019

- School Committee (Individual)
- Administrative Leadership Team (Individual)
- Town Administrator
- Finance Committee Chair
- Board of Selectmen
- Food Service Director
- Transportation
- Building Maintenance
- Central Office Personnel
- Union President
- Police and Fire Chief
- METCO Coordinator
- Athletic Director
- Recreation Leaders
- Council on Aging
- Health Director
- Longview Farm/Clifford School

### September - October 2019

- Collaboratives
- Middle School and High School Student Council (at school sites)
- School Councils (monthly)
- PAC Chairs (monthly)
- High School Department Chairs
- Schools and Classroom Visits
- Area State Legislators

### October – November 2019

- Continue with Classroom Visits
- Visit District Programs
- Custodial Staff
- Cafeteria Employees
- Secretarial Staff
- Business Leaders

In addition to individual interviews and focus groups, I plan to also attend the following events:

- New Teacher Orientation Session and Luncheon
- Open Houses/Back to School events
- Meet and Greet Events
- Opening School Assemblies

The first Meet and Greet Event will be held on August 21st from 8:00 A.M. to 10:00 A.M. at the Walpole Public Library Community Room. In an effort to make myself available to those who are not able to meet in the morning, I will also be available at the same location from 6:00 P.M. to 8:00 P.M.

These meetings will provide additional opportunities to discuss strengths and needs of the school district in an informal setting.

### Document Analysis

Document analysis is also a critical component of information gathering. I will be collecting and examining the following data, which will provide me with a comprehensive understanding of the district and the relationship to the instructional core. Data collection will include key documents such as, but not limited to the following:

- Assessment data
- District policies
- School Improvement Plans and Handbooks
- Curriculum materials
- District Programs
- District Safety Plans
- Enrollment Projections and Trends
- Budget and Grants
- School Committee Agendas and Documents

### Phase II: Analyzing and Sharing Feedback: January - February 2020

This entry plan affords me the opportunity to be an active listener, an effective observer, and a proactive organizer. The purpose of this phase is to analyze data collected from interviews, surveys, and document reviews and then identify trends and major themes garnered from the stakeholders. The data will also be analyzed during this phase to prepare for the goal development and strategies for the Walpole Public Schools. As we communicate expectations, analyze issues, and collaborate to develop goals and solutions, it is critical to publically share preliminary findings with the School Committee and both internal and external stakeholders for feedback.

### Phase III: Planning - Developing a Strategy for District Improvement: Spring - Fall 2020

In this phase, we will build upon our strength and embrace our challenges though a collaborate commitment from students, staff, parents, school committee members and community leaders. Taking into account the findings and recommendations, we will develop a long-range direction for the district and provide a clear focus for future pursuits by identifying priorities for improvement. This plan will help the organization to think and act strategically, develop effective strategies, clarify future directions, establish priorities, improve organizational performance, build teamwork and expertise, and deal effectively with a rapidly changing environment.

This structured listening, learning, and leading entry plan will maximize our efforts in providing students with the opportunity to reach their highest potential. The three phases enable me to develop relationships with internal and external stakeholders while gaining an understanding of the district's strengths, challenges, and opportunities. Identifying and articulating the decisions we make will lead to improved student outcomes. I am honored to have the opportunity to continue to be part of a school district that focuses on quality education and high levels of student achievement. I look forward to working together in serving the needs of our students and continuing to enhance their learning experiences by striving for success.