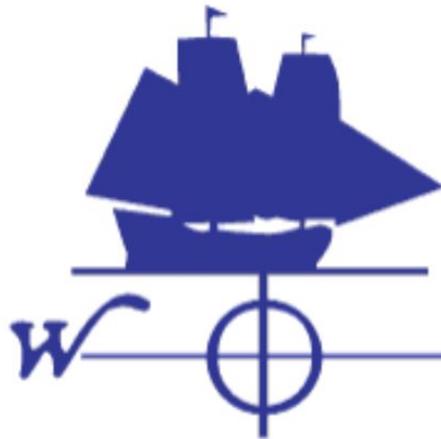


Westbrook Public Schools

Educate, Challenge, and Inspire.

The Westbrook Public Schools recognize that every child is important and an integral part of our community. Our commitment is to provide a safe and supportive learning environment to educate, challenge, and inspire all students to achieve their potential and follow their artistic and intellectual curiosity.



Entry Plan

Kristina J. Martineau, Ed.D.

Superintendent of Schools

November 10, 2020





Westbrook Public Schools

Educate, Challenge, and Inspire.

Dear Westbrook Public Schools Community,

It is an honor to serve as your next Superintendent of Schools and it is with great excitement that I begin our work together to support a school system of educational excellence. Our priority as a school community will continue to be focused on meeting the needs of *all* children, supporting them each step of their journey through our schools. Westbrook Public Schools has a longstanding reputation in the state of Connecticut as a high performing, innovative school system that supports student centered learning. This entry plan has been designed to help me to learn as much as possible about all aspects of this exceptional school community and to actively listen to all community stakeholders about their experiences, insights and recommendations to continue this tradition of excellence and student centered success in the Westbrook Public Schools.

Communication, engagement, and collaboration are key pillars of a highly effective school community. It is in this spirit that I invite you to meet with me to share your thoughts, perspectives, and experiences to formally begin our partnership to support the children and families of the Westbrook school community. Your insights are highly valued and critical to our continued effectiveness as a school system. In the coming weeks, I will communicate dates, times, and locations that will provide opportunities for you to contribute to a positive and constructive dialogue about Westbrook Public Schools. Additionally, I will send out survey links for students, families, staff, and community members to provide multiple opportunities for feedback and participation during this transition.

I look forward to meeting each and every one of you and building long lasting relationships in each of our schools, with our families, and in our community. Over the next few months, I will share updates on the findings of this entry plan and provide additional opportunities for feedback as we develop our shared priorities and goals for Westbrook Public Schools.

Your partner in education,

Kristina J. Martineau, Ed.D.

Superintendent’s Entry Plan 2020-2021

Phase I: Pre-Entry	Phase II: Entry	Phase III: Development of Next Steps
<p><u>November 2020</u></p> <ul style="list-style-type: none"> • Introductory communications; • Individual meetings with interim superintendent, BOE members, school leaders, and central office staff; • School visits and staff Meet & Greets; • Review priority district documents and data; and • Solicit input and feedback from school community. 	<p><u>December 2020-February 2021</u></p> <ul style="list-style-type: none"> • PTO Meet & Greets • Individual staff leadership and staff meetings; • Individual meetings with community leaders, BOS, BOF and community organizations; • Meets with student leadership groups; • Review of district policy, procedures, and strategic plan with transition team and BOE; and • Regular updates to BOE and school community. 	<p><u>March-June 2021</u></p> <ul style="list-style-type: none"> • Formal presentation to BOE regarding findings of first 90 days; • Collaborative development of shared priorities, goals, and next steps; • Planning for 2021-2022; and • Individual exit interviews with Class of 2021.



Westbrook Public Schools

Educate, Challenge, and Inspire.

Phase I: Pre-Entry

Phase II: Entry

Phase III:
Development of Next Steps

Phase I: Pre-Entry

November 2020 (activities will continue in December)

The pre-entry phase of the plan is critical to a successful entry and transition. During this pre-entry phase, relationship building, communication, collaboration, and active listening will be prioritized. The investment during this time period will make the work of Phase II and Phase III more effective, meaningful, and strategic to be able to move forward with operationalizing shared priorities and goals.

Important Components of Phase I:

- Communication and letters of introduction to all stakeholders, including, but not limited to: press release, email, website, and printed letters to introduce myself to the Westbrook school community and to the town of Westbrook;
- Send out surveys to solicit initial feedback and learn more about celebrations, points of pride, priorities, needs, concerns, and questions;
- Scheduled one-on-one weekly meetings with Interim Superintendent Patricia Charles;
- Schedule one-on-one meetings with staff in central office and each school;
- Meetings with Westbrook Board of Education Chair Zachary Hayden and BOE members;
- Visit schools to meet students and staff;
- Meet with student leadership groups at middle school and high school;
- Attend and participate in school PTO events to meet families and to encourage survey responses;
- Schedule one-on-one meetings with First Selectman, Board of Selectmen, and Board of Finance members.
- Schedule one-on-one meetings with community members, community partners and organizations;
- Attend school events (concerts, art shows, athletic events, etc.); and
- Attend town events and meetings as soon as possible and when appropriate.

Sample Survey Questions and Community Conversation Starters:

- What are you most proud of about Westbrook Public Schools? What should be celebrated as a key accomplishment of our school system?
- What is one concern or challenge that you believe must be addressed to improve the effectiveness of Westbrook Public Schools and have a positive impact on the education of our students?
- What traditions and values must be supported by the new superintendent and why?
- Do you have any advice for me as I navigate these early days of transition as the new superintendent to support a positive and successful transition?



Westbrook Public Schools

Educate, Challenge, and Inspire.

Phase 1: Pre-Entry

Phase II: Entry

Phase III:
Development of Next Steps

Phase II: Entry

December 2020-February 2021

Throughout the first official 90 days in the district, I will continue to meet with school and community members. I will also continue to meet with the transition team to review survey results, district data, and priority documents. An important next step of the transition process will be to begin focusing the entry process on major areas to consider as we develop the next level of strategic planning for Westbrook Public Schools, including shared priorities and goals.

Phase II of this entry plan will be focused on the following leadership areas of the Westbrook Public Schools:

1. Teaching and Learning
2. Culture, Climate, and Social and Emotional Wellness
3. Communication, Community Partnerships, and Public Relationships
4. Budget, Finance, and Operations
5. Governance, Policy, and Board of Education
6. Organizational Leadership, Systems and Structures, and Coherence

December 2020-February 2021

- Teaching and Learning Focus: Individual and small group meetings to provide opportunities for students, families and staff to share perspectives, ask questions, and to offer input related to teaching and learning needs and priorities. Review of teaching and learning artifacts, including district student achievement data.
- Culture, Climate and Social and Emotional Wellness Focus: Opportunities for families, students, and staff to ask questions and to share experiences related to culture, climate and social and emotional wellness needs and priorities PreK-12 in Westbrook Public Schools.
- Community Partnerships and Public Relationships Focus: Individual meetings with community business partners, Westbrook Youth Services, Shoreline Arts Alliance, Westbrook Chamber of Commerce, Westbrook Board of Finance and Westbrook Board of Selectmen, and other community organizations. Review of meeting agendas, minutes, and other documents.
- Budget, Finance, and Operations Focus: Individual and small group meetings with internal and external stakeholders to provide opportunities to share perspectives, ask questions and to offer input related to budget, finance, and operations. Comprehensive review of documents, procedures, and systems related to budget, finance, human resources, facilities, and operations with the transition team, including school leadership, central office staff, business office staff, and board of education members.
- Governance, Policy and Board of Education Focus: Meet with board of education members and committee chairs to discuss needs, initiatives, priorities, policies, areas of focus, and communication protocols. Review of BOE meetings agendas, minutes, and ancillary documents.
- Organizational Leadership, Systems and Structures, and Coherence Focus: Conduct individual interviews with central office staff and the district leadership team to evaluate current structure; roles and responsibilities; functionality; communication protocols; needs; and priorities.



Westbrook Public Schools

Educate, Challenge, and Inspire.

Phase 1: Pre-Entry

Phase II: Entry

Phase III:
Development of Next Steps

Phase III: Development of Next Steps and Feedback

March-June 2021

After the initial 90 days of service, the next phase of the entry plan includes more formal presentations to the Westbrook Board of Education and the community to communicate findings, priorities, and recommendations for next steps. At this stage of the entry, it is important to gather follow-up feedback and input from all internal and community stakeholders to support strategic planning for the next few months and the new 2021-2022 school year. During this phase of the entry plan, we will collaboratively develop district priorities and goals for Westbrook Public Schools. As with the first 90 days, visibility in the community, constructive dialogue, and authentic relationship building will continue to be critical elements of my leadership approach as Westbrook Superintendent of Schools.

March 2021

- Public Presentation to Westbrook Board of Education on Pre-Entry and First 90 Days, including updates related to major areas of focus: Teaching and Learning; Culture, Climate, and Social and Emotional Wellness; Communication, Community Partnerships, and Public Relationships; Budget, Finance, and Operations; Governance, Policy, and Board of Education; and Organizational Leadership, Systems and Structures, and Coherence.
- Communication to Westbrook staff, students, families, and community members regarding findings and next phase of entry plan development (modes communication: website, email, and public meetings)
- Westbrook Board of Education retreat with new superintendent to develop priorities and next steps

April/May 2021

- Follow-up Westbrook Board of Education meeting or retreat to finalize priorities and next steps
- Leadership team feedback and development of next steps as it relates to individual school priorities
- Meetings with staff (small group, individual and full faculty in each building) to discuss priorities and next steps
- Meetings with community members and community leaders to discuss district priorities

May/June 2021

- Implement plan as agreed upon and developed in collaboration with Westbrook Board of Education, inclusive of stakeholder feedback and identified priorities.
- Communicate the next phase of the entry plan and priorities to the school community and Westbrook community.