

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

Phase 1: Pre-Entry

Phase II: Entry

Phase III: Development of Next Steps

November 2020

- 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.

December 2020-February 2021

- 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.

March-June 2021

- 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.



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Phase I: Pre-Entry (and First 30 Days)

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.



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Phase II: Entry and First 90 Days

- **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.



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Phase III: Development of Next Steps and Feedback

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.