



From Great to Exceptional

An Entry Plan for the Weston Public Schools

Dr. Robert A. Tremblay, Superintendent
Weston Public Schools
July 1, 2016

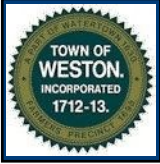


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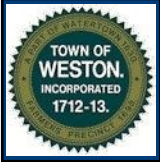
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INTRODUCTION

The purpose of this Entry Plan is to summarize the meetings and activities that have guided my transition into the Weston Public Schools since beginning the journey in November 2015 and to identify preliminary short- and long-term goals based upon information gathered through formal and informal discussions with education stakeholders in Weston and following a review of various external curriculum and program audits and evaluations.

Significant time and attention was focused on collecting, analyzing, and synthesizing information from stakeholders within and outside of the Weston Public Schools and working with the Weston Public Schools Administrative Council to define the purpose of our team, establish meeting norms, and foster a shared vision for advancing our teaching and learning environment.

This Plan was designed to help me to:

1. efficiently gather information about the community and the school district
2. establish a strong community presence
3. assess the strengths and challenges of the Weston Public Schools
4. create a network of contacts and resources to work collaboratively as we advance the Weston Public Schools from great to exceptional

While there is undoubtedly much to discover as I take on this exciting new leadership role of one of the highest performing school districts in the Commonwealth of Massachusetts, I am also very cognizant of the fact that every moment counts, especially when you only have 180 school days where the most important work is to accomplished.

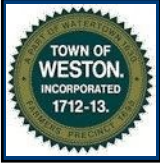
Every element of this plan is an important aspect of the listening and learning process. The pre-entry and entry activities and preliminary goals detailed in the document have served as an important step, affording me the opportunity to gain immediate traction on July 1, 2016, without the loss of critical time for district advancement as a result of my becoming familiar with the organization itself.

I look forward to serving the Town of Weston as Superintendent of Schools and with the support of the School Committee, Case House Cabinet, Administrative Council, and the vast network of community stakeholders.

Respectfully submitted,

Robert A. Tremblay

Robert A. Tremblay, Ed.D.
Superintendent of Schools



ENTRY ACTIVITIES

ENTRY MEETINGS

1. Weston School Committee

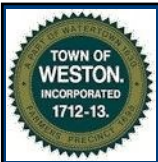
Meetings with individual members of the School Committee have afforded me the opportunity to personally connect with each elected official and to identify themes around work to be accomplished in both the short and long-term.

Danielle Black, Chair	February 3, 2016
Ed Heller	February 3, 2016
Sanjay Saini	February 25, 2016
John Henry	March 1, 2016
Alex Cobb	March 23, 2016
School Committee Summer Workshop	July 22, 2016

2. Weston Public Schools Administrative Council

Meetings with the Case House Cabinet and individual members of the Administrative Council have afforded me the opportunity to personally connect with each school and district-level leader and to identify themes around work to be accomplished in both the short and long-term.

Pam Bator	Ongoing
Cindy Mahr	Ongoing
Midge Connolly	Ongoing
Lee McCanne	Ongoing
Jennifer Faber	July 5, 2016
Anthony Parker	July 7, 2016
Erin Maguire	July 8, 2016
John Gibbons	July 11, 2016
Matt Lucey	July 12, 2016
Administrative Council Retreat	July 18 - 20, 2016



ENTRY ACTIVITIES: MEETINGS

ENTRY MEETINGS (continued)

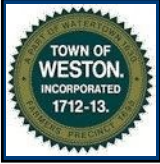
3. Weston Public Schools Union Leadership

Meeting with the Weston Public Schools Union Leadership has afforded me the opportunity to better understand the relationship between the Teacher's Association and the Administrative Council and School Committee.

David Poras	May 6, 2016 & July 21, 2016
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4. Weston Public Schools Department Heads & Community Leaders

PTO Co-Presidents – Alix Campbell & Attia Linnard	May 5, 2016
Facilities Directors – Jerry McCarty & Gary Jarobski	May 5, 2016
Fire Chief – David Soar	May 5, 2016
Area Realtor/Senior Parent – Dawn Rodowicz	May 5, 2016
Department of Public Works – Tom Cullen, Rich Sullivan, & Dave Fava	May 5, 2016
Town Manager – Donna Vanderclark & Lisa Yanakakis	May 5, 2016
METCO Program Director – La Toya Rivers	May 6, 2016
Athletic Boosters/Athletic Director – Mike McGrath	May 6, 2016
Weston Education Foundation (WEEFC) – Joan Heilbronner & Alison Abrams	May 24, 2016
Food Services Director – Tess Sousa	May 24, 2016
Transportation Director – Bob Wells	May 24, 2016
Recreation Director – Chris Fitzgerald	May 24, 2016
Selectman – Chris Houston	May 24, 2016
Library Director – Susan Brennan	May 24, 2016
Finance Committee Members – Keith Johnson & Lisa Reitano	May 24, 2016
Police Chief – Michael Goulding & Detective Kellie Connarton	July 21, 2016
EDCO Collaborative Director – Colleen Dolan	July 25, 2016
Finance Committee Member – Jim Philipkosky	July 29, 2016



ENTRY ACTIVITIES

ENTRY MEETINGS (continued)

5. School Site Visits: Individual/Small Group Meetings with Weston Public Schools Staff

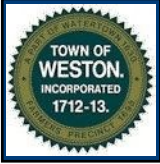
Prior to my first official day on the job, structured school visits afforded me the opportunity to identify the level of student learning and instructional capacity of educators within the district.

Country School	April 8, 2016
Field School	April 8, 2016 & May 5, 2016
Weston Middle School	April 11, 2016
Woodland School	April 11, 2016 & May 5, 2016
Weston High School	May 6, 2016

COUNTRY SCHOOL PRINCIPAL SEARCH PARTICIPATION

Then Interim Superintendent of Schools, Dr. John Brackett, included me in the search and selection process for Dr. Christine Price's successor as Principal of Country School. Below is the summary of my involvement in the hiring of Erin Maguire, officially named Principal of Country School on July 1, 2016.

Principal Interview	Country School	February 3, 2016
Principal Interview	Country School	February 4, 2016
Principal Site Visit	Acton, MA	February 10, 2016
Principal Site Visit	Lexington, MA	February 11, 2016
Principal Interview	Skype	February 22, 2016
Final Principal Interviews (1:1)	Waltham, MA	February 29, 2016

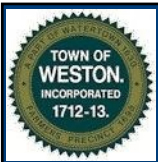


ENTRY ACTIVITIES

SCHOOL/COMMUNITY EVENT ATTENDANCE

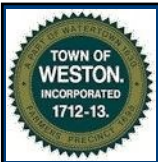
Below is the summary of my participation in various Weston Public Schools and Weston community events in an effort to familiarize with and involve myself in the community.

Choral Concert (Durante Magnificat)	Regis College	February 3, 2016
Case House Chili Cook-Off	Case House	February 26, 2016
Professional Development Day	Weston High School	March 14, 2016
Kindergarten Forum	Country School	March 23, 2016
Weston High School Pops Concert 1	Weston High School	March 30, 2016
Art Show Viewing with Chris Fehl	Field School	April 6, 2016
Weston Middle School Art Show	Weston Middle School	April 6, 2016
Weston High School Pops Concert 2	Weston High School	April 6, 2016
Weston School Committee Meeting	12th Baptist Church	April 11, 2016
Weston Town Meeting (Day 1)	Weston, MA	May 9, 2016
Weston High School Commencement	Weston, MA	June 3, 2016
Weston PTO Appreciation Dinner	Weston Recreation Center	June 7, 2016
WCCA Summer Kick-Off Concert & Picnic	Weston Town Green	June 12, 2016
ALICE/Safe & Sound Schools Presentation for Weston Families	Field School	June 16, 2016
SBIRT Implementation Summer Workshop	Weston Middle School	June 29, 2016



SUMMARY OF DOCUMENTS UNDER REVIEW

- ◇ Agreement between the Weston School Committee and the Weston Education Association (Unit A): 2013-2016
- ◇ Weston Public Schools Long Range Plan FY2015-2020
- ◇ School Improvement Plans
- ◇ School Committee Policies and Operating Procedures
- ◇ EDCO Collaborative Review of Special Education Programming and Services for Weston Public Schools (January 4, 2016)
- ◇ Why Not Weston? Survey Results (February 19, 2016)
- ◇ School Committee Meeting Minutes (2012-Current)
- ◇ External Review Committee Reports & District Responses to External Reviews
- ◇ District Curriculum Accommodation Plan (DCAP)
- ◇ All Budget Documents
- ◇ Department Evaluation Reports
- ◇ District and School Report Cards
- ◇ Individual Administrator Evaluations & Contracts



PRELIMINARY GOALS OF THE SUPERINTENDENT OF SCHOOLS 2016-2017

As a leader and coach with a vision toward moving the Weston Public Schools from great to exceptional, I have identified the following priorities for the 2016-2017 academic year:

PERSONAL LEADERSHIP DEVELOPMENT

Superintendent Mentoring

Professional Practice Goal

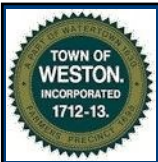
I have selected Dr. Donald Beaudette, Professor of the Practice at Boston University's School of Education to serve as my mentor during the 2016-2017 academic year. Dr. Beaudette has spent 36 years leading rural, suburban, and urban schools and school districts in three different states, 24 of those as Superintendent of Schools. His professional expertise includes strategic planning, school-based management, performance-based leadership and evaluation, school finance, facilities planning, policy analysis, personnel recruiting and mentoring, and interagency collaboration. Dr. Beaudette currently serves on the Executive Boards for the New England School Development Council (NESDC) and the New England Association of School Superintendents (NEASS) and is a member of the National Superintendents Roundtable and the American Association of School Administrators (AASA).

Dr. Beaudette's professional experiences, networking capacity at the state, regional, and national levels, and current role as a senior professor at Boston University will afford me the opportunity to grow professionally and build upon my nine years of experience as a Superintendent of Schools so that I can best serve the needs of the Weston Public Schools.

School Committee (Board) Retreat/Summer Workshop

Professional Practice Goal

The Weston School Committee and the Superintendent of Schools must operate as a team in order to move the school district from great to exceptional. The Summer Workshop scheduled for July 22, 2016 will serve as an opportunity for the Weston School Committee and Superintendent to discuss preliminary goals, establish shared priorities, build relationships, establish meeting norms, review operating procedures, discuss governance, and examine communication protocols, among other topics, in order to ensure successful leadership entry.



PRELIMINARY GOALS OF THE SUPERINTENDENT OF SCHOOLS 2016-2017

DISTRICT LEADERSHIP DEVELOPMENT

Building Administrator Capacity: Administrative Walks/Educational Rounds

District Improvement Goal

A core strategy for understanding how the educator evaluation system can positively impact student learning in the Weston Public Schools will be to focus intensely on teaching and learning with an emphasis on fostering a shared understanding of the most effective teaching practices in education. By having a shared understanding of what differentiated instruction looks like, for example, the Weston Public Schools Administrative Council will be empowered to guide teacher leaders and educators toward better meeting the unique needs of students.

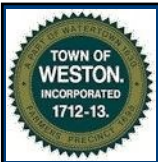
In his book, *Fair Isn't Always Equal*, Wormeli (2006) writes that “differentiated Instruction is doing what’s fair for students. It’s a collection of best practices strategically employed to maximize students’ learning at every turn, including giving them the tools to handle anything that is undifferentiated. It requires us to do different things for different students some, or a lot, of the time in order for them to learn when the general classroom approach does not meet students’ needs. It is not individualized instruction, though that may happen from time to time as warranted. It’s whatever works to advance the students. It’s highly effective teaching.”

Evaluator training, in accordance with the Agreement between the Weston School Committee and the Weston Education Association (Article XXIII, Section 2J), will ensure that all evaluators have a shared understanding and application of the principals of supervision and evaluation in order to effectively “identify strengths and weaknesses in teacher performance in order to improve instruction, to encourage professional growth, and to assist in making personnel decisions.” (Article XXIII, Section 1) To that end, the Weston Public Schools Administrative Council will engage in professional development during the 2016-2017 academic year as a follow-up to work done during the 2015-2016 academic year around implementation of the district’s evaluation protocol to ensure that classroom instruction is targeted, meaningful, and appropriately differentiated.

Organizational Structure Evaluation

District Improvement Goal

Continued review and evaluation of the middle management structure in consideration of the Teacher Leadership Review Team’s Proposed Teacher Leadership Model and actual Teacher Leadership Model in practice in the Weston Public Schools. Ongoing meetings with staff will continue to take place so that I can better understand how the organization is connected and gain perspective on how staff members understand their role within the organization, particularly as this relates to the middle management structure, grade level leaders, department heads, etc. and in consideration of recent contract negotiation discussion and necessary follow-up actions.



PRELIMINARY GOALS OF THE SUPERINTENDENT OF SCHOOLS 2016-2017

DISTRICT IMPROVEMENT EFFORTS

Weston Public Schools Curriculum Council

Student Learning Goal

The Weston Public Schools Teacher Leadership Review Team identified the need for districtwide curriculum oversight as part of their Proposed Teacher Leadership Model. Although the Model was not adopted as presented during the collective bargaining process, bringing together Curriculum Cabinet Representatives, Teacher Leaders, and Principals for the purpose of vertical and horizontal curriculum alignment will afford staff and administrators the opportunity that they have long desired as identified during my entry meetings and will be an important initiative during the 2016-2017 academic year.

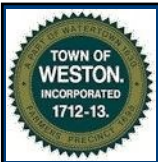
Consistent with student learning goals from the 2015-2016 school year as presented by John Brackett, we will continue with self-study work, progress monitor any “Just Start” initiatives to ensure that innovative and collaborative practices are steeped in content standards, driven by empirical data, and appropriately supported. We will continue to challenge all staff to ensure that we are providing rigorous, consistent, transparent and student-focused opportunities for all students.

Preschool through Grade 12 curriculum discussions and planning will take place within a district team led by the Assistant Superintendent for Curriculum and Instruction and with the participation of Principals. Curriculum coordination, framed by clearly articulated job descriptions and well-defined performance evaluation measures, and coupled with gap analysis data from school-based data teams will result in the development of more comprehensive and better-aligned curriculum.

School Improvement Plan Consistency

Student Learning Goal

In an effort to better align district and school improvement efforts, I will work with the Administrative Council to develop a School Improvement Plan template that is framed by the four Massachusetts Evaluation Standards: Standard 1 - Curriculum, Planning, and Assessment; Standard 2 - Teaching All Students; Standard III - Family and Community Engagement; and Standard IV - Professional Culture and focused on forward-looking improvement efforts. Each goal will specify expected student outcomes and measurable/observable results and will have been fully vetted by the Curriculum Council and Administrative Council before presentation to the Weston School Committee to ensure consistency and vertical and horizontal alignment with district goals and initiatives.



PRELIMINARY GOALS OF THE SUPERINTENDENT OF SCHOOLS 2016-2017

DISTRICT IMPROVEMENT EFFORTS (continued)

Two-Way Communication

District Improvement Goal

Consistent with the format of entry meetings that took place in the months before my official start in Weston on July 1, 2016, I will hold open forums regularly with teachers, staff, district leaders, parents, and students in an effort to nurture a culture of two-way communication. Before and after school “Superintendent Coffee” events will be held at various school sites and at the Town Library on a monthly basis to hear ideas, concerns, and suggestions from all stakeholders.

In order to remain close to the needs at each of the individual schools, the Administrative Cabinet will be available to meet with staff, as they had done during the 2015-2016 academic year, following the scheduled Administrative Walk/Educational Rounds. Further, in response to expressed concerns by some families around curriculum programming and initiatives, academic rigor, and opportunities for educational innovation, among other topics, the Weston Public Schools will be hosting a series of community information events where interested parents and community members can gain a better understanding of school operations and academic programming throughout the 2016-2017 school year.

District Branding & Promotion

District Improvement Goal

In response to a declining enrollment trend and a simultaneous expressed interest in private schools among families, as revealed in the *Why Not Weston?* Survey (February 2016), an effort to actively promote the outstanding academic and extracurricular programming in the Weston Public Schools is needed. The creation of district promotional materials that are comparable to area private schools is a first step toward sustaining or regaining enrollment in the Weston Public Schools. Enrollment is important to ensure that the wide and varied course offerings can be sustained in future budget cycles as the extensive programs of study are among the hallmarks of the high quality education that is offered in the Weston Public Schools.

A Weston Public Schools brand should be developed with consideration given to:

- Student engagement as a teaching/learning opportunity
- Purposeful, student-centered learning
- Imagery, color schemes, and fonts that appropriately reflect the district/town
- Stationary, website, social media presence
- Marketing/promotional materials used by area private schools