



NEWBURGH ENLARGED CITY SCHOOL DISTRICT



SUPERINTENDENT ENTRY PLAN

Dr. Roberto Padilla
Priorities, Actions, and Outcomes for the
Newburgh Enlarged City School District

INTRODUCTION

Dr. Roberto Padilla will begin as Superintendent of the Newburgh Enlarged City School District (NECSD) on July 1, 2014. This entry plan outlines priorities, actions, and outcomes to be accomplished during the first 100 days in office. The entry plan was designed based on beliefs that the role of the Superintendent is one of public service, that districts with collaborative cultures can achieve academic excellence, that educating other people's children is an honor, and the most proven educational reform efforts have been built from the ground up.

Currently, NECSD is graduating 67% of students. Imagine the impact on the district community if this number dramatically improved. Graduating students from Newburgh Free Academy fully prepared to take that next step toward college, career, and a quality life would transform the district and our collective futures.



PURPOSE

The students of the Newburgh Enlarged City School District deserve a world-class school system. This entry plan sets the foundation for making 'world-class' a reality. Moreover, the purpose of the entry plan is to create an intentional process and a working document for getting to know and better understand the people, programs, partners, and the communities that support the Newburgh Enlarged City School District.

FOCUS AREAS

- Assess the organization's strengths, challenges, and opportunities
- Assess the district's current financial position and operational efficiencies
- Effective Superintendent - Board of Education collaboration in pursuit of district goals
- Assess, improve, and expand communication efforts
- Establish a district culture that is service-oriented and focuses on teaching and learning.



PRE-ENTRY (MAY-JUNE)

PRIORITY 1: UNDERSTANDING NECSD - Listening & Learning Tour

PURPOSE

To become familiar with the people, programs, and partnerships that represent the diverse voices and constituents within and outside the Newburgh Enlarged City School District (NECSD) as quickly and fully as possible.

ACTIONS

1. Hold listening sessions with student leadership groups, PTO presidents, teachers, parents, support staff, administrators, Central Office, bargaining units, law enforcement, local government, higher education, professional organizations, community leaders, faith-based leaders, athletic coaches, and retirees.
2. Conduct one-on-one listening sessions with current and new BOE members. Attend Board meetings to learn structure, norms, and community perception.
3. Schedule and hold Central Office department tours to understand the depth and breadth of programs and activities.
4. Establish the Superintendent's Advisory Council that consists of representatives from businesses and communities, parents, teachers, support staff, and students. Use a structured tuning protocol to gather thoughts and ideas throughout the year.
5. Conduct a site visit of every school in the district.
6. Examine current graduation, drop out, and suspension rates.
7. Review critical documents such as the employee handbook, policies and procedures, DTSDE reports, evaluation processes, the overall operating budget, and student achievement data for every school.



OUTCOME

The success of every student can be achieved through a variety of ways including gaining insight into the needs of the community, regularly collaborating with a range of stakeholders and mobilizing community resources to benefit students academically, emotionally, and socially.



PRIORITY 2: SCHOOL BOARD RELATIONS

PURPOSE

To develop a collaborative relationship with the Newburgh Board of Education and to develop processes and expectations that will fortify a strong and effective team.

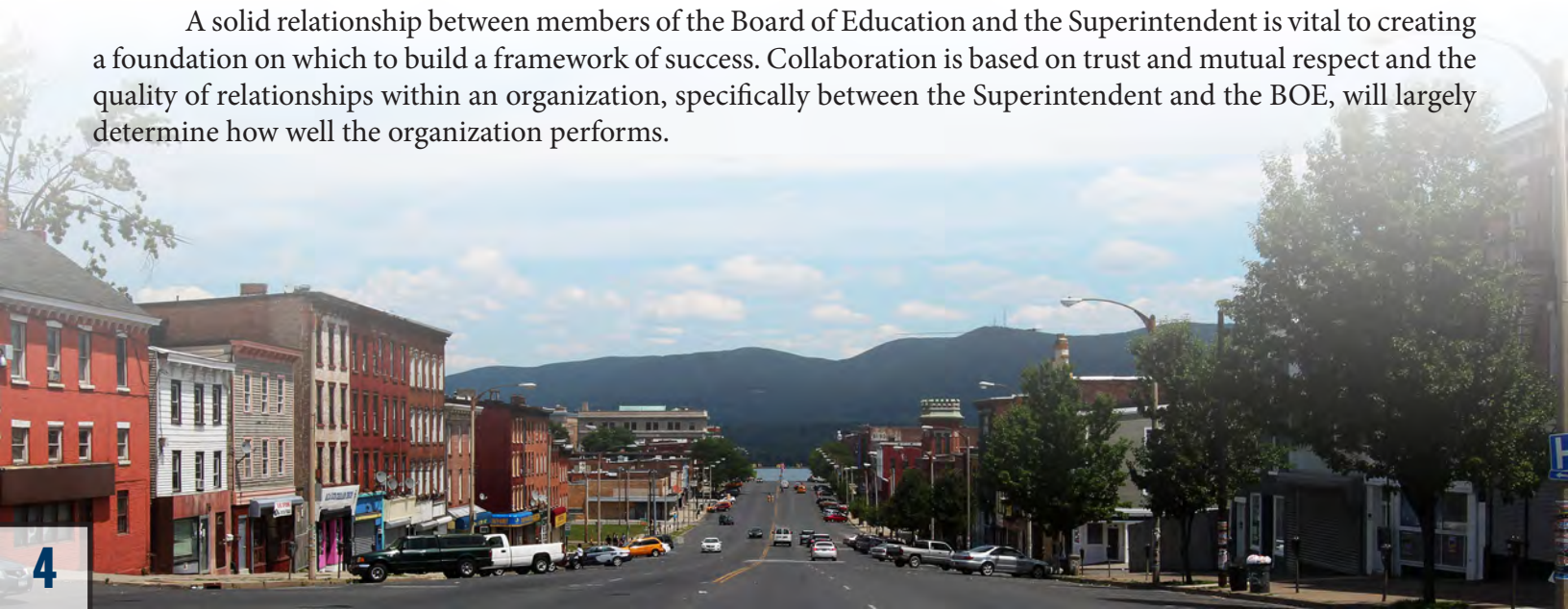
ACTIONS

1. Meet with all BOE members individually to get to know them and to learn about their goals, perspectives, and aspirations for the NECSD.
2. Establish a regular meeting time with the Board President.
3. Develop and utilize appropriate communication protocols and expectations between the Board and the Superintendent.
4. Schedule a BOE retreat in July to assess leadership skills, discuss communication protocols, board meeting structure, roles, responsibilities, and expectations for the first year for BOE members and the Superintendent.
5. Schedule listening tours in conjunction with BOE members around the district for the Fall.
6. Ensure that the Board and Superintendent communicate the roles and responsibilities of the governance team to the public and to each other.



OUTCOME

A solid relationship between members of the Board of Education and the Superintendent is vital to creating a foundation on which to build a framework of success. Collaboration is based on trust and mutual respect and the quality of relationships within an organization, specifically between the Superintendent and the BOE, will largely determine how well the organization performs.



PRIORITY 3: EFFECTIVE COMMUNICATION

PURPOSE

To improve the flow of information and communication internally and externally. NESCD must ensure that staff and the community have accurate, timely information around district goals, objectives, activities, challenges, and outcomes. Communication is key to our success. The continuous flow of information needs to stream from all levels, including the Board of Education, Superintendent, Central Office, staff, schools, students, parents, and the community.

ACTIONS

1. Review the results from the district satisfaction survey (Insight).
2. Review the district's Safety and Security Plan, including plans for crisis communication.
3. Schedule quarterly town halls (listening sessions) with students, parents, educators, and administrators throughout the district to hear ideas and suggestions for school system improvement.
4. Physically restructure Central Office so communication and collaboration are modeled. Break down the silos that currently exist and design a modern day work place.
5. Disseminate information by utilizing a variety of communication mediums.
6. Meet with local media outlets, editorial boards and education reporters to establish a strong, honest, and collaborative framework for communication.
7. Develop and implement a district communication plan, including the establishment of a social media presence to disseminate information about the district.
8. Create a new division that focuses on family and community engagement (FACE).
9. Develop a financial handbook that communicates the budget process.



OUTCOME

Tough decisions have to be made. Stakeholders must be kept well informed. NECSD should embrace technology and social media to open up new avenues for communication and find innovative ways to communicate with constituencies that are not technology savvy, or for whom English is not their first language.



PRIORITY 4: ORGANIZATIONAL EFFICIENCY & FINANCIAL MANAGEMENT

PURPOSE

To evaluate the NESCD's organizational effectiveness and efficiency to ensure all operations maximize service and support for schools.

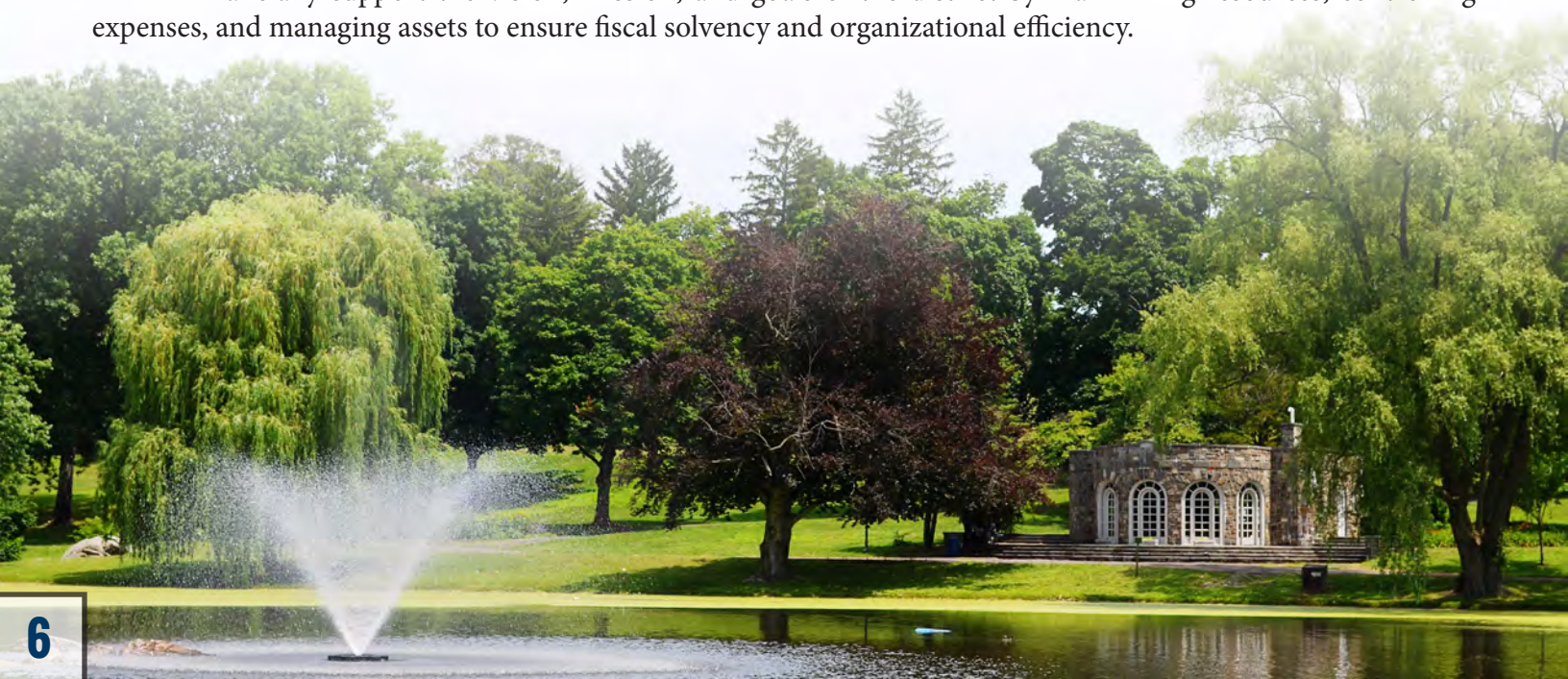
ACTIONS

1. Review, assess, repurpose, and reorganize the central organizational structure to enhance effectiveness, cross-functionality, and maximize service delivery to the schools.
2. Analyze state aid contributions and meet with politicians about Newburgh's financial situation.
3. Develop Theory of Action for supporting school leaders.
4. Create a 2015-16 budget timeline that starts in June 2014.
5. Review current data, policies, and practices regarding employee reports.
6. Request resumes, job descriptions, and list of major projects from all departments and Central Office personnel during pre-entry transition.
7. Meet with Senior Staff to establish clear understanding of roles, responsibilities, expectations, accountability, and personnel quality performance reviews.
8. Assess current human capital and hire internal/external members to join the district.
9. Review funding streams supporting each area of district operations and redirect as appropriate to enhance service delivery to schools.
10. Review critical documents including the district's accountability plans, budget, and latest financial projections.



OUTCOME

Financially support the vision, mission, and goals of the district by maximizing resources, controlling expenses, and managing assets to ensure fiscal solvency and organizational efficiency.



PRIORITY 5: DISTRICT CULTURE & CLIMATE

PURPOSE

To establish a respectful, positive district culture in the NECSD that is student-centered, service-oriented, and focuses on teaching and learning.

ACTIONS

1. Establish an organizational norm for open, effective and consistent communication throughout the district and within the NECSD community.
2. Ensure Central Office personnel and Superintendent regularly visit schools and are a presence in the community.
3. Assess the district's commitment to valuing diversity and engaging in positive cultural – community responsiveness training.
4. Establish a culture of collaboration by modeling it.
5. Conduct an initial analysis of disproportionality in the district.
6. Initiate social-emotional learning initiatives. Become a partnership district with Yale University.

OUTCOME

The Newburgh Enlarged City School District will only reach high levels of performance if all district employees work in collaboration, establishing a culture of trust and commitment to professional learning communities. The challenging work of teaching and learning can only be successful if we create a self-renewing organization built on valuing each employee's vital role in helping NECSD reach its vision and mission.



SUMMARY

This entry plan will provide time and opportunity to complete a comprehensive review of existing programs and services, current student performance data, and the fiscal condition of the district, as well as enrollment trends and projections that may impact growth, facilities, programs, and special services to students. Upon successful completion of the activities in this plan, Dr. Padilla will report to the Board of Education a summary outlining findings, proposed next steps, and The Goldback Profile (graduate profile).

Have an idea to make NECSD the best it can be?

Share your comments at www.newburghschools.org and click on "Advice for New Superintendent Padilla."

