

Approved by Board
Meeting on 11/11/11



Superintendent Entry Plan Dr. Rich Drolet

Purpose

The purpose of this Superintendent’s Entry Plan is to establish a set of activities that will guide my transition to the role of Superintendent of the King Philip Regional School District. It is critical to the success of any new district leader to have a thorough understanding of history, personnel, policies, and procedures. Therefore, throughout the first 270 days, this entry plan will be used as a guide so that critical time and attention is focused on gaining a broad perspective from stakeholders within and outside of the school district. This plan will assist me in remaining focused on gathering information about the community and the organization, establishing a strong school and community presence, identifying critical issues, building on strengths, and creating a network of contacts and resources that will assist me in the work of improving the King Philip Regional School District.



During the first three months as the King Philip Superintendent of Schools, I will be dedicated to getting to know staff, parents, students, and community members within the King Philip Regional School District. In order to do this, I plan to visit classrooms, cheer at sporting events, participate in school committee meetings, attend faculty meetings, go to school and community events, and provide the School Committee and community with a superintendent’s bi-weekly or monthly update. In addition, I will host coffee hours/meet and greet forums, participate in professional development opportunities, collaborate with other local superintendents, read professional publications, and read King Philip Regional School District literature within the Superintendent’s Office. In order to complete Phase I of my entry plan, I will utilize people, resources, and documents including, but not limited to the following:

School Committee
District Central Office Staff

District Leadership Team (principals, assistant principals, deans, and directors)
Teachers
Facilities/Custodial
Secretarial/Administrative Assistant Staff
All Other School Staff (teacher assistants, food service providers, busing)
Parents
Students
Document Analysis (such as teacher contract, administrator contracts, CALL educator survey data, KPRHS NEASC documents, 2019-2024 KP Strategic Plan)
Website Review
Student Assessment Results (Metrowest Adolescent Health Survey, MCAS, AP, MAP)
Staff Evaluation Documents

School Groups/Organizations (such as School Councils and SEPAC)
Legal Counsel
Police Chiefs/School Resource Officers/Fire Chiefs/Town Administrators
Outgoing Retired Superintendent/Elementary Superintendents

In the Summer/Fall of 2023, I will conduct many interviews with School Committee members, town administrators, school administrators, teachers, teacher assistants, parents, townspeople, and some students. Interview questions will be:

- (1) What has gone well (i.e. strengths)?
- (2) What does the school system need to work on (i.e. weaknesses)?
- (3) Where do you see untapped potential in the district (i.e. opportunities)?
- (4) Are there any current challenges (i.e. barriers or threats) to our success?
- (5) What do you value in a superintendent? and
- (6) What do you want to say or tell me about yourself?

I will also conduct bi-monthly meetings with the King Philip School Committee Chair and quarterly meetings with all KP School Committee members. I will compile my interview findings and include this information as part of my Report of Entry Findings (March, 2024) to be shared in late-winter/early spring. I will share this report outlined in the conclusion section below with the community. This report will include a short and long-term plan to address growth throughout the district.



Phase II: Analyze and Engage

As I continue to listen and learn throughout my tenure as the Superintendent of KP, during the second three months of my service I will focus on analyzing the data I have collected and engage the District Leadership Team in a comprehensive review of the strengths and areas of growth within the King Philip Regional School District. In order to make strong educational and instructional decisions, the superintendent must have knowledge of and apply best practices for teaching and learning. Combining my strong educational pedagogy to the history and understanding I gain about King Philip, I believe I will be able to move toward leading the King Philip Regional School District toward continued excellence. I intend to maintain an open and shared decision-making process. During Phase II of my entry plan, I will focus on ensuring that strong teams are developed with the School Committee and district administrative teams.

The KP School Committee and Superintendent must operate as a team focused on ensuring excellence and equity for all students of the King Philip Regional School District. I plan to establish and maintain strong relationships with the School Committee by meeting to collaboratively build relationships, set priorities, and review operating procedures. I will provide the School Committee with information and respond to their requests in a timely manner, providing updates about personnel, and addressing any other areas of concern.

In order to lead King Philip effectively, it is critical that the district leadership team have a shared awareness of the successes, challenges, trends, and opportunities that are present in the district. I will meet bi-weekly with the King Philip District Leadership Team in order to address challenges, share successes, and continuously plan for improvement. Phase II will be dedicated to ensuring the development of strong leadership teams with focus on student achievement and staff development.

Phase II will also include the drafting and formalization of my superintendent goals for the 2023-2024 evaluation process the School Committee will use to gauge the effectiveness of the superintendent. The formulation of the goals will be communicated to the School Committee, and will be based partly on KP's previously drafted 2019-2024 Strategic Plan, as well as feedback and information gathered from what I see, hear, and analyze in the summer/fall of 2023.



Phase III: Lead and Strategize

As I continue to listen, learn, analyze, and engage, I will move toward working with the School Committee and the District Leadership Team to develop goals that will be added to and embedded into a new District Strategic Plan. As part of this process, I will:

- Analyze the 2019-2024 District Strategic Plan
- Work with the District Leadership Team to determine any new themes that may need to be prioritized during this current 2023-2024 school year
- By the summer of 2024, complete a Report of Entry Findings to determine what has been accomplished and what still needs to be addressed
- By the fall of 2024, create a new multi-year District Strategic Plan for 2024-2029

In order to make systemic change and ensure continuous improvement, it is critical that we develop a focused District Strategic Plan that allows opportunity for incremental change that becomes embraced and embedded within the educational community. I will work toward establishing processes to measure how the results of implementation of the 2019-2024 Strategic Plan are being monitored. Monitoring systems will ensure continuous focus, fiscal responsibility, and high levels of learning for all students and staff. Additionally, Phase III will include plans to celebrate successes and highlight best practices in our schools, communicate the school department's needs, and share information with the community.



Conclusion

Implementation of this entry plan will allow me to act with intention and ensure excellence for all students by providing a clear guide to hit the ground running while listening, learning, analyzing, engaging, leading, and strategizing. As previously stated, by March of 2024, upon successful completion of the activities in this plan, I will provide the School Committee with a report on the outcomes of this entry plan, which will drive important revisions to our work in 2024-2025 and beyond. This will enable the School Committee and Superintendent's District Leadership Team to collegially create a relevant 2024-2029 District Strategic Plan in a unified manner, which can help ensure future plans are measurable and being implemented with fidelity.

*Credit: This Superintendent's Entry Plan was modeled after and adapted from Karen Crebase's 2016-17 Entry Plan as the new Superintendent for the Hopedale Public Schools, as well as Rich Drolet 2018-2019 Entry Plan as the new Superintendent for the Seekonk Public Schools.