

Superintendent's First 90 Days

Lexington Public Schools

Goals

- Develop a general understanding of the culture, values, and beliefs, which define the Lexington Public Schools.
- Establish a presence in the community to ensure confidence across all constituencies.
- Examine critical issues within the school and community to learn how issues and concerns have been handled and to identify processes and procedures which affect how the system may function in the future.
- Develop strategies and goals for improvement that emerge from data.
- To be visible and approachable in the schools and in the town.

Data collection would include informal and formal interviews, review of key documents, and informal community and staff forums. I would also schedule weekly visits to each school to observe, listen, and meet with principals and teachers and begin to learn about the organization and culture of each school.

Constituent and Stakeholder Meetings

- School Committee
- School and Town Administration
- Teaching and Support Staff
- Teacher Association and Other Employee Associations
- Students, Parents, and Community Members
- Town and State Officials, including Selectmen and Finance Committee Members
- Community Organizations and Programs

Objectives

School Committee

- To develop relationships with each member of the School Committee.
- To understand the processes and procedures of the School Committee.
- To develop a basic understanding between School Committee members and district administration about the governance and administration in the Lexington Public Schools.
- To understand the key issues and to prioritize the focus for the 2015-2016 school year and what issues lie ahead for Lexington Public Schools.

School and Town Administration

- To develop working relationships with all members of the administrative team.
- To examine all aspects to central administration operations (personnel, curriculum, business, special education, etc.) including an understanding of the role of each administrator and the support staff.
- To understand key district issues identified by the administrative team.
- To work directly with the Town Administrator and gain an understanding of the shared financial resources.

Teaching and Support Staff

- To identify key issues in each building.
- To understand the leadership styles of building principals and how they relate to the school administrative team for each building.
- To develop relationships with principals, teaching staff, and support staff.
- To gain insights into the instructional program and practices through discussion, listening, and observing.

Teacher's Association and Other Employee Associations

- To develop relationships with each of the leaders in the associations.
- To identify any immediate issues.

Students, Parents, and Community Members

- To develop relationships with students, parents, and community members in each group.
- To develop an understanding of key issues through various forums and meetings.
- To gain insight into parent, student, and community involvement in the schools.
- To enhance the communication process with the overall school community.
- To become familiar with student activities, initiatives, and leadership through the observation of student performances, meeting, and athletic events.

Town and State Officials, including Selectmen and Finance Committee Members

- To obtain a better understanding and appreciation for the traditions and expectations of the community.
- To develop relationships with key town/state officials as a means of continuing the established cooperative working relationships with the schools.

Community Organizations and Program

- To become familiar with and develop an understanding of the community programs beyond those operated by the town.
- To establish relationships with business and professional leaders within the community.
- To establish a good working relationship with the press.

Document Review

- ✓ District Goals and Initiatives
- ✓ Student and Staff Assessment Data
- ✓ School Committee Policy Manual
- ✓ Organizational Charts
- ✓ Student and Staff Handbooks
- ✓ NEASC Report
- ✓ Budget Information and Trends
- ✓ Staff Job Descriptions
- ✓ Administrative Contracts
- ✓ Collective Bargaining Agreements
- ✓ Grievances within the District
- ✓ Curriculum Standards and Documents that Support Student Learning
- ✓ Performance Reports
- ✓ Facility Studies
- ✓ Recent Financial Audits
- ✓ Community Education Brochures and Guides
- ✓ Special Education Coordinated Program Review
- ✓ Special Education District Information
- ✓ Special Education Appeals, Hearings, and Decisions
- ✓ Capital Improvement Plans
- ✓ Student Newspapers and Journals
- ✓ Town Reports
- ✓ Plan for English Language Learners

Upon the conclusion of the first 90 days a report including my findings would be presented to the Lexington School Committee and community. Then, an entry plan would be developed based upon this research and data.