Carlisle School District
Entry Findings of Superintendent

Submitted by James F. O'Shea, February 2017

Entry Plan

- Purpose
  - Develop relationships with faculty, staff, students, parents, and community members
  - Learn about the Carlisle School Community
  - Develop an understanding of the district and the district's culture
  - Gain insights into all areas of the district's operations
  - Synthesize information to identify district's strengths and areas for work

Entry Plan

- Process
  - Conduct individual and group interviews with faculty, staff, and administration. Provide multiple opportunities for constituents to share their perspective on our district.
  - Observe classroom instruction and other professional activities
  - Review relevant district and school reports and documents
  - Review students performance data
  - Review school based programs and practices
  - Interview parents, school committee members and community members to further develop my understanding of the district
  - Get to know students and provide them with opportunities to share their perspectives on our district
  - Synthesize information and develop findings to guide future work.

Entry Plan

- Entry Findings Report
  - Organized under four headings
    - Teaching and Learning
    - Leadership and Culture
    - Community and Communication
    - Facilities and Operations
  - Identifies areas of strength and areas for further work
  - Will guide our strategy development and future work

Entry Findings Summary

- Findings are overwhelmingly positive.
- Parents, teachers, students, staff, administrators, and town officials all give the district high marks in regards to *students' learning*, *overall educational experience*, *positive culture*, and being a *caring community*.
- The level of satisfaction and pride in the district is impressive across all constituent groups.

Entry Findings Summary Highlights

While the finding identified many more areas of strength than areas for work, I have identified a few key strengths to share in this presentation along with all identified areas for further work.

Findings have been organized into four areas: Teaching and Learning; Leadership and Culture; Community and Communication; and Facilities and Operations.

Entry Findings Summary Highlights

- Teaching and Learning
  - Key strengths
    - Student performance and student outcomes
    - Student and teacher engagement
    - Highly skilled teachers and paraprofessionals
    - Educators are life-long learners
    - Teachers integrate technology effectively
    - School culture supports success for all students
    - Rich educational experiences for all students
    - Outstanding academic programs including World Languages and STEAM

Entry Findings Summary Highlights

- Teaching and Learning
  - Areas for further discussion and work
    - Inadequate Tier 2 supports K-8
    - Increasing demand for ELL services
    - Special Education support service delivery
    - Perceived differences in experiences for Concord and Carlisle students

Entry Findings Summary Highlights

- Leadership and Culture
  - Key strengths
    - Stable and engaged school committee
    - Experienced building administrators
    - Positive school culture
    - Collaborative professional culture
    - Leadership team has a great deal of experience and institutional knowledge (Facility Manager, Business Manager, Superintendent's Assistant)

Entry Findings Summary Highlights

- Leadership and Culture
  - Areas for further discussion and work
    - Developing trust among administrators and teachers
    - Developing a culture of teamwork and collaboration
    - Improving the sense of inclusion among para-professionals

Entry Findings Summary Highlights

- Community and Communication
  - Key strengths
    - Strong positive relationships among teachers, parents, students, and community
    - Outstanding parent involvement in the schools
    - Strong parental support organizations (CEF, PTO, SEPAC)
    - School/Community connection
    - Communication with parents and community

Entry Findings Summary Highlights

- Community and Communication
  - Areas for further discussion and work
    - Communication regarding high school transition
    - Increase information sharing regarding technical schools
    - Enhance school communication with parents
    - Maintain connections to students and families who do not attend CPS

Entry Findings Summary Highlights

- Facilities and Operations
  - Key strengths
    - Knowledgeable and experienced facility manager and business manager
    - Availability of technology for teaching and learning
    - Technology support
    - A budget process which involves all stakeholders
    - Clean and well-maintained facility

Entry Findings Summary Highlights

- Facilities and Operation
  - Areas for further discussion and work
    - Air conditioning and ventilation in parts of the buildings
    - Food service program
    - Future use of the Brick Building
    - Future considerations for the Facility Manager
    - Projected declining enrollment

Next Steps

- Work with Leadership Team to develop a strategy to address identified areas for further work.
- Engage faculty, staff, parents, students, and community members in ongoing work.