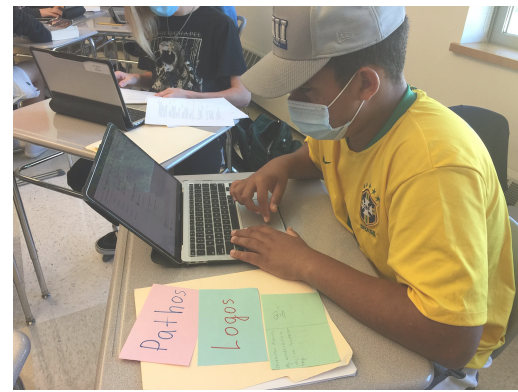


2021-22 WAYLAND PUBLIC SCHOOLS

SUPERINTENDENT ENTRY PLAN



Every Child, Every Day

Omar X. Easy, Ph.D.
Superintendent of Schools



Dear Wayland Public Schools Community,

It has been an honor and a privilege to serve as your Superintendent of Schools for the past four months. I promise to work tirelessly for this community, its students and the entire school system. I look forward to partnering with everyone in Wayland to provide all children the opportunity to reach their full potential everyday.

As part of this transition, I have been conducting a Listening and Leadership Tour across our community. As part of this process, I have been interviewing students, faculty, staff, parents and community stakeholders.

I prepared the attached entry plan to ensure my transition will sustain the momentum of the school system and provide a bold vision and direction for our schools well into the future. My goal during this process is to listen and to learn more about our district and community, gain a deeper understanding about the school system, and identify areas for further development and growth. I see this entry plan as an opportunity to not only to learn more about our school system through a new lens, but also provide our faculty, staff and community an opportunity to interact with me on various levels.

For the next few months, I will continue listening, observing, learning, being present, and asking questions.

Thank you for the opportunity to partner with you during this entry process. I look forward to a successful year engaging in this most important work.

Sincerely,

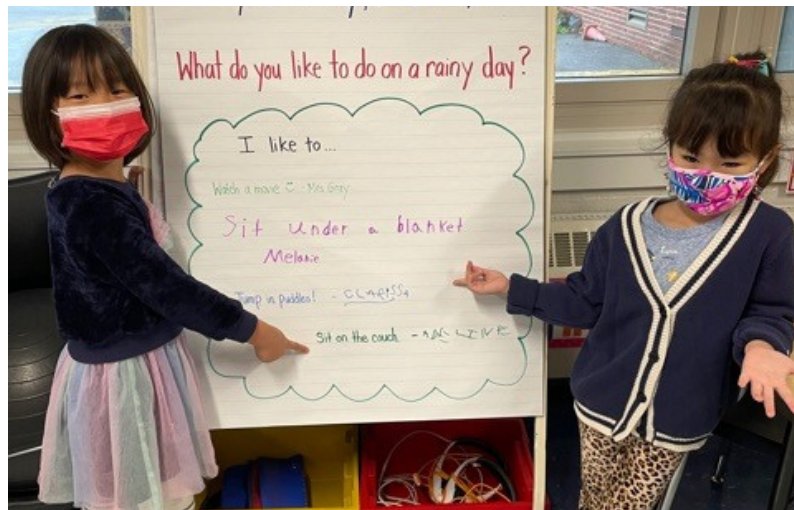
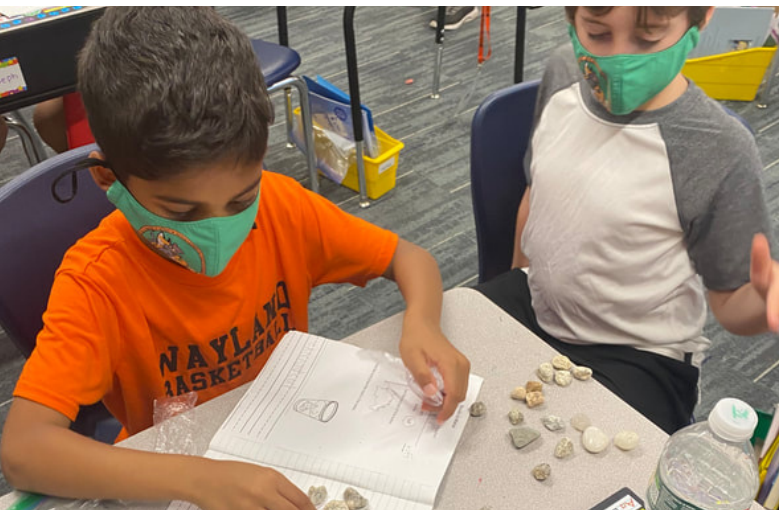
Omar X. Easy

Omar X. Easy, Ph.D.
Superintendent of Schools

CURRENT STATE STORY: WAYLAND PUBLIC SCHOOLS AT A GLANCE



- The Fine Arts department has been recognized as one of the best communities for music education by the National Association of Music Merchants (NAMM)
- The Spanish Immersion program starting in Kindergarten provides a supportive and encouraging environment where students learn Spanish naturally in the academic setting.
- Five out of our six schools in the district has at least 2 full time guidance counselors/social workers in place to meet the Social-Emotional needs of our students.
- Loker Elementary school is ranked #19 out of 964 schools in the Commonwealth of Massachusetts, by US News and World Report.
- Wayland High School is currently ranked #18 out of 348 schools ranked in the Commonwealth of Massachusetts, by US News and World Report.
- According to the Department of Elementary and Secondary Education:
 - Wayland spent \$18,726 per student in 2019
 - 96.7% of students graduate high school
 - 92.3% of students attend a post-secondary institution
 - 88% of high school students met or exceeded state expectations on the English Language Arts and Mathematics MCAS tests
 - 98% of high school students met or exceeded state expectations on the science MCAS test



EVERY CHILD, EVERY DAY



Overview of Entry Plan

Overview

The purpose of this entry plan is to outline intentional leadership actions to be taken during my first year as the new Superintendent of Wayland Public Schools. The entry process will include a variety of strategies including building on current successes, assessing areas of need while looking forward to the future.

Entry Plan Goals:

- Help to deepen my understanding of the districts' core values/culture
- Ensure that systems, structures and supports are in place to maintain effective school operations
- Identify the strengths and critical issues facing the schools in order to develop goals and action plans to address challenges
- Provide opportunities for members of the community to come to know and understand me in terms of my values, my moral compass, my beliefs and my leadership style
- Build trusting collaborative relationships with key stakeholders (students, faculty, staff, families and community members) to promote direct, honest and open communication

Entry Plan Phases:

Phase 1 - Pre-entry, April 2021 - July 2021

During the Superintendent search process, leadership challenges and opportunities for growth were identified.

Phase 2 - Pandemic Focus, July 2021 - September 2021

During this phase the Superintendent and his team planned and implemented protocols, policies and practices to ensure a safe and healthy reopening of schools.

Phase 3- September 2021 – April 2022

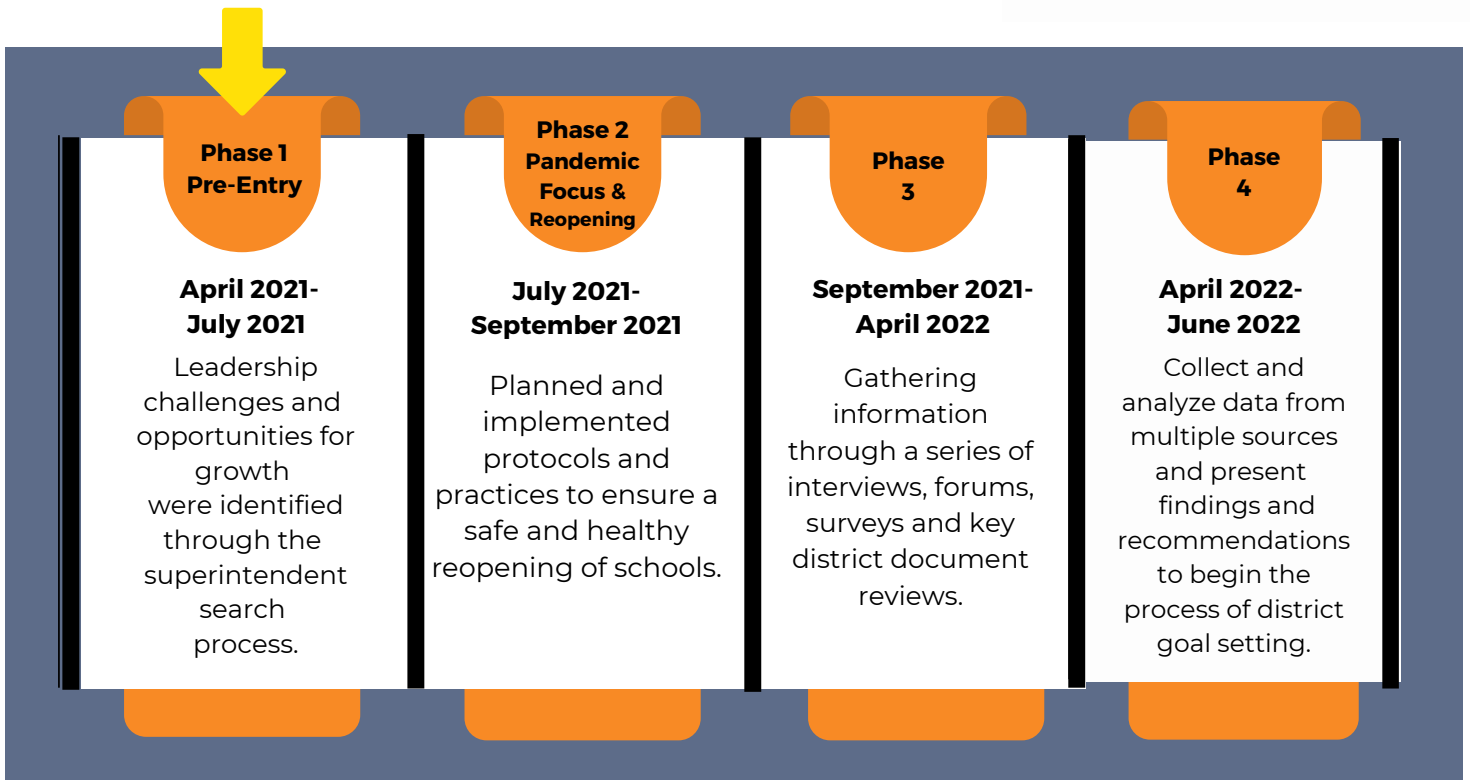
Continue to gather information through a series of interviews, forums, surveys and key district document reviews. As information is analyzed, school leaders will discuss with stakeholders what systems are working well, what programs or practices need to change, develop superintendent goals, and generate new solutions to existing unmet needs.

Phase 4- April 2022- June 2022

In late Spring the Superintendent will present his findings and recommendations to the School Committee.

Phase I: Pre-Entry

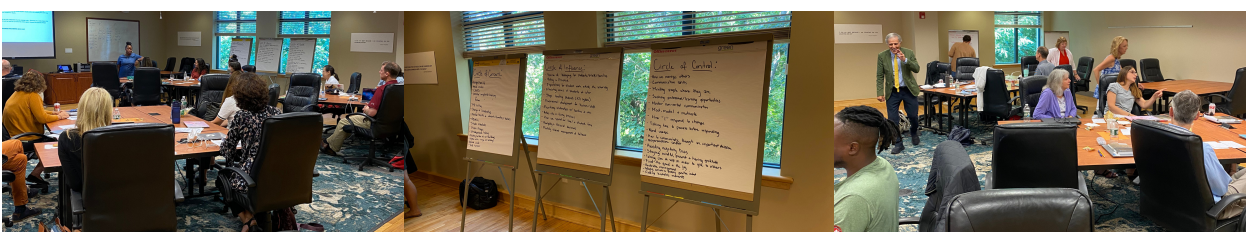
April 2021-July 2021



Phase 1 - Pre-Entry: April 2021- July 2021

During the Superintendent search process, the following leadership challenges and opportunities for growth were identified:

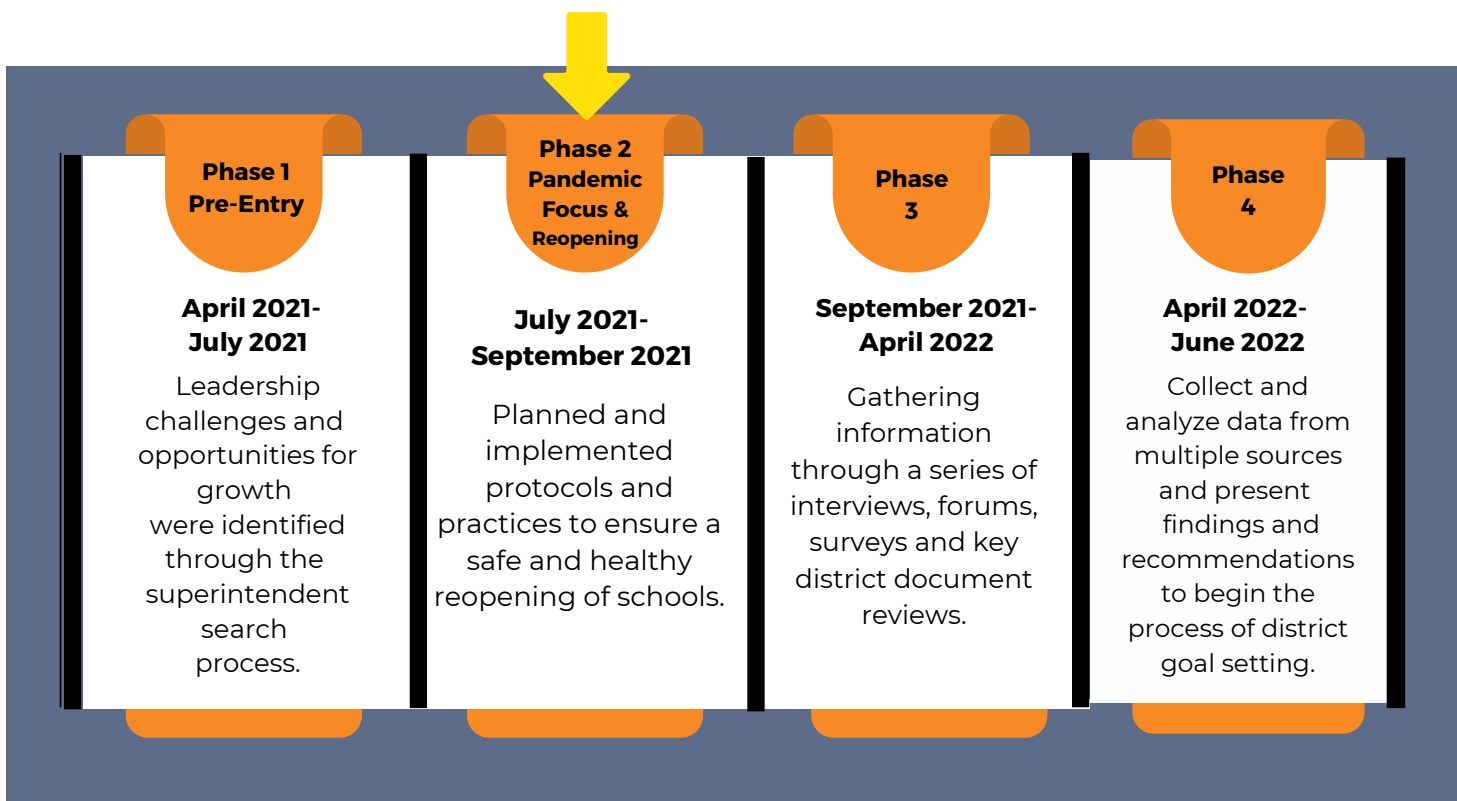
- Leading staff and stakeholders in areas of curriculum, instruction, assessment and overall student success
- Developing high standards, holding staff accountable for performance while raising morale and celebrating teacher success
- Developing, implementing and maintaining a fiscally responsible budget
- Working with government officials, community organizations, business organizations, and our School Committee to articulate the needs of our District
- Working to address current and future school facility needs and concerns
- Establishing a set of clear, agreed upon Norms for our Administrative Council to help build trust and collaborative leadership





Phase II: Pandemic Focus and Re-opening

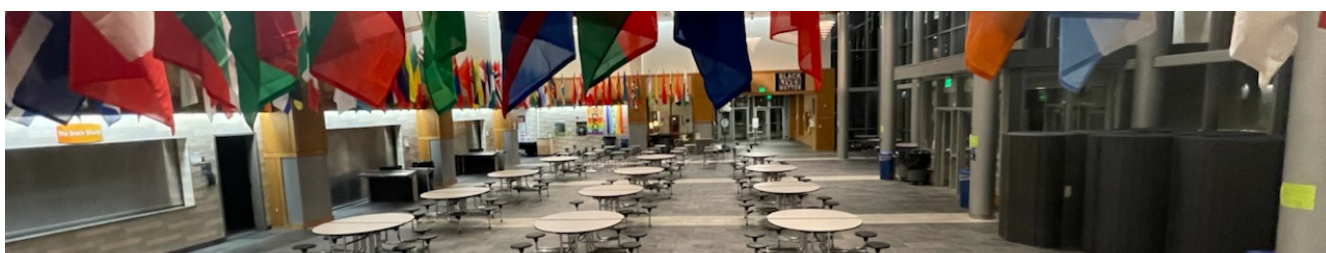
July 2021-September 2021



Phase 2 - Pandemic Focus & Re-opening: July 2021- September 2021

During this phase the Superintendent and his team planned and implemented protocols, policies and practices to ensure a safe and healthy reopening of schools.

- Developed Superintendent Advisory Council (SAC) to ensure a healthy and safe return to school
- Updated the 2021-2022 Wayland Public Schools Reopening Plan to align with current Department of Elementary and Secondary Education and Center for Disease Control guidelines
- Continue to implement Pooled Testing and Test and Stay programs for all students K-12
- Continuous promotion and implementation of vaccination clinics for eligible students and staff members
- Continue with appropriate mitigation strategies and revise, revamp, and update processes, protocols, and policies as required



Phase III:

September 2021-April 2022



Phase 3 - Entry Plan Process: September 2021 - April 2022

During this phase the Superintendent will gather information through a series of interviews, forums, surveys and key district document reviews.

- An in-depth review of key documents with the Administrative team
- Collective Bargaining Agreements
- School and District Improvement Plans
- Examine the New England Association of Schools and Colleges accreditation process (NEASC)
- Coordinated Program Review
- Professional Development Plan
- Policy Manual
- Emergency Management Plan
- Department of Elementary and Secondary Education (DESE) district, school and student accountability data including Advanced Placement (AP), MCAS, Resource Allocation and District Action Reports (RADAR), student demographic and discipline data

Collect more information through a range of formal and informal conversations

- Schedule conversations with stakeholders
- Meet with individual School Committee members
- Meet with individual district and school administrators
- Examine technology strengths and weaknesses with WPS technology staff, and discuss future technology upgrades and staffing
- Financial Review (budget, capital improvement plans, practices and staffing)
 - Visit schools to meet students, teachers, administrators and support staff
 - Conduct visits and meetings with custodial and secretarial staff
 - Meet with community stakeholders including Town Manager, Board of Selectmen, and Town Police and Fire Chiefs
 - Meet with all bargaining units
 - Conduct survey for parents, staff and students





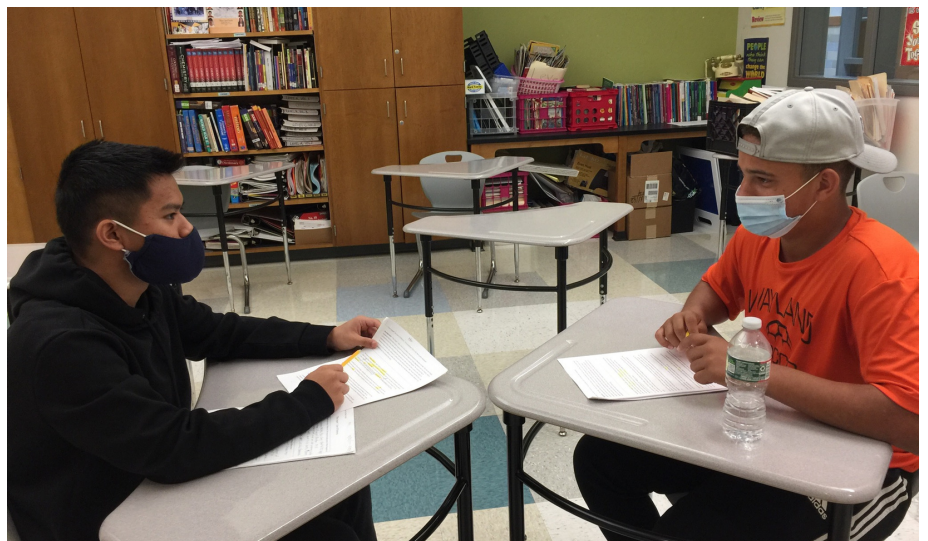
Phase IV:

April 2022-June 2022



Phase 4 - April 2022- June 2022

For the remainder of the year, the Superintendent will continue to collect and analyze data from multiple sources to help determine the biggest challenges we face and areas for improvement. In the spring, the Superintendent will present his findings and recommendations to the School Committee, to begin a dialogue to establish 2022 - 23 goals.



Priorities



High expectations and increase student performance:

- Identify the students who are not meeting or exceeding learning expectations
- Identify the learning gaps for all struggling students, with particular focus in year 1 on mathematics
- Analyze our Special Education offerings and personnel to ensure effective Tier 3 reading supports (systematic and structured phonics instruction) and any other incoherencies that presents itself
- Examine current instructional practices and systems of data collection to identify ways to improve student learning
- Develop school-based action plans on ways to address interrupted learning due to COVID-19

Reorganize and streamline systems:

- Review all educational systems and platforms for efficiencies
- Reorganize the Central Office to effectively deliver services for all students
- Examine the student information management systems to increase efficiency and effectiveness
- Begin to standardize the Student Support Team process (SST) and District Curriculum Accommodation Plan (DCAP)

Finance:

- Review the entire school budget to determine ways to more effectively allocate school funds to achieve the district's highest priorities
- Assess the sustainability of The Children's Way (TCW) and Wayland School Community Programs (BASE)
- Expand usage of MUNIS
 - Financial oversight
 - Personnel budget

Facility Department:

- Create an organizational structure with a clear line of management and operation
- Build effective means of communication with town officials
- Conduct a facility study on our elementary school buildings

