



Auburn Public Schools

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Introduction and Explanation of Superintendent's Entry Plan

November 1, 2020

Dear Auburn Public Schools (APS) Community,

As many of you have noted since I assumed the helm of the school district in July, it is an incredible time to be a Superintendent of Schools. The myriad issues COVID-19 has presented educators in Auburn is unlike anything we have faced as a community in modern times. Working to get our schools open safely and operating at high levels given the constraints placed on us continues to be a herculean task requiring our attention seven days a week.

Although the time and attention needed to address COVID-19 in our schools will continue into the foreseeable future, we need to continue to push the district forward. This document is Phase I of a three phase document comprising my Entry Plan (EP) into the school district. An entry plan creates an intentional process during a transition of leadership in an organization to learn about the school district and to enable the development of a keen understanding about the people, partners, and the community that supports the APS. This process is designed to work with stakeholders to: (1) inventory what is done well in the schools, (2) identify areas where improvements may be needed, and (3) initiate ideas to advance the successes of teachers and students.

This document is intended to be Phase I of my EP process. It outlines what actions I will be taking as superintendent to assemble qualitative and quantitative information over the next 3-5 months. This information will assist me with creating Phase II of my EP. Phase II will consist of a written report of my findings related to 1-3 in the preceding paragraph. This report will be reviewed with the school community during March/April 2021. The report from Phase II of my EP will be compared with the district's existing Strategic Plan to assess what changes, if any, will be suggested as the district moves forward given the information shared in Phase II. Finally, Phase III of my EP will be a report of any noteworthy findings and recommended revisions to the district's current Strategic Plan. It is anticipated that my Phase III report will be shared with the school community in June 2021.

The following list identifies stakeholders and documents I intend to include during Phase I, either individually or in groups. The purpose, again, is to gather information regarding the district that includes:

- (1) What do you feel the APS does well?
- (2) What areas of the APS might need improvement?
- (3) What do you feel could advance the successes of teachers and students in the APS?

Stakeholders

Town Manager
Chief Financial Officer
Human Resources Director
Board of Selectman Chair
Finance Committee Chair
School Committee
State Representative Paul Frost
State Senator Michael Moore
Police Chief/School Resource Officer
Fire Chief/Fire Resource Officer
Auburn Board of Health Agent
Department of Public Works Chair
Town and Recreation Director
Auburn Historical Commission Director
Auburn Chamber of Commerce Director
Auburn Lodge of Elks Director
Auburn Masonic Home Director
Auburn Youth and Family Services Director
Church Officials
Town Preschool Directors
School Building Administrators
Auburn Educators' Association Executive Board
Central Office Administrators
Custodians
Cafeteria Workers
Clerical Staff
School Nurses
Teachers
Instructional Assistants
Itinerant Service Providers
Parent Teacher Organizations
Students
Parents

Observations

I will observe activities and exchanges in all school buildings. I am hoping to use this observational data to help derive a sense of culture and community within and among our schools. These areas of observation will include:

Arrival
Dismissal
Hallways
Classrooms
Meetings
Cocurricular Events (Athletics, Music, Competitions)

Documents

I will review and the following documents and perform any relevant analysis. This review will inform me about policies, practices, and outcomes. I will be focusing on data trends not only in the aggregate but by subgroup, school, and grade level as I am focused on equity for all students.

School Committee Policies
Strategic Plan for District
Financial Audits of School District
Financial Policies of District
Revolving Accounts (District/School Held)
All Grants in APS
District and School Safety Plans
DESE Audits (SPED, EL, Title I, Etcetera)
School Improvement Plans
Standardized Test Scores
Benchmark Assessments
Contracts (Union/Individual)
Attendance Data
Graduation Data
Discipline Data
Social Emotional Support/Learning Programs
Student Handbooks
Professional Development Programs
Search for Media Stories (Television, Social Media, Newspaper)
Staff Certifications and Teaching Areas
Administrator / Teacher Evaluations
Capital Improvement Plan
Building Reports (conditions, any work done, needs)

As you can see, the above sources of information are extensive and will provide me with multiple data points and lenses to create a current composite of the Auburn Public Schools. I look forward to sharing my findings, and together, fostering a high achieving, student-centered school district.

Most Sincerely,

Casey J. Handfield, Ed.D

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Superintendent of Schools