

Superintendent Entry Plan  
Newburgh Enlarged City School District  
**Roberto Padilla, Ed.D.**

## NOTES

The Superintendent has completed his first 100 days in office.  
He presented a report to the Board of Education on January 13, 2015. A copy of the report can be found at  
<http://www.newburghschools.org>

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While there are many elements of the Superintendent's Entry Plan that are still in progress/ongoing,  
the Superintendent has 'closed out' the formal entry plan.  
The formal entry plan, which follows was used as a guide for the Superintendent during his first 100 days in office.

## INTRODUCTION

The Newburgh Enlarged City School District's mission is to inspire students to become tomorrow's leaders beyond Academy Field. The minimal expectation here is to ensure students graduate from high school, but that is not enough for us. We believe our students are capable of much more and will raise expectations for them and for adults. A five year strategic plan is currently being developed that will establish clear standards and expectations for the way forward. This strategic plan will capture how we as a school district deliver quality instruction and support services, develop leadership, and improve systems districtwide. Newburgh's strategic plan, provides the direction toward the accomplishment of our vision. As the school district transitions under the new leadership of the superintendent and Board of Education, it is essential to use the first 100 days to chart the course for the next decade of success for NECSD and its 12,000 students.

This entry plan was designed to guide the work of Dr. Padilla as he engages in a thoughtful, purposeful, proactive, and strategic transition to leading NECSD. Dr. Padilla considers himself to be an investigator, an equity warrior, and a coach. He truly believes in asking lots of questions and listening and learning in order to understand 'the story' prior to charting the course. This entry plan allowed Dr. Padilla to begin assessing the organization's strengths and weaknesses; identifying areas that will yield quick wins as well as areas that will need intense focus.

## PRIORITIES

This entry plan was designed to address the following priorities and will be continually updated as the Superintendent shares his activities with the Board of Education and the greater school community:

1. Assess the organization's strengths, challenges, and opportunities;
2. Assess the district's current financial position and operational efficiencies;
3. Effective Superintendent - Board of Education collaboration in pursuit of district goals;
4. Assess, improve, and expand communication efforts
5. Establish a district culture that is service-oriented and focuses on teaching and learning.

## STATUS KEY



Action has yet to be started.

Action has begun and is in progress, or the action is an ongoing process.

Action has been completed.

# SCHOOL BOARD RELATIONS

PURPOSE		
To develop a collaborative relationship with the NECSD Board of Education and to develop processes and expectations that will fortify a strong and effective team		

	ACTION	SPONSOR	STATUS
2.1	Meet with all BOE members individually to get to know them and to learn about their goals, perspectives, and aspirations for the NECSD.	Dr. Padilla	COMPLETED
2.2	Establish a regular meeting time with the Board President.	Dr. Padilla, Mr. Philip Howard	COMPLETED
2.3	Develop and utilize appropriate communication protocols and expectations between the Board and the Superintendent.	Dr. Padilla, Board Members	COMPLETED
2.4	Schedule a BOE retreat in July & October to assess leadership skills, discuss communication protocols, board meeting structure, roles, responsibilities, and expectations for the first year for BOE members and the Superintendent.	Dr. Padilla Mr. McCoy Mr. Howard	COMPLETED
2.5	Schedule listening tours in conjunction with BOE members around the district for the Fall. (Town Halls, Educator Connect series, etc.)	Dr. Padilla	In Progress / Ongoing
2.6	Ensure that the Board and Superintendent communicate the roles and responsibilities of the governance team to the public and to each other.	Board Members	In Progress / Ongoing
+	Collaborate on a performance evaluation format with objectives and indicators of success that can be used to evaluate the Superintendent in Year 1	Board Members	In Progress / Ongoing
+	Determine the schedule and proposed agendas for monthly committee meetings with the Board of Education.	Mr. McCoy, Mr. Howard	COMPLETED
+	Meet with board members to develop a process, structure, and timeline to create the Strategic Action Plan.	Dr. Padilla Executive Team	In Progress / Ongoing

Priority 3

# EFFECTIVE COMMUNICATION

PURPOSE	
<p>To improve the flow of information and communication internally and externally. NESCD must ensure that staff and the community have accurate, timely information around district goals, objectives, activities, challenges, and outcomes. Communication is key to our success. The continuous flow of information needs to stream from all levels, including the Board of Education, Superintendent, Central Office, staff, schools, students, parents, and the community.</p>	

	ACTION	SPONSOR	STATUS
3.1	Review the results from the district satisfaction survey (Insight).	Mr. Forgit	COMPLETED
3.2	Review the district's Safety and Security Plan, including plans for crisis communication.	Executive Team Dr. Padilla	COMPLETED
3.3	Schedule quarterly town halls (listening sessions) with students, parents, educators, and administrators throughout the district to hear ideas and suggestions for school system improvement.	Dr. Padilla Ms. Butrick Mr. McLymore	In Progress / Ongoing
3.4	Physically restructure Central Office so communication and collaboration are modeled. Break down the silos that currently exist and design a modern day work place.	Dr. Padilla Mr. Velez	In Progress / Ongoing
3.5	Disseminate information by utilizing a variety of communication mediums. (i.e. District App, Twitter, Facebook, etc)	Dr. Padilla Mr. Catania Mr. Schindler Ms. Butrick	COMPLETED
3.6	Meet with local media outlets, editorial boards and education reporters to establish a strong, honest, and collaborative framework for communication.	Ms. Butrick Dr. Padilla	In Progress / Ongoing
3.7	Develop & implement a district communication plan, including the establishment of a social media presence to disseminate information about the district.	Ms. Butrick Dr. Padilla Mr. Catania Mr. Schindler	COMPLETED
3.8	Create a new division that focuses on family and community engagement (FACE).	Mr. McLymore Dr. Padilla Mr. Forgit	In Progress / Ongoing
3.9	Develop a financial handbook that communicates the budget process.	Ms. Heslin Dr. Padilla Mr. Lawson	COMPLETED
+	Ease of Access; streamline information; internal structures created. (ie BOE Portal, Goldback Weekly, BOE Weekly, etc)	Dr. Padilla Executive Team	COMPLETED

# ORGANIZATIONAL EFFICIENCY & FINANCIAL MANAGEMENT

## PURPOSE

To evaluate the NESCD's organizational effectiveness and efficiency to ensure all operations maximize service and support for schools.

	ACTION	SPONSOR	STATUS
4.1	Review, assess, repurpose, and reorganize the central organizational structure to enhance effectiveness, cross-functionality, and maximize service delivery to the schools.	Dr. Padilla Executive Team	In Progress / Ongoing
4.2	Analyze state aid contributions and meet with politicians about Newburgh's financial situation.	Ms. Heslin Dr. Padilla	In Progress / Ongoing
4.3	Develop Theory of Action for supporting school leaders.	Executive Team	In Progress / Ongoing
4.4	Create a 2015-16 budget timeline that starts in June 2014.	Ms. Heslin Dr. Padilla Mr. Lawson	In Progress / Ongoing
4.5	Review current data, policies, and practices regarding employee reports.	Dr. Padilla Ms. Leimer	In Progress / Ongoing
4.6	Request resumes, job descriptions, and list of major projects from all departments and Central Office personnel during pre-entry transition.	Ms. Leimer	In Progress / Ongoing
4.7	Meet with Senior Staff to establish clear understanding of roles, responsibilities, expectations, accountability, and personnel quality performance reviews.	Dr. Padilla	COMPLETED
4.8	Assess current human capital and hire internal/external members to join the district.	Dr. Padilla	In Progress / Ongoing
4.9	Review funding streams supporting each area of district operations and redirect as appropriate to enhance service delivery to schools.	Dr. Padilla Transition Team	In Progress / Ongoing
4.10	Review critical documents including the district's accountability plans, budget, and latest financial projections.	Ms. Leimer Ms. Heslin Dr. Padilla	COMPLETED
+	Begin initial phase of systems thinking and implementation.	Dr. Padilla Executive Team	In Progress / Ongoing
+	Utilize program budget analysis tool to inform program decision.	Ms. Heslin	In Progress / Ongoing

## DISTRICT CULTURE & CLIMATE

PURPOSE		
To establish a respectful, positive district culture in the NECSD that is student-centered, service-oriented, and focuses on teaching and learning.		

	ACTION	SPONSOR	STATUS
5.1	Establish an organizational norm for open, effective and consistent communication throughout the district and within the NECSD community.	Dr. Padilla Executive Team	In Progress / Ongoing
5.2	Ensure Central Office personnel and Superintendent regularly visit schools and are a presence in the community.	Dr. Padilla	In Progress / Ongoing
5.3	Assess the district's commitment to valuing diversity and engaging in positive cultural - community responsiveness training.	Dr. Padilla Ms. Leimer Ms. Peterson Ms. Mineo Executive Team	In Progress / Ongoing
5.4	Establish a culture of collaboration by modeling it.	Dr. Padilla Executive Cabinet Board of Education Members	In Progress / Ongoing
5.5	Conduct an initial analysis of disproportionality in the district.	Dr. Padilla Ms. Leimer Ms. Rumley Mr. McLymore	COMPLETED
5.6	Initiate social-emotional learning initiatives. Become a partnership district with Yale University.	Dr. Padilla Ms. Baez	In Progress / Ongoing
+	Embrace cross-divisional communications and share commitment to the work of educating NECSD students.	Dr. Padilla Executive Team	In Progress / Ongoing
+	Establish opening/ending meeting rituals.	Dr. Padilla	COMPLETED
+	Redirection of Curriculum & Instruction to be more responsive and directive to voices from teachers and administrators.	Ms. Feliz	In Progress / Ongoing

## COMPLETION OF THE ENTRY PLAN

Near the end of the first hundred days, the new Superintendent will have learned a great deal about NECSD through the work of the executive team, the Board of Education, and through multiple meetings with key stakeholders. The enlarged community (City of Newburgh, Town of Newburgh, and New Windsor) public will receive updates regarding the transition on a quarterly basis with the Board of Education receiving a weekly update every Friday.

In March 2015, another report will be provided to the Board of Education and the public that announces proposed plans, that will drive improvements in student achievement and organizational efficiency.

The Board - Superintendent team will be able to work together to ensure that NECSD strengthens its commitment to a positive, productive culture with a laser-like focus on improving student achievement using the district's continuous improvement model. Proposed plans and agendas will be communicated to the school community to promote transparency, understanding, commitment, excitement, and support for the goals and purpose of making NECSD a model district of excellence in the country.