



Entry Plan

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Irvington Union Free School District

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Introduction

My priority for the first few months as the Superintendent of the Irvington Union Free School District is to listen intently and to learn. This will provide me with the unique opportunity of coming in using a relatively objective lens to gauge where the system has been, where it currently stands, and where it wants to go. I am entering the community with a great deal of respect for the work that has been done in Irvington, a community committed to creating, "...a challenging and supportive learning environment in which each student attains his or her highest potential for academic achievement, critical thinking and lifelong learning."

The result is an entry plan that provides an opportunity for transparency surrounding my intentions to engage all stakeholder groups in order to collect information through interviews and through the study of relevant documents in a systematic way that will allow me to transition from outsider to insider. The result will include developing a plan, based on our shared goal of providing our students with an exceptional education. The plan will build on the excellent work previously done around the Portrait of a Graduate - students that have developed into courageous learners, engaged citizens, effective communicators, and self-aware individuals.



The goals of the Entry Plan are as follows:

- Communicate to the Irvington educational community that I intend to be an accessible and visible superintendent.
- Create a structure to listen broadly and learn comprehensively about the Irvington Union Free School District
- Establish a strong working relationship with the Board of Education
- Establish strong working relationships with the administrators, faculty, aides and support staff
- Build relationships with the students, families, members of the community, and local leaders
- Determine the level of understanding and support for the Portrait of a Graduate (POAG) and the Strategic Plan
- Engage stakeholders in a reflection on and make suggestions for revision to the POAG and Strategic Plan, if necessary, and begin to create processes for implementation

Methodology including Data Collection and Feedback

As the majority of the Entry Plan will involve meeting with multiple stakeholder groups, it is important that these conversations are understood as two way exchanges about the systems in place in Irvington, the culture that exists within the schools and the community, Irvington's values and goals, and the aspirations that people hold for the District and for themselves. Structured questions will be similar for stakeholders, whether they are individuals or groups, allowing some degree of comparability. I will compile the results of the conversations and provide that feedback directly. Additionally, I will analyze data across groups to generate themes across the District. I anticipate that these opportunities will result in open exchanges, so that I can learn about the system and the system's people can learn about me. These conversations will be kept confidential and stakeholders will remain

anonymous. Results will be reported in terms of general themes that highlight my sense of where the organization is and where it wants to go. A written report will be provided to the Board of Education, the Administrative Council, and the faculty. A summary to the public will be provided at a Board of Education Meeting.

Phases of the Entry Plan

Phase 1 Transition

July through August, 2024

During the transition period, I will explore all pertinent District documents that are available, so that I may gain a greater understanding of operations, policies, and procedures. In addition, I will facilitate a retreat with the Board of Education and the Administrative Council as well as having met with Dr. Joel Adelberg, the Interim Superintendent.

Phase 2 Entry

September through December, 2024

My goal during the entry phase is to become a member of the Irvington community by being highly visible. During this phase, I will be engaged in listening, participating, and conducting meetings with stakeholders and small/large groups to hear perspectives, concerns, and aspirations.

Phase 3 Analysis and Planning

January through April, 2025

During the analysis and planning phase, I will analyze all of the collected information and identify strengths, challenges, and opportunities. These data points will help inform the development of preliminary goals for my work as superintendent that build on the POAG and current Strategic Plan.

Organization of the Entry Plan

The Entry Plan will be organized by three pillars: Teaching and Learning, Finance and Operations, and Governance, Community, and Public Relations.

Teaching and Learning	Finance and Operations	Governance, Community & Public Relations
<p>Review significant updates to curriculum and assessments as well as professional development over last several years with ASI</p> <p>Meet with the Director of Technology to conduct a comprehensive review of processes and procedures</p> <p>Meet with Director of Pupil Personnel Services to conduct comprehensive review of processes and procedures and review the continuum of special education services provided by the District</p> <p>Meet with building leaders to discuss issues specific to their schools, and assist in the development of building goals connected to the POAG and the Strategic Plan</p> <p>Meet with all 4 building faculties to discuss three questions: (a) what is working well that we should keep and capitalize on and why; (b) what isn't working well that we should alter or jettison altogether and why; and (c) what makes you proud of working in Irvington and why?</p>	<p>Conduct a walkthrough of all facilities with the Director of Facilities, Head Custodians, Building Leadership, Assistant Superintendent for Business and Operations, and Director of Athletics</p> <p>Meet with Assistant Superintendent for Business and Operations to conduct a comprehensive review of budget and the development process</p> <p>Meet with Assistant Superintendent for Business and Operations regarding transportation</p> <p>Meet with Assistant Superintendent for Business and Operations and Altaris Consulting Group representative to review safety plans</p> <p>Meet with the Director of Facilities to review current capital projects</p> <p>Meet with Assistant Superintendent of Instruction and HR to conduct a review of recruitment, hiring, and tenure-granting processes</p>	<p>Conduct entry interviews with all members of the Administrative Council</p> <p>Meet with leadership of all bargaining units</p> <p>Meet with PTSA Leadership/ Executive Committee</p> <p>Meet with the Irvington Education Foundation</p> <p>Meet with Co-Presidents of the Irvington Bulldog Booster Club (IBBC)</p> <p>Meet with the Mayor and the Chief of Police</p> <p>Meet with the leadership of Irvington's Recreation and Parks</p> <p>Meet with leadership of iASK (Irvington About Safe Kids) and CAB (Community Advisory Board)</p> <p>Schedule meetings with faculty, staff, parents, students, and community members</p> <p>Schedule "community coffees" and opportunities to meet parents at each school</p> <p>Schedule meetings with all clerical staff in District Office</p> <p>Schedule meeting with attorney for District</p> <p>Visit PTSA meetings frequently, including meetings of PAC, D & I Committee, Green Committee, and SCAFLD.</p> <p>Attend various student presentations, performances, and sporting events</p> <p>Join students for lunch and informal conversation</p> <p>Join faculty and staff for lunch and informal conversation</p>

Constituency Groups

Board of Education

Goals

- To review communication strategies and procedures involving the Board of Education and the Superintendent.
- To share Entry Plan with the Board.
- To establish a calendar for meetings with the Board, Board Committees and Executive Council.
- To establish goals for ongoing communication with the Board and the Irvington community.
- To develop goals with the Superintendent.

Activities

- Facilitate Board Retreat in July (Phase 1).
- Interview individual Board members (Phase 1).
- Participate in Board Committee Meetings (monthly).
- Develop a calendar of meetings and presentation schedules (Phase 1).
- Present findings from constituent meetings and document review (Phase 2/3).
- Share goals and potential action plans with Board (Phase 3).

Interview Questions

- Why did you seek election to the Board? What do you hope to accomplish as a Board member?
- What do you see as the most important needs of the faculty, staff and students and why?
- How invested is the community in the POAG and the Strategic Plan? What are the obstacles to this work?
- What are your expectations of me as the Superintendent?
- What is the most important thing to preserve in each of the schools in Irvington, as a system and why?
- What is the most important thing to change in each of the schools in Irvington, as a system and why?

Administrative Council

Goals

- To identify key issues at individual buildings and across the District.



- To define the relationship between the members of the Administrative Council and the Superintendent, faculty, staff, students, and community.
- To coordinate work on system-wide goals including, but not limited to the POAG and Strategic Plan.

Activities

- Facilitate Administrative Council Retreat, with Dr. Duffy in late August (Phase 1).
- Interview each Principal and Assistant Principal of each school building (Phase 1).
- Interview each District level Director and Assistant Director (Phase 1).
- Conduct data review (academic achievement, MTSS (RTI) data, participation, attendance, discipline, school culture) with each building principal (Phase 1).
- Spend several days in each school building (Phase 2) to visit classrooms and talk with principals and teachers.
- Share data with principals to begin to develop District-wide action plans and building level support (Phase 3).

Interview Questions

- What are the accomplishments you look upon with pride as the principal and why?
- What building based goals would you like to achieve and what are the obstacles for doing so?
- Describe your relationship with the various members of the Administrative Council.
- Describe your relationship with the faculty, staff, and students.
- Describe your relationship with the community.
- What is your ideal relationship with the Superintendent?
- What is your faculty's understanding of the POAG and Strategic Plan? What excites them about this work and what are the potential obstacles to this work?
- Is the system unified in terms of system-wide goals?
- What would you like to see preserved in your school and why? In the system and why?
- What would you like to see changed in your school and why? In the system and why?





Faculty

Goals

- To identify key issues at individual buildings and across the District.
- To define the relationship between the faculty and the principals, Superintendent, students and community.
- To coordinate work on system-wide goals including, but not limited to the POAG and Strategic Plan.

Activities

- Attend faculty meetings in each school (Phase 2)
 - ◊ What is working well that we should keep and capitalize on and why;
 - ◊ What isn't working well that we should alter or jettison altogether and why; and
 - ◊ What makes you proud of working in Irvington and why?
- Communicate my interest in hearing teachers' voices (Phase 2).
- Visit classrooms across the District (Phase 2).
- Observe MTSS (RTI) meetings (Phase 2).

Interview Questions

- What are the accomplishments you look upon with pride as a teacher in Irvington and why?
- What building based goals would you like to achieve and what are the obstacles for doing so?
- Describe your relationship with members of the faculty.
- Describe your relationship with the building administration.
- Describe your relationship with your students and with the community.
- What is your ideal relationship with the Superintendent?
- What is your understanding of the POAG and Strategic Plan? What excites you about this work and what are the potential obstacles to this work?
- Is the system unified in terms of system-wide goals?
- What would you like to see preserved in your school and why? In the system and why?
- What would you like to see changed in your school and why? In the system and why?

Aides

Goals

- To identify key issues at individual buildings and across the District.
- To define the relationship between the aides and the faculty, principals, Superintendent, students, and families.
- To coordinate work on system-wide goals, including but not limited to the POAG and Strategic Plan.

Activities

- Communicate my interest in hearing aides' voices (Phase 2).
- Visit classrooms across the District to gain a deeper understanding of their roles and responsibilities (Phase 2).

Interview Questions

- What are the accomplishments you look upon with pride as an aide in Irvington and why?
- Describe your relationship with the building administration.
- Describe your relationship with the faculty.
- Describe your relationship with your students and their families.
- What is your ideal relationship with the Superintendent?
- What is your understanding of the POAG and Strategic Plan? What excites you about this work and what are the potential obstacles to this work?
- Is the system unified in terms of system-wide goals?
- What would you like to see preserved in your school and why? In the system and why?
- What would you like to see changed in your school and why? In the system and why?

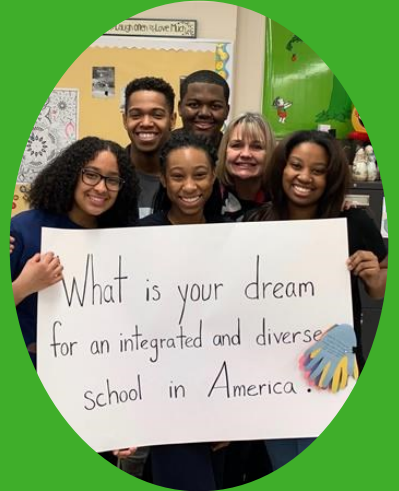
Students

Goals

- To identify what is important to the students of Irvington in terms of education and student life.
- To define the relationship between students and the faculty, principals, and the Superintendent.

Activities

- Interview multiple student leadership groups (Phase 2)
- Hold informal lunches with students (Phase 2)
- Attend various student co-curricular activities including but





- not limited to sporting events, plays, concerts, meetings, and presentations (Phase 2 and ongoing).

Interview Questions

- What are the accomplishments you look upon with pride as a student in Irvington and why?
- Describe your relationship with your fellow students.
- Describe your relationships with your teachers.
- Describe your relationship with the building administration.
- What is your ideal relationship with the Superintendent?
- What is your understanding of the POAG ? What excites you about this work and what are the potential obstacles to this work?
- What would you like to see preserved in your school and why? In the system and why?
- What would you like to see changed in your school and why? In the system and why?

Irvington Faculty Association Leadership/ Various Bargaining Units Leadership

Goals

- To identify the issues of importance to the association.
- To identify a format for communications and cooperation.

Activities

- Conduct interviews with officers of the Irvington Faculty Association (IFA), the Irvington Administrators' Association (IAA), the Clerical and Custodial Associations (CSEA) (Phase 2)
- Schedule regular meetings with leadership of Irvington Faculty Association and the Clerical and Custodial Associations (Phase 2)

Interview Questions

- What should I know about the history of the relationship between the Association and the Administration?
- What would constitute a good relationship between the Association and the Superintendent and how best to achieve it, together?

Parent Organizations

Goals

- To learn about each of the Parent Organizations and their functions.
- To identify what is important to the parents of Irvington in terms of their children's education and student life.
- To define the relationship between parents and the faculty, principals, and the Superintendent.

Activities

- Conduct interviews with the leadership of the PTSA, the Irvington Education Foundation, and the Irvington Bulldog Booster Club.
- Attend meetings of PTSA, PAC, SCAFLD, the Irvington Education Foundation, and the Irvington Bulldog Booster Club.
- Schedule regular meetings with Parent Organizations.
- Hold Parent Coffees open to all parents across each school.

Interview Questions

- What are the accomplishments you look upon with pride as a parent of a student in Irvington and why?
- Describe your relationship with the faculty.
- Describe your relationship with the building administration.
- What is your ideal relationship with the Superintendent?
- What is the parents' understanding of the POAG ? What excites you about this work and what are the potential obstacles to this work?
- What would you like to see preserved in your school and why? In the system and why?
- What would you like to see changed in your school and why? In the system and why?

Community Organizations

Goals

- To learn more about the community that surrounds and partners with the District.

Activities

- Interview key municipal officials in Irvington including the Mayor and the Chief of Police
- Interview leaders of various educational and art institutions of Irvington including Chairperson of the Irvington Theater,





- the President of Mercy University, and the Director of the Nevis Laboratories of Columbia University.
- Interview and visit private and pre-Kindergarten schools within the Irvington School District's geographic boundaries.

Interview Questions

- Please tell me about your organization.
- In what ways do you interact with the Irvington Schools?
- What is the perception your organization has of the Irvington Schools?
- How well does the District communicate with the town and how might it be improved?



Goals and Action Plan Reporting

In April, I will present a report to the Board of Education that illustrates a vision for the next 2-3 years based on the feedback I've received from all the stakeholder groups and individuals with whom I will have met, and will discuss the extent to which this vision aligns with the POAG and the Strategic Plan. The report will also include a draft proposal that further illustrates the plan for achieving our collective goals. The report then will be revised based on feedback from the Board for final presentation to the community.

