

SUPERINTENDENT ENTRY PLAN
Joseph W. Pasquerilla, Ed.D.
Prepared for Ambridge Area School District



Ambridge Area School District Entry Plan

Dear Stakeholders of Ambridge Area School District,

Serving as the Superintendent of Ambridge Area School District is an honor and privilege. I sincerely look forward to meeting students, teachers, families, and community members that comprise this great District. I am sincerely committed to upholding the important role of Superintendent with steadfast commitment and dedication.

As I begin my tenure as Superintendent at Ambridge Area School District, it is important to have a deliberate process to learn what makes the District successful and how we can work collaboratively to become even better.

This Superintendent Entry Plan is the culmination of my ideas to make my transition successful and purposeful. This plan is predicated on listening and learning from the District's constituency so that we can collectively advance student achievement and a fostering learning experience for all students.

I pride myself on being extremely visible and encourage you to take advantage of my open door policy. I genuinely look forward to working with each of you as we build a longstanding partnership, working side-by-side to ensure that Ambridge Area is a great place to learn and grow!

Sincerely,
Joseph W. Pasquerilla, Ed.D.

Ambridge Area School District Entry Plan

GETTING TO KNOW JOE PASQUERILLA...

- Family of Educators – Family Values
- “You are better than no one. No one is better than you.”
- Experiences that Matter
 - **PROFESSIONAL:**
 - Teacher
 - Principal
 - Curriculum Director
 - Assistant to the Superintendent
 - Superintendent
 - **EDUCATIONAL:**
 - Undergraduate (B.S.Ed.)
Youngstown State University
Secondary Education – Social Studies
 - Masters (M.S.Ed.)
Youngstown State University
Classroom Guidance
 - Doctorate (Ed.D.)
University of Pittsburgh
Educational Leadership

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FAST FACTS ABOUT AMBRIDGE AREA SCHOOL DISTRICT

- Approximately 2,397 students
- Five Schools
 - Economy Elementary
 - Highland Elementary
 - State Street Elementary
 - Ambridge Middle School
 - Ambridge Senior High School
- *Ambridge Online Academy*

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FAST FACTS ABOUT AMBRIDGE AREA SCHOOL DISTRICT

- Tight-knit community committed to improving the trajectory of the District
- Extensive extracurricular opportunities
- Commitment to arts and music education
- Educational, Arts, and Sports facilities compare favorably with schools in the region
- A2I
- STEAM Initiatives

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Mission

The **mission** of the **Ambridge Area School District** is to be the "Bridge" to leading and learning, preparing students for the future through academic excellence. We believe: Our community should encourage and support its youth to succeed by being actively involved in the educational process.

Vision

We believe...

- Our community should encourage and support its youth to succeed by being actively involved in the educational process
- We must build trust through a positive approach with our students, staff, and community
- An appreciation and respect for diversity enriches the learning experience
- Every student should be challenged by a curriculum that maximizes their academic potential
- The development of a positive self-esteem is necessary for individual growth
- In the preparation of students to become life long learners in an ever changing global society
- Accountability is essential for achieving high expectations

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THE FIRST 30 DAYS OF BEING SUPERINTENDENT...

LEARN

- Learn about Ambridge Area School District's successes and challenges

LISTEN

- Listen to stakeholders as they offer input about the schools, community and programs

ENGAGE

- Connect with stakeholders, offer resources, and problem solve

BUILD

- Develop partnerships to support the District

GROW

- Create a visible presence within the school community to grow the Ambridge Area School District

GOAL SETTING

- Establish benchmarks and outcomes to measure success and promote accountability

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WITHIN THE FIRST 90 DAYS AS SUPERINTENDENT ...

ORGANIZATIONAL AREAS OF FOCUS

Each of these areas are critical to the efficiency and effectiveness of the organization. The organizational areas of focus are listed below and specific actions in each of these areas are further described in the following pages.

- Governance
- Instruction
- Facilities
- Finance
- Technology
- Personnel
- Community
- Safety and Security

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GOVERNANCE

- Review organizational chart of district
- Meet with board members to discuss the District's future needs
- Meet with board committee chairs to review current work
- Analyze all policies and union contracts
- Review Comprehensive Plan with administration
- Meet with solicitor to review legal matters

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INSTRUCTION

- Conduct instructional walk-throughs in each building to validate good teaching
- Review all current instructional initiatives and informally assess effectiveness with Administrative team
- Review testing schedule and preparations for PSSAs, Keystones, and formative assessments – integrating any necessary preparatory work
- Conduct a walk-through at the Career and Technical Education Center
- Review the effectiveness of the differentiated instruction and response to intervention – each student is working to maximize his/her potential
- Review the current process of data analysis to identify strengths and weaknesses to promote data-driven decision making

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INSTRUCTION (continued)

- Review last Special Education audit; identify outside placements; identify programs that address placement and reduce concerns (least restrictive environment)
- Identify universal screeners utilized to identify students needing interventions or Child Find process
- Identify scope of School Counseling Plan
- Establish a meeting with the STEAM Team to review the progress of programmatic and professional development initiatives
- Review curriculum to determine implementation of PA Core Standards
- Review with administrators research-based instructional strategies and identify needed professional development for staff
- Identify structure of Special Education and Title I programming and resources used for interventions

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FACILITIES

- Tour each building with Buildings and Grounds Supervisor and Principal
- Review previous construction projects and financing of each project
- Review costs associated with and the staffing of custodial and maintenance department
- Review maintenance contracts (e.g. HVAC, copiers, elevators)
- Identify and prioritize upcoming projects or facility needs; review with Board
- Identify associated costs with each project to possibly be included into the budget
- Present potential projects to Board to determine process necessary for bidding

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FINANCE

- Review expenditure and revenue reports
- Meet with Business Manager to review trends in expenditures and recent cost-savings measures
- Review last three years audits to determine ongoing concerns
- Identify last three years of outside placement costs, cyber and charter costs
- Review tax collection rates and trends
- Determine revenue generating possibilities (refinancing), tax collection, and grants
- Review Health Care consortium rates, trends, and rate forecasts

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TECHNOLOGY

- Meet with Technology leaders in the District to identify successes, initiatives, and concerns
- Audit infrastructure and functionality of technology in each building
- Monitor progress of the implementation and effectiveness of the current technology initiatives
- Identify Software that is currently being utilized and determine to renew, replace, or remove
- Assess technology ability of staff and offer differentiated professional development for all staff
- Meet with administration and Technology leaders to determine instructional software needs

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PERSONNEL

- Identify and document recruitment and hiring processes
- Identify any immediate staffing needs in the district
- Identify recent grievances or legal cases that will need to be addressed
- Identify staff on improvement plans and speak directly with immediate supervisor
- Identify all part time employees and analyze impact on health care legislation
- Work with administration to identify obstacles to teacher effectiveness model
- Review Principal Effectiveness Tool with principals who are being evaluated using this process
- Review with PIMS administrator deadlines for reports; discuss accuracy of data; attribution of student performance of co-teachers; cohort graduation rates; etc.
- Identify staffing needs for budgeting purposes
- Hold meetings with administrative team to open lines of communication, updates from PDE, etc.

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COMMUNITY

- Attend school events
- Make welcoming remarks at events, when appropriate and possible
- Meet with the following stakeholders in order to create a positive presence in the community and to strengthen school-community relations:
 - Police Chief(s)
 - Local Magistrate(s)
 - Politicians
 - Township supervisor(s)/manager
 - PTO and parent leadership groups
 - CEOs of major businesses
 - CTC director
 - BVIU Leadership
 - Local Preschool Directors
 - Chamber of Commerce

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SAFETY AND SECURITY

- Hold a round table discussion with all administrators and District Safety Committee to determine safety concerns
- Review and/or establish expectations of drills
- Read crisis plan and review evacuation procedures
- Identify professional development that has been provided to all staff around the topic of safety
- Identify upgrades needed to the physical plant to address safety concerns and safeguards
- Identify costs associated with all necessary upgrades

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VISION FOR LEADERSHIP

- Lead by example – actions speak louder than words
- Value the input of teachers, fellow administrators, and other constituents – listening is an essential part of leadership
- Extremely visible in hallways, classrooms, and school events
- Be proactive; see beyond the moment
- It takes a village to raise a child; secretaries, custodians, bus drivers, and cafeteria workers are positive examples and supports for our students and must be a valued part of Ambridge Area School District
- Maintain open lines of communication with all stakeholders
- Technology must be used purposefully to enhance instruction and engage students
- Providing students opportunities to become intimately involved in extracurricular activities within the District in order to provide opportunities to see the world through eyes of service and commitment
- Consistency and fairness is essential to a positive school culture
- Place students first in decision making
- Special education is a service, not a place—do what is best for *every* child
- Remain hands- and minds-on in the development, implementation, and follow-through of district initiatives
- Acknowledgment of a job well done; individuals work the hardest when they feel valued
- It is not mine or yours...it's OURS

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AS DEFINED BY DR. PASQUERILLA....

Accountability /əˌkoun(t)əˈbilədē/ (noun)

Gathering input to gain buy-in, clear and effective direction for implementation, and active & engaged follow-through by observable performance

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I sincerely look forward to meeting our students, parents, staff, and community members. I am honored to serve in the role of Superintendent at Ambridge Area School District. I am convicted that together we can build upon the wonderful traditions of the District to best meet the needs of our students.

~ Dr. Joseph W. Pasquerilla