

SUPERINTENDENT'S ENTRY PLAN

FRANKLIN PUBLIC SCHOOLS FRANKLIN, MASSACHUSETTS

"You do not rise to the level of your goals. You fall to the level of your systems."
Atomic Habits by James Clear

The Franklin Public Schools (FPS) has experienced stable leadership throughout the years, and I am committed to ensuring a smooth transition occurs as I begin my superintendency. An effective transition will allow our district to continue moving forward with many of the initiatives currently underway, simultaneously planning our next phase of continuous improvement. I hope the impacts of these changes are felt positively throughout the district.

Respectfully submitted,

Lucas Siguere

Superintendent of Schools



Overview

The purpose of this transition plan is to outline intentional leadership actions to be taken during my first year as the new superintendent. The process will include a variety of strategies that build on current successes and assess areas of need while looking forward to the future to develop plans for the next three years.

This plan will reflect my core values and beliefs about education:

1. Students are at the center of our work - We make decisions and plans that are in the best interest of all students
2. Relationships Matter – Relationships are a critical aspect of leadership
3. Shared and collective responsibility is paramount – supporting student success
4. Respect and integrity are fundamental to a high-functioning leadership team

Sustaining Momentum

Serving the Franklin Public Schools as the Assistant Superintendent for the past four years allowed me to begin transitioning to my new position upon being appointed by the school committee.

As the Assistant Superintendent, I chaired the district-wide teams and committees, which included the Substance Abuse Task Force, School Wellness Advisory Council, Professional Development Committee, Digital Learning Committee, and Social-Emotional Learning Committee. I also served as a member of a variety of other committees during my time in Franklin - each provided an opportunity to develop a deep understanding

of the district's strengths and needs.

Setting Priorities for the Future

As we continue to rebound from the pandemic, we will seek to create a multi-year strategic plan for the district that allows us to navigate our way. I have worked with our leadership team this summer to align our District Strategic Plan and build a solid foundation for the School Improvement Plans. My entry plan includes goals for inquiry, methods to be used, activities to participate in, and a timeline for completion.

Goals

1. To ensure a smooth and orderly transition of leadership that best supports principal leadership, collaborative teachers, supportive environments, family engagement, and ambitious instruction.
2. To develop a trusting, productive, and collaborative relationship with the Franklin School Committee.
3. To create opportunities to listen broadly and deeply to a multitude of stakeholders and gain a comprehensive understanding of FPS.
4. To assess the district's current and future human, fiscal, capital resources, and systems capacity.

Transition/Planning Meetings

Before my official start date on July 1, 2022, and throughout the summer, I engaged in the following transition activities:

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|---|---|
| <input type="checkbox"/> Transition meetings with the outgoing superintendent | <input type="checkbox"/> School Committee Goal-Setting Workshop |
| <input type="checkbox"/> Strategic Planning Meeting with the Leadership Team | <input type="checkbox"/> Team meetings with all principals and district administrators |
| <input type="checkbox"/> School Safety Meeting with Franklin Police Department | <input type="checkbox"/> School committee chair meetings |
| <input type="checkbox"/> Administrative Leadership Retreat focused on District Strategic Planning and aligning School Improvement Plan goals and actions. | <input type="checkbox"/> Union President meetings |
| | <input type="checkbox"/> Town Administrator meetings |
| | <input type="checkbox"/> Massachusetts Association of School Superintendents Conference |
| | <input type="checkbox"/> The hiring of new staff |

Stakeholder Engagement

I will continue to meet with the following constituents:

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|---|---|
| <input type="checkbox"/> Staff (teachers, administrators, support staff, union leaders, custodians and maintenance, food service, transportation, and central office) | <input type="checkbox"/> Individual School Committee Members |
| <input type="checkbox"/> Government (Town Administrator, Town Finance Committee, and Town Department Heads) | <input type="checkbox"/> Community (Franklin Police and Fire, YMCA, SATF, SWAC, etc.) |
| | <input type="checkbox"/> Parents/Guardians (JPCC, etc.) |
| | <input type="checkbox"/> Students |

Data Analysis and Document Review

The review of key documents with the Administrative team

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| <input type="checkbox"/> Collective Bargaining Agreements | <input type="checkbox"/> Emergency Management Plans |
| <input type="checkbox"/> School and District Improvement Plans | <input type="checkbox"/> DESE, school, and student data including AP, MCAS, discipline, and reports on demographics. |
| <input type="checkbox"/> NEASC Report | <input type="checkbox"/> Budget documents and grant documents |
| <input type="checkbox"/> Coordinated Program Review | <input type="checkbox"/> Panorama Survey |
| <input type="checkbox"/> Professional Development Plan | |

School Visits

I will schedule monthly visits with principals. We will observe the classroom learning environment and building operations. During these visits will observe teaching and learning and discuss what principals are most proud of, areas of strength, and opportunities for growth. Some of these visits will include participation with my NSIP coach throughout the school year.

Leadership Team Meeting Facilitation

The district leadership team is comprised of multiple groups.

- Central Office Administrative Team (CO A-Team) - District-level administrators
- District Leadership Team (DLT) - Principals and District level administrators
- District Administrative Team (A-Team) - All Administrators

Leadership team meetings will focus on all aspects of our District's goals.

Financial/Operational Planning

I will work closely with the School Business Manager to facilitate a comprehensive budget development process. Specifically, this will include our school budget, capital, and master facilities planning.

Report of Findings

By Spring 2023, I intend to complete most of my data collection from meetings, interviews, focus groups, surveys, and the analysis of achievement data. I will share the outcomes of my findings with my administrative teams, staff, the Franklin School Committee, and the community at large. These findings will help inform our District Strategic Plan.

Strategic Planning

The information gathered will serve as the driver for the next Franklin Public Schools multi-year strategy, which will reflect the district's needs and our work as an educational organization. By June 30, 2023, I will share an update of the strategic initiatives to the Franklin Public Schools.

I look forward to working as a partner in education to help positively influence the educational experience for each child in the Franklin Public Schools. Together we can work towards a shared vision for our schools. It is critical to know where we are before we can determine where we are going - maintaining stability aligned with current initiatives to sustain the necessary momentum while identifying areas to improve our district priorities, ensuring a positive path forward.