



Amy A. Berdos, Ed.D.
Superintendent,
Foxborough Public Schools



Entry Plan

Introduction:

The purpose of this entry plan is to outline the process I will use to learn more about the Foxborough Public Schools in my new role as Superintendent. My goals in undertaking this process are to learn more about the district and community, to gain a deeper understanding of the current conditions of the system, and to identify areas for further study that will lead to the development of strategy for growth. I see the entry plan as an opportunity not only to learn more about our excellent school system through a new lens, but also to have the wonderful faculty and staff get to know me in a different capacity. My plan will reflect my core values and beliefs about education: 1) Students come first – make decisions and plans that are in the best interest of students; 2) Relationships are paramount – relationships are one of the most important aspects of leadership and are important for supporting student success; 3) Collaboration and collective responsibility are critical – we are all here to serve students; 4) Respect and integrity are the foundations of a high-functioning leadership team – be open, honest, present and available.

This entry plan will focus on Foxborough Public Schools' culture and climate, strengths, challenges, and areas of opportunity and improvement. This process will include a comprehensive review of the school district; learning from many perspectives and stakeholders. Specifically, as part of this process, I will work closely with our administrative leadership team to analyze academic achievement data and perception data. The analysis of the data will help develop an overarching strategy for district improvement focused on teaching and learning.

Context and Background:

As Foxborough Public School's Assistant Superintendent for the past seven and half years and most recently taking over the last eight months as the Superintendent, I have a solid understanding of the district's priorities and goals. I played an active role in the development of both the district's Strategic Plan (2017-2020) and Technology Plan (2017-2020). As the Assistant Superintendent, I chaired the district wide teams and committees, which included the Professional Development Committee, Technology Steering Committee and the Bias and Discrimination Committee. Chairing these committees and Co-Chairing the development of the Strategic Plan and Technology Plan provided an opportunity to develop a deep understanding of the district's needs. Specifically, we utilized the SWOT Process to identify the district's strengths, weaknesses, opportunities and threats as we developed these plans. This opportunity to listen and learn from the many stakeholders who were part of this process was invaluable.

Beginning my new role as Superintendent in the middle of the school year had many advantages. It allowed me to transition to the new role when the school year was already underway, continuing the momentum from the beginning of the school year. Further, I was able to listen and observe differently knowing that come January, my role would be very different. As my role changed January 1, 2018, I knew I would be viewed, observed and listened to differently as well. Although, I have built strong relationships with administrators, teachers, staff, parents and the School Committee I understand the importance of continuing to establish myself in this new leadership role.

As a result of the work accomplished from January to June and thinking carefully about beginning my first full year as Superintendent, I have begun to identify a number of key action steps that will be important to my success in serving the Foxborough Public Schools. In anticipation of the New Superintendent Induction Program (NSIP) and having had the opportunity to meet individually with Christine McGrath from the Massachusetts Association of School Superintendents in March 2018, I have begun part of the process outlined below. For example, I began engaging in school visits with principals to observe teaching and learning and discuss what is working well, what they are working hard on and what is their biggest challenge. I will continue this during the 2018-2019 school year. This along with the other action areas identified below will provide the necessary information for this entry plan.

Data Collection - Interviews/Focus Groups

Gather information from various stakeholder groups. Specifically collect information on the following four questions:

1. What do you value about the Foxborough Public Schools?
2. What does the Foxborough Public Schools do well?
3. What areas do you think need work in the district?
4. What do you expect from me?
5. Is there anything you think is important for the Superintendent to know?
6. How can we strengthen our partnership? (from outside the system)

I have begun asking these questions over the summer. The collection of this information was part of our Administrative Retreat in August. I will collect this information from the following constituents:

- Staff (teachers, administrators, support staff, union leaders, custodians and maintenance, food service, transportation and central office)
- Government (Town Manager, Town Finance Committee and Town Department Heads)
- Individual School Committee Members
- Community (Foxboro Police and Fire, FCA, YMCA, Rotary Club, etc.)
- Parents
- Students

The Foxborough Public Schools will launch a new website in September. I plan to utilize the communication tools it has to offer to collect some of this data.

Student Achievement Data and Qualitative Perception Data

Undertake a comprehensive document review of the following:

- MCAS data
- AP/SAT/ACT data
- OECD Test for Schools data
- Special Education data
- ACCESS data
- Survey data – K12 Culture and Climate Survey (Teachers, Parents, Students)

Observations

I will continue to schedule monthly visits with each school principal. During these visits, we will observe classroom instruction and building operations. Focusing on what principals are most proud of, what they are working hard on and what their biggest challenges are will be part of these school visits. Further, these visits will provide opportunities to look at teaching and learning in depth as it relates to the Educator Evaluation system and importantly our district and school goals. Throughout the school year, some of these visits will include participation with my NSIP coach. Additionally, information gleaned from participating in Instructional Rounds will be an important component of observing teaching and learning in the district. I will meet formally with the larger district leadership team four times during the year regarding our focus for Instructional Rounds.

Leadership Team – Instructional Leadership

The district leadership team is comprised our smaller Admin Team and the larger Leadership Team. The Admin Team meetings include Central Office Members, Principals and Assistant Principals. The larger Leadership team includes the smaller Admin Team as well as incorporates district curriculum directors, coordinators, department heads and district technology specialists. For the 2018-2019 school year, we have a new Assistant Principal at the Ahern Middle School. At the High School, three of the ten department heads are in their second year. The K-8 ELA/Social Studies Curriculum Director is in her second year while the K-8 Math/Science Curriculum Director is in her first year. Lastly, the Assistant Superintendent is in her first year, previously holding the K-8 Math/Science Curriculum Director position. I understand that a critical part of my role is to lead through others. I will work closely to provide effective leadership opportunities for those new to their roles as they work together to improve teaching and learning. Administrator meetings will focus on teaching and learning, supporting our team and the mission of the district. Specific examples of this will include actively participating in district Instructional Rounds and the Global Learning Network PLC.

Financial/Operational Information

I will work closely with the School Building Administrator and the Town Departments. Specifically, this will include our school budget, funding for the Burrell Elementary School renovation and addition project and completing the High School Athletic Complex.

School Committee

The Foxborough Teacher Association's and the Foxborough Educational Assistant's contract ends June 30, 2019. I will work in partnership with the School Committee and the Union to negotiate and ratify a new three-year contract for their membership.

Findings and Next Steps

By March 2019, I intend to have completed the majority of my data collection from interviews, focus groups, surveys and the analysis of achievement data. At that time, I will present my findings in the form of an entry report and will share it with my administrative teams, staff and the Foxborough School Committee as well as the community at large.