

**Michael Cummings**  
**Superintendent of Schools**  
**Entry Plan**

**Introduction**

The entry plan detailed below is intended to support my immediate transition into the role of the Superintendent of the Fairfield Public Schools and, in so doing, to build a foundation for our future work as a school system within the Fairfield community.

This plan recognizes my previous roles in the district as Director of Elementary Education and Chief Academic Officer and builds upon those roles to support the broader requirements of the role of Superintendent. This plan is intended to increase my knowledge of the school district and the community, establish strong working relationships built upon trust and transparency, and increase the capacity of all to lend their voice to fulfilling the vision of the FPS.

Our school system has several key opportunities ahead. How we fulfill the district's mission to increase achievement for all students and how we ensure the Vision of the Graduate, while addressing long-term space and financial issues are exciting challenges. Information gained from these entry plan activities will be shared with the Board of Education and other stakeholders in order to be included in the next iteration of the District Improvement Plan. That plan will include details on how we will move forward to address our challenges, increase opportunities for students, and further enhance the strong reputation of the Fairfield Public Schools.

**Goals of the Entry Plan**

- Share a common vision for the Fairfield Public Schools based on past work and cognizant of future needs
- Establish a strong working relationship with the Board of Education, administrators, teachers, support staff and parents of the Fairfield Public Schools.
- Establish a strong working relationship with the Board of Selectmen, members of the Representative Town Meeting, and the Board of Finance as well as other departments and community organizations
- Establish personal relationships with students, parents, and community members and establish a strong foundation of connection and communication with the community of Fairfield

- Develop a deeper understanding of stakeholders' hopes and desires for the Fairfield Public Schools
- Build capacity to address current and future financial issues addressing the town and the school system in Fairfield
- Engender trust with all stakeholders through improved communications and transparency.

**Activities of the Entry Plan**

- Visit schools on a consistent schedule
- Interview various stakeholders to gain insights about the Fairfield Public Schools and their expectations for the role of the Superintendent of Schools; analyze data from interviews noting common themes, strengths, and concerns
- Attend district, school, and town meetings and functions
- Review essential documents including student data performance, budget and financial records, personnel evaluations, and long-range planning documents
- Prepare for 20-21 budget and development of next 5 year District Improvement Plan.

**Entry Plan Details**

| <b>Who Stakeholders</b>   | <b>Why Reason for Meeting</b>  | <b>When Timeline</b> | <b>What Type of Interaction</b> |
|---------------------------|--|----------------------|---------------------------------|
| <b>FPS Administrators</b> | <ul style="list-style-type: none"> <li>• Gain understanding of roles/ expectations for the Superintendent</li> <li>• Establish expectations for communication</li> <li>• Determine needs for central office – school based relationships and supports for instruction, curriculum, and student achievement</li> <li>• Strengthen relationship of general education and special education through a review of current student achievement data and aligned expectations for professional learning; for presentation and planning at the August Advance</li> </ul> | August - October     | Meetings<br>Data reviews        |

|                               |  |                    |                          |
|-------------------------------|--|--------------------|--------------------------|
|                               | <ul style="list-style-type: none"> <li>• Hire a Deputy Superintendent (September)</li> <li>• Review roles and responsibilities of Executive Directors</li> </ul>   |                    |                          |
| <b>FPS Teachers</b>           | <ul style="list-style-type: none"> <li>• Gain understanding of roles/ expectations for the Superintendent</li> <li>• Establish expectations for communication and continuing meetings</li> <li>• Determine needs for central office – school based relationships and supports for instruction, curriculum, and student achievement</li> <li>• Plan staff conversations to take place in fall, 2019: Determine prioritized needs and concerns for addressing in next District Improvement Plan iteration</li> <li>• Elicit volunteers for district professional learning committee</li> </ul> | August - October   | Meetings<br>Data reviews |
| <b>FPS Support Staff</b>      | <ul style="list-style-type: none"> <li>• Gain understanding of roles/ expectations for the Superintendent</li> <li>• Establish expectations for communication and continuing meetings</li> <li>• Plan staff conversations to take place in fall, 2019: Determine prioritized needs and concerns for addressing in next District Improvement Plan iteration</li> <li>• Elicit volunteers for district professional learning committee</li> </ul>  | August - October   | Meetings<br>Data reviews |
| <b>FPS Board of Education</b> | <ul style="list-style-type: none"> <li>• Establish communication and work expectations with the Board of Education</li> <li>• Determine expectations and processes for addressing constituent concerns</li> <li>• Hold individual meetings with members of the Board of Education</li> </ul>   | August - September | Meetings<br>Data reviews |

|                         |  |                     |          |
|-------------------------|--|---------------------|----------|
|                         | <ul style="list-style-type: none"> <li>• Establish expectations for 19-20 DIP</li> <li>• Establish timeline for next District Improvement Plan development including oversight committee membership guidelines</li> <li>• Establish meeting dates for monthly leadership meetings</li> <li>• Establish meeting planner for 19-20 school year</li> <li>• Review idea of Planning Document for all agenda items</li> <li>• Seek input on establishing an Instruction and Curriculum subcommittee of the BOE</li> <li>• Share findings of entry plan</li> </ul> |                     |          |
| <b>Parents</b>          | <ul style="list-style-type: none"> <li>• Meet with leadership of PTAC <ul style="list-style-type: none"> <li>○ Schedule quarterly meetings with PTA presidents</li> </ul> </li> <li>• Meet with leadership of SEPTA</li> <li>• Attend Open Houses</li> <li>• Meet with other interested parents as requested</li> <li>• Hold community conversations with parents to discuss concerns on instruction and curriculum (follow up on HYA Superintendent Search concerns) Date: October 3, 2019, 7:00 pm, BOE Conference Room</li> </ul>                         | September - October | Meetings |
| <b>Students</b>         | <ul style="list-style-type: none"> <li>• Hold conversations with students at middle and high schools</li> <li>• Explore idea of creating student advisory group</li> </ul>   | September - October | Meetings |
| <b>Union Leadership</b> | <ul style="list-style-type: none"> <li>• Meet with union leadership to identify existing concerns and plan communication improvements</li> </ul>   | August - October    | Meetings |

|                               |   |                     |                          |
|-------------------------------|---|---------------------|--------------------------|
| <b>Town Elected Officials</b> | <ul style="list-style-type: none"> <li>• Gain understanding of roles/ expectations for the Superintendent</li> <li>• Establish expectations for communication and continuing meetings</li> <li>• Determine prioritized needs and concerns for addressing in next District Improvement Plan iteration</li> </ul>   | August - October    | Meetings<br>Data reviews |
| <b>Town Departments</b>       | <ul style="list-style-type: none"> <li>• Gain understanding of roles/expectations for the Superintendent</li> <li>• Establish expectations for communication and continuing meetings</li> <li>• Identify safety plans and procedures (August)</li> <li>• Determine prioritized needs and concerns for addressing in next District Improvement Plan iteration</li> </ul>   | August - October    | Meetings<br>Data reviews |
| <b>Community Members</b>      | <ul style="list-style-type: none"> <li>• Meet with representatives of community groups</li> </ul>   | September - October | Meetings                 |
| <b>Local Universities</b>     | <ul style="list-style-type: none"> <li>• Meet with representatives of local universities to explore possibilities of partnerships and opportunities for student development</li> </ul>  | October             | Meetings                 |
| <b>Communication</b>          | <ul style="list-style-type: none"> <li>• Update Superintendent’s Twitter and Facebook presence</li> <li>• Review current district communication guidelines including all sources, timelines, etc.</li> <li>• Review current status of website development and timeline</li> <li>• Explore possibility of establishing a communications intern position</li> <li>• Review possibility of establishing of “do not reply” email address for district communications</li> </ul> | August - October    | Meetings<br>Data reviews |

|                                   |  |                     |  |
|-----------------------------------|--|---------------------|--|
|                                   | <ul style="list-style-type: none"> <li>Assess district communications needs including regular communications and sources, district documentation, curriculum brochures, etc.</li> </ul>  |                     |  |
| <b>20-21 Budget Development</b>   | <ul style="list-style-type: none"> <li>Review 19-20 Budget Plan for priorities and goals</li> <li>Establish budget update expectations with Executive Directors and include as part of bi-weekly meetings</li> <li>Inform Executive Directors of 20-21 Budget expectations and timeline including communication and presentation objectives</li> <li>Establish expectation to find budget efficiencies in each department</li> <li>Establish expectations for five year budget planning aligned to District Improvement Plan</li> </ul>  | August - November   | Meetings<br>Data reviews                     |
| <b>Curriculum and Instruction</b> | <ul style="list-style-type: none"> <li>Work with Deputy Superintendent, Executive Directors, and Program Directors to monitor implementation of district and school improvement plans</li> <li>Review current parent communications on student achievement data to plan improvements</li> <li>Meet monthly with District Leadership and level teams to ensure consistent carry through of planned initiatives</li> <li>Build meeting calendar of BOE presentations</li> <li>Establish agendas for BOE subcommittee on Instruction and Curriculum</li> <li>Determine final membership for District Professional Learning Committee and establish scope of oversight and success criteria (October)</li> </ul> | August and on-going | Meetings<br>Data reviews<br>Document reviews |

|                                      |   |                      |   |
|--------------------------------------|---|----------------------|---|
|                                      | <ul style="list-style-type: none"> <li>• Address high school course leveling criteria and timeline (September- November)</li> <li>• Establish grading committee comprised of staff members to develop long term plan to address grading concerns (September)</li> <li>• Finalize graduation and homework policy regulations (August)</li> </ul>   |                      |   |
| <b>District Facilities Planning</b>  | <ul style="list-style-type: none"> <li>• Review Summer construction projects and monitor completion</li> <li>• Walk each building with district and school personnel to identify strengths and potential concerns</li> <li>• Monitor district enrollment and request district updated enrollment projections</li> <li>• Review district waterfall schedule</li> <li>• Establish early priorities list of improvements for 20-21 budget</li> </ul> | August - November    | Meetings<br>Document reviews<br>School walkthroughs |
| <b>District Improvement Planning</b> | <ul style="list-style-type: none"> <li>• Review current DIP to determine guidance on what remains and what needs to change</li> <li>• Consult with BOE to establish timeline and membership guidelines of oversight committee</li> <li>• Include relevant information from entry plan documentation</li> <li>• Determine priorities of student achievement data</li> </ul>  | September - November | Meetings<br>Data reviews                            |