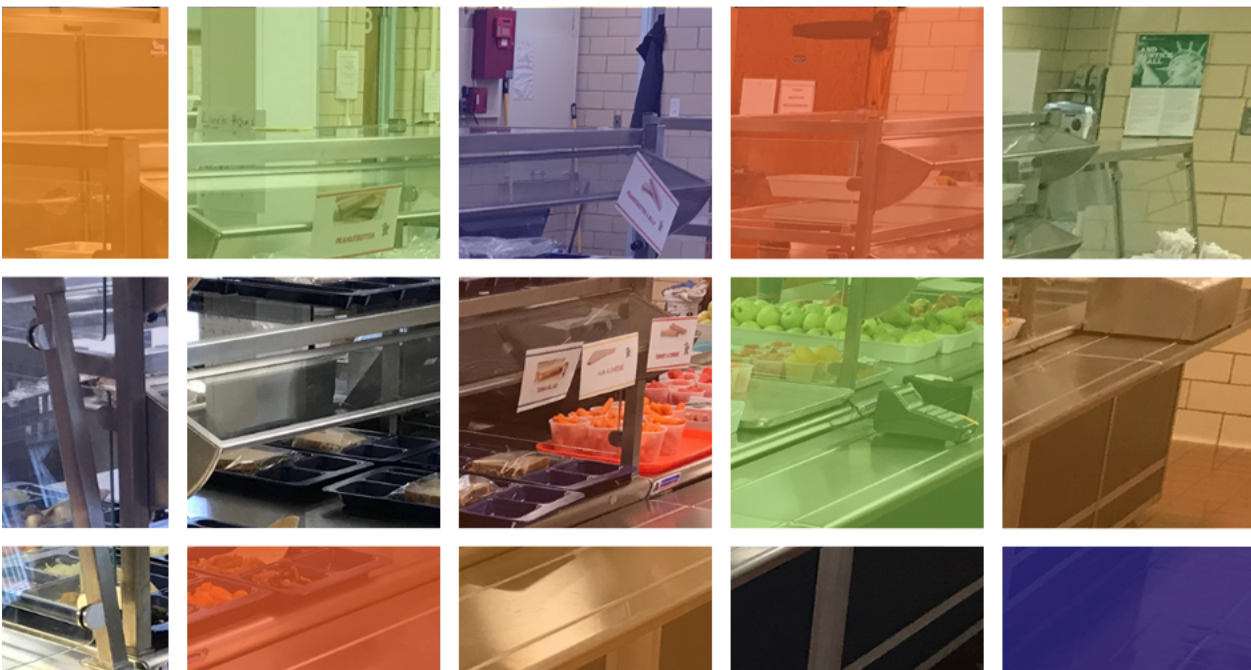


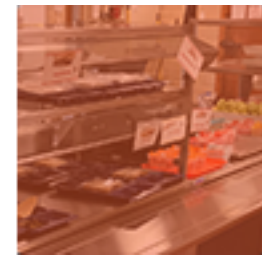


## Superintendent Goals 2022-2023

Robert A. Tremblay, Ed.D.,  
Superintendent of Schools  
Framingham Public Schools



Preliminary Draft for Review by the Framingham School Committee: June 15, 2022  
Anticipated Framingham School Committee Approval Vote: August 3, 2022  
Superintendent's Mid-Year Report to the Framingham School Committee: December 2022  
Superintendent's End-of-Cycle Report to the Framingham School Committee: June 2023



### **District Improvement Goal: Superintendent Residency & District Strategic Plan Development**

July 30, 2022 marked the completion of my fifth full year as Superintendent of the Framingham Public Schools and so much has changed in our schools during that time. In an effort to gain a renewed sense of how our schools are working and how the investments that we have made in our programs and staffing have helped to create consistency across our schools and programs, I am preparing to dedicate several months of time to engage in Superintendent Residencies, similar to what I did when I entered the District in April 2017.

School-based residences are week-long intensive school visits that afford me the opportunity to engage with students, families, faculty, staff, and administrators. During my week-long visit to each school in the district beginning September 1, 2022 and lasting through January 20, 2023, I will follow the school schedule and be an active participant in the daytime and evening activities in each respective school community. I will devote my time to being in classrooms, participating in school-based meetings, hosting open office hours for staff and students, attending PTO and/or School Council meetings/events, riding school buses, and generally becoming acquainted with and involved in the vibrancy of each unique school community.

This model that I have developed over my career as a Superintendent presents an opportunity for me, especially as I start my 6th full year in the District, to renew my commitment to the work happening directly in our school buildings and to help strengthen my relationship with students, families, staff, and administrators. I look forward to inviting members of the District Leadership Team to join me during each school-based residency so that there is a deep and shared understanding of programs, practices, and needs. Residencies will also afford me and members of the District Leadership Team with the opportunity to get direct input into the development of the next **Framingham Public Schools Strategic Plan: 2023-2028**.



### Residency & Strategic Plan Development Schedule

Month	Action(s)	Dates
September	School Residency 1: <b>Stapleton Elementary School</b> School Residency 2: <b>Hemenway Elementary School</b> School Residency 3: <b>Harmony Grove Elementary School</b> School Residency 4: <b>McCarthy Elementary School</b>	1: September 1, 2, 6-8, 2022 2: September 12-16, 2022 3: September 19-23, 2022 4: September 27-October 3, 2022
October	School Residency 5: <b>Dunning Elementary School</b> School Residency 6: <b>Barbieri Elementary School</b> School Residency 7: <b>King Elementary School</b>	5: October 11-17, 2022 6: October 18-24, 2022 7: October 25-31, 2022
November	School Residency 8: <b>Brophy Elementary School</b> School Residency 9: <b>Potter Road Elementary School</b>	8: November 14-18, 2022 9: November 28-December 2, 2022
December	School Residency 10: <b>Cameron Middle School</b> School Residency 11: <b>Fuller Middle School</b> School Residency 12: <b>Walsh Middle School</b>	10: December 5-9, 2022 11: December 12-16, 2022 12: December 19-23, 2022
January	School Residency 13: <b>Framingham High School</b> School Residency 14: <b>Framingham High School: Thayer Campus</b> School Residency 15: <b>BLOCKS Preschool</b>	13: January 3-9, 2023 14: January 10-13, 2023 15: January 17-20, 2023
September-January	Strategic Plan Development: <b>School Community Input, School Committee Input</b>	Dates: TBD
January-March	Strategic Plan Development: <b>Community Meetings, Elected Officials Input</b>	Dates: TBD
April	Strategic Plan Development: <b>Document Draft Release</b>	Date: TBD





### **Professional Practice Goal: Portuguese Language & Brazilian Cultural Studies**

As Superintendent of a culturally rich school community, I want to do more to create strong relationships between our families and the schools that serve them. It is my hope that through (1) Portuguese language and cultural studies with a language tutor and (2) the development of a partnership between the Framingham Public Schools and Universidade Federal de Minas Gerais that couples language skill development with a deep understanding of culture that I will be able to use my language skills and cultural competency to be a more effective school district leader.

In an effort to better communicate with Framingham families, I will commit to learning Portuguese with increased proficiency. Specifically, by June 1, 2023 I will be able to carry on a basic conversation with families, including caregivers and students, as they arrive at the Framingham Public Schools Welcome Center.

Specific Action Steps	Expected/Measurable Outcomes & Evidence	FPS Strategic Plan Reference	Progress Toward Goals
<ul style="list-style-type: none"> <li>• Informal, online, Daily Language Lessons</li> <li>• Daily Practice Opportunities with FPS Staff &amp; Families</li> <li>• Formal, Structured Language Lessons with Portuguese Language Tutor</li> <li>• Language &amp; Culture Immersion Opportunities</li> </ul>	Basic conversational skills in Portuguese	<a href="#">Strategic Objective #4</a>	



### **Student Learning Goal: School Start Times Study**

The National Library of Medicine (2017) cites that “ a number of school systems worldwide have proposed and implemented later school start times as a means of avoiding the potentially negative impacts that early morning schedules can have on adolescent students.” In their study, *Later School Start Times for Supporting the Education, Health, and well-being of High School Students*, the authors noted that “even mild sleep deprivation has been associated with significant health and educational concerns: increased risk for accidents and injuries, impaired learning, aggression, memory loss, poor self-esteem, and changes in metabolism.”

The research is clear that the circadian rhythm of adolescents and need for sleep is not aligned with the current start time of high school in Framingham. Consistent with the goals set forth by the Framingham School Committee specifically to “research different start times for FPS Schools” as it relates to “the impact on student health, behavior, and academic achievement,” this student learning goal aims to be a first step in gathering data about Framingham Public Schools start times, specifically the logistics and impacts of any change to the current model.

Specific Action Steps	Expected/Measurable Outcomes & Evidence	FPS Strategic Plan Reference	Progress Toward Goals
Assemble FPS Study Team <ul style="list-style-type: none"> <li>• School Committee Members</li> <li>• Students</li> <li>• Start School Later Community Advocates</li> <li>• Work with expert consultant</li> <li>• Work with Framingham School Committee Teaching &amp; Learning Subcommittee</li> </ul>	Development/Issuance of a survey to FPS Community: <ul style="list-style-type: none"> <li>• Students</li> <li>• Caregivers</li> <li>• Staff</li> <li>• Other Stakeholders</li> <li>• Detailed Cost Benefit Analysis</li> </ul>	<a href="#">Strategic Objective #2</a>	