WHAT ARE THE TOP 3 QUALITIES WE NEED IN OUR NEXT SUPERINTENDENT?

1. Effective communication, oral and written skills; effective decision making; circumspect; vetting before making decisions; does homework, makes decision and communicates reasons and respectfully does not back down.

2. Experience with urban, cultural, economic diversity; special needs.

3. Advocate for students.

Others (in rank order):

- Showcase schools and not themselves; willing to follow up on other people’s ideas; do not need a change agent
- Involved; engaged; hears “my” voice
- Innovative and consensus building
- Sees Framingham as a destination
- Trustworthy
- Visible
- Pro-active
- Knowledgeable with school buildings; major capital projects
- Invest in learning things like International Baccalaureate and other existing programs
- Able to discern best educational practices and ideas
- Proven leadership qualities not just academic
- Comfortable with adults and kids
• Respected and respectful
• Believes in equity
• Strong, positive relationship with unions
• Responsive in a crisis
• Positive and constructive evaluations rather than punitive
• Multi-task
• Can handle stress
• Comfortable with technology
• “Hears” my voice
• Creates save environment
• Values social and emotional learning
• Good recruiter/hires/retains; looks outside and inside
• Focus on and experience with budget/needs
• Can understand local politics; can be effective
• Ability to prioritize

WHAT ARE THE TOP 3 PRIORITIES THAT THE NEXT SUPERINTENDENT NEEDS TO FOCUS ON IN THE FIRST 6-12 MONTHS?

1. Meet with and listen to community, students and staff; spend time in summer school programs; level the academic playing field.

2. Focus on schools that need resources; focus on budget issues/constraints.

3. Find a way to get staff to feel proud to work here again.

Other (in rank order):

• Develop a plan with measurable/smart goals
• Equalize demographics in schools
• Transportation needs especially for middle and high school students
• Outreach to immigrant population
• Focus on school building projects
• Decrease the high school drop-out rate
• Increase third grade literacy scores
• Look at district policies and practices regarding: transgender students
WHAT ARE THE TOP 3 QUALITIES WE NEED TO HAVE IN THE NEXT SUPERINTENDENT?

1. Compassion for students; connect with students; not arrogant
2. Innovative; looks to the future; advanced
3. Dependable and trustworthy

Other (in rank order):

- Organized and experienced
- Worked in a diverse district
- Makes good decisions that benefits school (i.e., snow days) and makes hard decisions (i.e., budget)
- Someone who is invested in Framingham; knows a lot about it
- Keep good relationships with people; be respectful
- Good intentions; betterment of the school
- Independent thinker
- Overcome adversity
- Perseverance
- Time management
- Grow/move on; flexibility; resilient
- Accepting of other people’s opinions
- Able to acknowledge hard work and give credit
- Tech-savvy; interested in adding technology to schools, increase STEM
- Accept everyone
- Good at settling disagreements
- Make people feel heard
- Able to work well under stress
- Genuinely cares about students
- Has had experience working with kids; have empathy
- Dedicated to helping the community
- Management experience
- Open-minded (to different opinions)

**WHAT ARE THE TOP 3 PRIORITIES THAT THE NEXT SUPERINTENDENT NEEDS TO FOCUS ON IN THE FIRST 6-12 MONTHS?**

1. Mandatory Canvas training and use for and by all teachers (use one program)
2. Keep moving toward more advanced technology
3. Support for college and career planning (start earlier); teach “real world” skills and experiences (ex: how to apply for a job; resume writing, financial planning) and make classes available to kids

**Others (in rank order):**

- Plan for student engagement and excitement
- Limitation on homework (improve student efficiency)
- Support extra-curricular activities with equal funding especially and elementary and middle school level
- More support for students with learning difficulties or those who struggle academically
- Security (especially at the high school at the end of the day)
- Equalize education in each school (advance all students)
- Advance STEM education
- Observe, spend more time in schools to make informed decisions
- Listen to community through meetings
- Improve bathrooms and facilities in general
- Find out what causes student stress; acknowledge student stress and help find ways to alleviate student stress
- Transportation should be more easily accessible
- Engage with staff and interact with them to encourage them to be a united staff
- Maintain sports program
- Update food services program
- Provide community service opportunities
- Hire authoritative staff that stands their ground
- Provide opportunities to listen to what people have to say
- Review and evaluate content of advisory time; use time for learning life skills
- More frequent check-ins with guidance to make sure you are informed/know what to do
- Drives education
- Provide classes for teachers to be more personable, nice
- Add more world language offerings
WHAT ARE THE TOP 3 QUALITIES WE NEED IN OUR NEXT SUPERINTENDENT?

1. Has experience in diverse, urban, comparably sized (or larger) district; longer than 5 year stint in administrative role rather than one year and another there.

2. Experience with social and emotional learning

3. Experience as a building based leader; strong instructional leadership

Others (in rank order):

- Effective communicator
- Track record of improving or growing school/district
- Emotional intelligence
- Someone who cares about our children, community and staff and is committed to doing right by them (be visible in the district and model this)
- Willingness to make difficult decisions despite outside influences and stick to them
- Experience as a superintendent rather than Framingham Public Schools being a training ground
- Promote site-based management rather than micro-managing
- Ethical integrity
- Understand the 21st century school and classroom
- Someone who seeks out all (sometimes under-represented) voices and not just “squeaky” wheels
- Willingness to learn what is working in FPS and not just come in with an agenda
• Committed to public schools
• Follow-through (in general)
• Doctorate not necessary but license is!
• Know the infrastructure of town
• Can run a budget

WHAT ARE THE TOP 3 PRIORITIES THAT THE NEXT SUPERINTENDENT NEEDS TO FOCUS ON IN THE FIRST 6-12 MONTHS?

1. Getting to know FPS; listening to and seeing what is working and what is not (including under-represented voices)

2. Equity issues – enrollment and resources (bringing teams together from silo’s; prioritize initiatives in the district; form relationships)

3. Spend significant time in schools; be present and visible and model this.

Other (in rank order):

• Be transparent and communicative about what they are seeing and hearing
• Commit to professional development for administrators
• Commit to interdisciplinary academics and arts; whole child
• Savvy with public relations and community relations
• Cares out our children, community and staff and is committed to doing right by them
• Talk directly to all facets of district in order to create action plan and vision
• Build trust before decisions are made
• Be authentic and kind
• Communicate strategy and vision and implement it
• Unite the district
• Be on teams and lead teams
• Be real and relatable; less buzz words
• Engage students
• Clear and informed organization chart
WHAT ARE THE TOP 3 QUALITIES WE NEED IN OUR NEXT SUPERINTENDENT?

1. Experience as a teacher, principal, assistant principal and/or other administrator; those without teaching experience should not be considered qualified; special education experience. 14 out of 21

2. Clear, strong communication skills; with all stakeholders with a focus on family connection; concerted effort to communicate the needs and accomplishments of the district. 12 out of 21

3. Integrity with the ability to lead by example; humble – not a big ego; no more ivory tower viewpoint and last minute initiatives; nothing to get in the way of listening to community members or differing opinions. 8 out of 21

Others:
- Take initiative on their own; need someone to roll up their sleeves and help versus dictate
- Willingness to get out in the schools; find out what is going well and what is not working well
- Demonstrate that they truly value the wisdom and experience of teachers and needs of all learners over the needs of administration, e.g., special education, current ELL issues, etc.; ability to work with diverse needs
WHAT ARE THE TOP 3 PRIORITIES THAT THE NEXT SUPERINTENDENT NEEDS TO FOCUS ON IN THE FIRST 6-12 MONTHS?

1. Someone who is visible in the schools, gets familiar with teachers, administrators, programs, has a presence; finds out what is working and what is not working and communicates that to the larger audience before making sweeping decisions. (10 out of 21)

2. Equity across the district; equalize resources; making sure all students have what they need and are receiving services they need to be successful. (8 out of 21)

3. Celebrate our district’s accomplishments and/or needs through better communication of district/school milestones and achievements, leading to a better sense of community pride regarding the schools; generate a positive “buzz” about FPS; this is not the job of the local press but the district (8 out of 21)

Others (in rank order):

- Someone familiar with capital improvements/facilities maintenance, planning and renovation, school building issues, space needs
- Evaluate/reduce central office administrative positions to possibly hire more teachers; increase substitute pay to allow greater coverage
- Boost staff morale
- Learn about the district and the town
- Develop a budget that the district can live with; difficult for seniors on fixed incomes to remain in a town when their taxes constantly go up
- Change the dialogue from what we don’t have as a district to what we do have in order to change a long held perception of the education system in Framingham – do more with less by being creative and resourceful.
- Develop strong relationships with school administration teams and teachers
- Listen before he/she acts, and understand the culture, community and systemic problems in the district before putting into place any solutions
WHAT ARE THE TOP 3 QUALITIES WE NEED IN OUR NEXT SUPERINTENDENT?

1. Someone who can bring people together; unity

2. Strong communicator who can highlight the district’s strengths

3. Someone who has integrity; demonstrated compassion; no red flags, personal core values; listening skills

Other (in rank order)
- Experience as teacher, building leader, etc.
- Proven track record of solid hiring practices
- Passionate about community
- Cheerleader
- Gives the best bang for the buck
- Advocate
- Knows how to create a budget
- Someone who can redesign school choice
- Innovative strategies for parent engagement
- Someone to capture the energy we had when President Clinton visited Framingham
- Someone who can avoid “knee-jerk” reaction to past experience
- Public relations savvy
- Pragmatic and practical
WHAT ARE THE TOP 3 PRIORITIES THAT THE NEXT SUPERINTENDENT NEEDS TO FOCUS ON IN THE FIRST 6-12 MONTHS?

1. Be physically present in the schools.

2. Take the stigma out of FPS; educators have to be priority; provide more transparent communication; recognizes the importance of social media

3. Work closely with the Town government.

Others (in rank order):

- Recognize that marketing is crucial
- Be passionate about learning