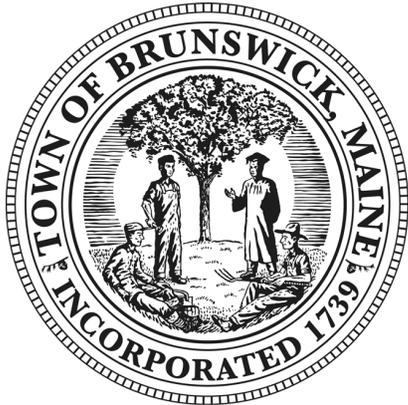


ENTRY



Superintendent's

PLAN



FIRST 100 DAYS

Letter from Brunswick School Board

On April 8, 2020, the Brunswick School Board concluded a nationwide search by unanimously approving Dr. Phillip Potenziano, as the next Brunswick Superintendent of Schools.

The Board selected Dr. Potenziano after a 5-month search process that began in November 2019 with the selection of a search committee of school staff, community members, and board members. The search committee solicited input about the qualities of our next superintendent, including a public forum, a survey of community leaders, and a staff survey, to which over 140 staff responded.

Dr. Potenziano has 25 years of administrative and teaching experience and has demonstrated a strong commitment to the values articulated in Brunswick's Strategic Framework. He holds an undergraduate degree from the University of Maine Farmington and a doctorate in Education Leadership from Boston College. In the following pages, you'll learn more about his personal beliefs as well as his plan for transitioning to Brunswick.

Sincerely,

Beth Bisson, Teresa Gillis, Jim Grant, Celina Harrison, Mandy Merrill, Joy Prescott,
Sarah Singer, Elizabeth Sokoloff, William Thompson

Letter from Superintendent Potenziano

Dear Brunswick School Department and Community Stakeholders,

Thank you! As your new Superintendent I wanted to thank you for welcoming me back to Brunswick. Thank you for entrusting me with the extraordinary honor of leading Brunswick School Department and thank you for all that you do to support our students.

The activities and goals of this entry plan are designed to create a foundation upon which we can build a stronger future – for our community, for the Brunswick School Department team members and, most importantly, for our students. I believe all children deserve to be celebrated and nurtured so their gifts are always embraced.

Our schools must be places where every student is affirmed for who they are while being challenged to excel. Our students deserve the highest quality instruction each and every day. This means we need to deliver the highest quality supports to our teachers and leaders as they work day in and day out with our students.

While I officially start as Superintendent of Brunswick Schools on July 1, 2020, the activities and goals in this Entry Plan will begin before that date, and they will continue for my first 100+ days as Superintendent. Transitioning during the COVID-19 pandemic will present challenges. However, please be assured, whether I meet you over Zoom, a Google hangout, or in person, I look forward to meeting each and everyone one of you and receiving your input.

If we all strive, focus on, and believe in our shared core values of Student Success|Professional Excellence|Community Connections, we will become stronger and better positioned to support our students.

Warm Regards,

Phillip J. Potenziano



Personal Leadership Philosophy

I am a leader who believes in the service of others, purpose, and strategy.

Authentic - I endeavor to be an authentic leader by being transparent and ethical, focused on integrity and honesty, and ever-striving for the success of all students. I work to empower and inspire, providing a clear vision and leading by example, in helping others to achieve shared goals.

Collaboration & Teamwork - Collaboration and teamwork create the best results. When groups collaborate and unite to overcome an issue or solve a problem, the team's work will last longer, resulting in higher quality and help build momentum for future work. I always work to build capacity with the organization to ensure sustainability.

Communication - I strive always to be an attentive listener and work to conduct all interactions within a respectful, honest, and transparent manner. I hope that by modeling this daily, it helps build trust and respect.

Distributed Leadership / Shared Leadership - I believe in creating leadership roles and decision-making responsibilities for teachers, staff members, students, and community members. I do this by designing processes, so leadership flows throughout the organization, spanning all levels so that leadership is distributed, and thus the system is stronger.

Philosophy of Education - I believe education provides the necessary foundation upon which an individual's success is built. Education must be focused, meaningful, and individualized to meet the needs of each student and adult learner effectively. I also believe that all students should be afforded multiple opportunities to learn in environments that meet their specific needs. Most importantly, I put students first in all decisions and actions I make.

Philosophy of Discipline - I believe in a varied approach to discipline, and I don't subscribe to the "one size fits all disciplinary response model." I'm most familiar with the restorative practices approach. The restorative practice's philosophy emphasizes the importance of relationships and community building. With restorative practices, problems are viewed as learning opportunities and opportunities for healing with an emphasis on building the capacity for stonger, safer, relationships among students and adults in the community.

Entry Plan GOALS

The activities outlined in this Entry Plan will be guided by the following transition goals

- Ensure a strong leadership transition.
 - Host listening sessions with a broad set of stakeholders to help understand how individuals view what is working, what isn't working and what stakeholder's hope for the future.
 - Develop a trusting, productive and collaborative relationship with the School Board.
 - Establish positive and productive relationships with administrators, teachers and support staff.
 - Reach out with typical and non-traditional modes of engagement of all members of the community, ensuring that our underrepresented communities are involved and feel heard.
 - Establish positive relationships with key community partners.
 - Establish positive relationships with the student body ensuring student voice and choice are incorporated.
 - Assess the strengths and weaknesses of the District's academic programs.
 - Assess the District's current financial position.
 - Assess operational efficiencies and alignment.
 - Collaborate with our unions to establish a productive working relationship.
-

Entry Plan Intended Outcomes

Upon completion of the *Entry Plan* activities, a culminating report with findings and proposed strategies for system-wide improvements will be released and publicly presented. The plan includes meeting with individuals and groups throughout Brunswick. The meetings and listening sessions along with a process of research and analysis is intended to:

- (1) assess the organization's strengths, challenges and opportunities,
 - (2) establish relationships with internal and external stakeholders,
 - (3) establish a positive presence in the community, and
 - (4) establish a broad-based coalition of support.
-

Entry Plan Key Questions

The **Key Questions** I will ask will help me build a deeper understanding of what is working, what needs to be improved upon and how we can collaborate to improve.

- What are the most important characteristics of Brunswick Schools?
 - Who are the key stakeholders who are critical to our success?
 - What is working well in our school district?
 - What obstacles or barriers could I remove to help our schools be more successful?
 - What do you see as opportunities for improvement?
 - How can I support you in your work?
 - How can we improve student voice in Brunswick?
 - What didn't I ask that you believe I should know?
-

Entry Plan - School Board

Stakeholder	Actions
School Board	<p>Meet individually with all board members to develop strong relationships as the foundation for an effective governance team.</p> <p>Establish communication protocols, identify and clarify roles and responsibilities, norms of behavior and interaction, expectations for first year and agenda setting.</p> <p>Identify goals of the Board.</p> <p>Gather names of key community stakeholders.</p>

**Subject to change - additional meetings may be made during the process.*

Entry Plan - Internal Stakeholders

Stakeholder	Actions
<p>Internal Stakeholders</p>	<p>Conduct one-on-one or small group meetings with:</p> <ul style="list-style-type: none"> Athletic Boosters. Central Office Administrators and Office Staff - School-based Administrators - Adult Education, Directors (Facilities, Grounds, Transportation) - Program Leaders - Union Leadership. <p>Have all principals host roundtable forums with their school staff to ensure broad participation in the process.</p> <p>Host open-door meet and greet sessions for staff.</p> <p>Host roundtable meetings with students.</p> <p>Parent Groups from each school.</p> <p>Performing Arts Boosters.</p> <p>Tour Region 10 Technical High School and meet with staff and students.</p> <p>Visit all schools, departments, programs.</p>

**Subject to change - additional meetings may be made during the process.*

Entry Plan - External Stakeholders

Stakeholder	Actions
<p>External Stakeholders</p>	<p>Conduct one-on-one or small group meetings with:</p> <ul style="list-style-type: none"> Brunswick Community Education Foundation. Brunswick Downtown Association. Midcoast Regional Redevelopment Authority. Civic leaders, including our town manager, town council members, elected officials, Parks and Recreation, Community leaders, business, political, and faith-based leaders. Police/Fire/Rescue. Educational Institutions (Bowdoin College, SMCC, Private Schools). Local Superintendents. <p>Conduct community forums and open-door meet and greet sessions.</p> <ul style="list-style-type: none"> Social service agencies Medical providers of local hospitals/treatment centers. Local media.

**Subject to change - additional meetings may be made during the process.*

Entry Plan - Data Collection & Document Review

Business/Finance	Communications	Data
Annual Audit Report Annual Budget Materials Building Budget Update Contracts Enrollment Projections/Trends Grants/External Funding Long Range Financial Projections	District Communications Plan Emergency Communications Plan Media Contacts Social Media Presence	Attendance Co-Curricular Participation Demographics (Student/Staff/Community) Dropout Expulsion/Suspension) Graduation MIHYS Data State Performance Data Post-Secondary Enrollment Rates
District Information	Facilities/Operations	Early Childhood/Pre-K
Enrollment Projections/Trends External Reviews and Reports Key Programs Major Initiatives Organizational Structure School Board Policies/Procedures	Construction Update Facility Planning Facilities Usage Major Facility Maintenance Plan Nutrition/Food Services Transportation	Curriculum Early Childhood Programming Outcome Data Participation Pre-K Plan School Readiness Screening

**Subject to change - additional documents may be reviewed during the process.*

Entry Plan - Data Collection & Document Review

Human Resources	Risk Management	Student Services
Employee Handbook Evaluation Procedures (Teachers/Support Staff/Admin.) Hiring Process (On-Boarding) Staffing Process New Teacher Mentor (PEPG) Partnerships with Local Colleges Professional Development Plan Recruitment Plan	Affirmative Action Plan District Emergency Operations Plan Insurance Management School Emergency Operations Plans Review Pending Legal Matters	Accountability Review Compliance Review Discipline (Expulsion/Suspension) Graduation Legal Case Review State Performance Data

Curriculum - Learning - Programming - Teaching - Technology

Accreditation Reports - Advanced Placement - Alternative Education - Career and Technical Education - Curriculum Review - ESOL Programming - Foreign Language Programming - Dual Enrollment - STEM Programming - Social Emotional Learning - Health & Wellness - RTI - Talent Development- Technology Plan - Technology Integration - Visual Performing Arts Programming

**Subject to change - additional documents may be reviewed during the process.*

In Conclusion

The final phase of the 100+ day *Entry Plan* will culminate with a written report and public presentation of what I've learned during the transition. The summary report will include specific findings and recommendations for next steps as we work together to ensure **ALL STUDENTS SUCCEED.**

Student Success - Professional Excellence - Community Connections

