

# Entry Plan

## August 30 2021

Dr. Ligia Noriega-Murphy,  
Malden Public Schools  
Superintendent



Students are the center of the work

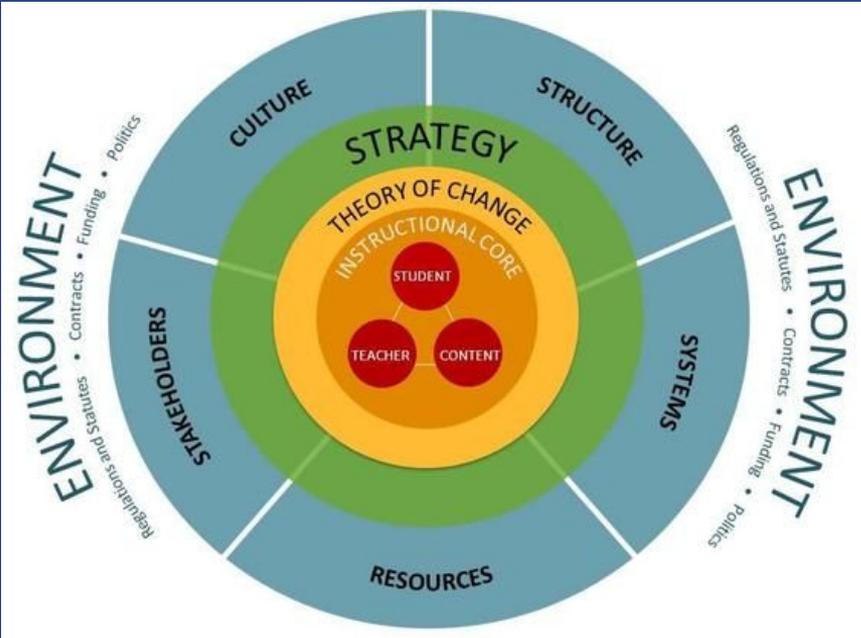
Students are the center of

our



# Coherence Framework

(PELP Harvard Univ)



Equity



## Massachusetts Association of School Superintendents (M.A.S.S.)

### New Superintendent Induction Program (N.S.I.P.)

The three-year New Superintendent Induction Program (NSIP) provides a firm foundation for new superintendents to perform with greater skill, savvy and success. NSIP is a collaboration between the Department of Elementary and Secondary Education (ESE) and the Massachusetts Association of School Superintendents (MASS).

[M.A.S.S New Superintendent Program](#)

# New Superintendent Induction Program (NSIP)



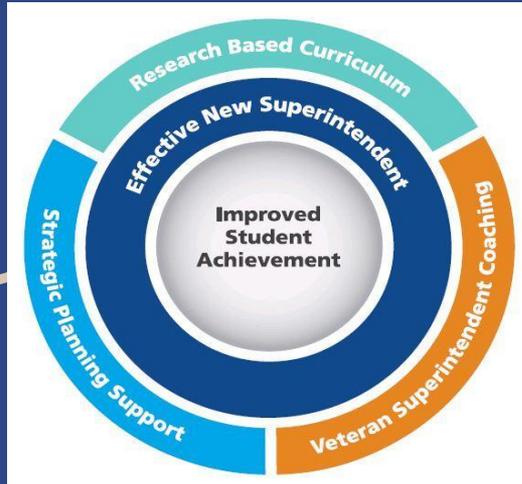
**Dr. Mary M. Bourque**

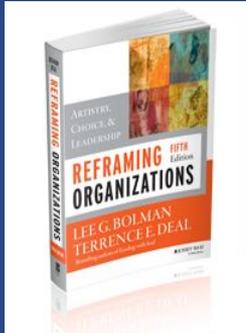
Dr. Mary Bourque has been an educator for over 30 years. Raised and educated in Chelsea, Dr. Bourque started her career with Chelsea schools, and has held school level positions as teacher, assistant principal, and principal. She served at the district level as deputy superintendent for seven years, and nine years as superintendent of the 6,400 student school system.

Dr. Bourque's doctoral work was on the impact of student mobility in urban school districts in Massachusetts which led to student mobility being included as an indicator in a school and district profiles in the 2010 MA Reauthorization of Education Reform.

Her leadership and advocacy for all children in the state is well known as she served on the Foundation Budget Reform Commission for two years and was instrumental in leading the work and advocacy for the resulting 2019 Student Opportunity Act.. She was named Massachusetts State Superintendent of the Year in 2017 and in 2019 the Massachusetts Association of School Committees awarded her their prestigious Thomas "Tip" O'Neill Award.

In addition to serving as a N.S.I.P.. Coach and supporting superintendents with her depth of experience and knowledge, Dr. Bourque continues to serve all students in the Commonwealth through her current position as Director of Government Affairs for M.A.S.S. She continues to fight for social justice for all children through education..





# LEADERSHIP ORIENTATIONS

## SELF-ASSESSMENT

### Your Self-Assessment Results

The Leadership Orientations assessment is keyed to four different conceptions of organizations and of the task of organizational leadership. Lee Bolman and Terry Deal in *Reframing Organizations* present these orientations as four frames -- a distinct way of thinking about leadership and organizations.

#### The Four Frames

**STRUCTURAL LEADERS:** emphasize rationality, analysis, logic, facts, and data. They are likely to believe strongly in the importance of clear structure and well-developed management systems. A good leader in the structural leader's view is someone who thinks clearly, makes the right decisions, has good analytical skills, and can design structures and systems that get the job done.

**HUMAN RESOURCE LEADERS:** emphasize the importance of people. They endorse the view that the central task of management is to develop a good fit between people and organizations. They believe in the importance of coaching, participation, motivation, teamwork, and good interpersonal relations. A good leader in the view of a human resource leader is a facilitator and participative manager who supports and empowers others.

**POLITICAL LEADERS:** believe that managers and leaders live in a world of conflict and scarce resources. The central task of management is to mobilize the resources needed to advocate and fight for the unit's or the organization's goals and objectives. Political leaders emphasize the importance of building a power base: allies, networks, coalitions. A good leader to a political leader means an advocate and negotiator who understands politics and is comfortable with conflict.

**SYMBOLIC LEADERS:** believe that the essential task of management is to provide vision and inspiration. They rely on personal charisma and a flair for drama to get people excited and committed to the organizational missions. A good leader in their view is a prophet and visionary, who uses symbols, tells stories, and frames experience in ways that give people hope and meaning.



# SELF-Assessment



## My Scores

“Your **raw scores** for each of the four frames, on a scale from 6 to 24, are:”

**Structural: 12**

**Human Resources: 17**

**Political: 14**

**Symbolic: 17**



# Entry Plan

## Entry & Learning Plan

- Develop an entry and learning plan.
- Collect data.
- Analyze data.
- Develop and share action plan.



# Entry Plan

The goal for the Entry Plan is to review documents, meet with numerous stakeholders, conduct surveys, and collect data so that I can fully understand where we are as a school district in an unbiased manner.

**My Entry Plan consists of three phases:**

**Phase I:**

Listening, Learning and Observing

**Phase II:**

Analyzing and Sharing Feedback & Findings

**Phase III:**

Develop Preliminary Goals tied to the District Strategic Plan



# Phase I: Listening, Learning and Observing;

- **Individual / Group Meetings**
  - Focus groups / advisory students' groups,
  - Town Meetings
- **Conversations**
  - School leaders, Community, Caregivers, Students, School Committee, Mayor, Partners
- **Classroom & School Visits**
  - Time on Learning
  - Ongoing classroom visits
- **Surveys:**
  - Faculty & Support staff
  - Caregivers
- **Document and Understand Systems Analysis**
  - Academic Documents
  - Operational & Financial
  - Structures
  - Policies



# Phase II: Analyzing and Sharing Feedback & Findings

Providing opportunities to meet with community members in person

Hold Hybrid Town Hall Meetings

Create surveys to gather and share information.



# Phase III: Develop Preliminary Goals tied to the District Strategic Plan.

Present patterns, trends, and themes for the Malden Public Schools that are emerging...

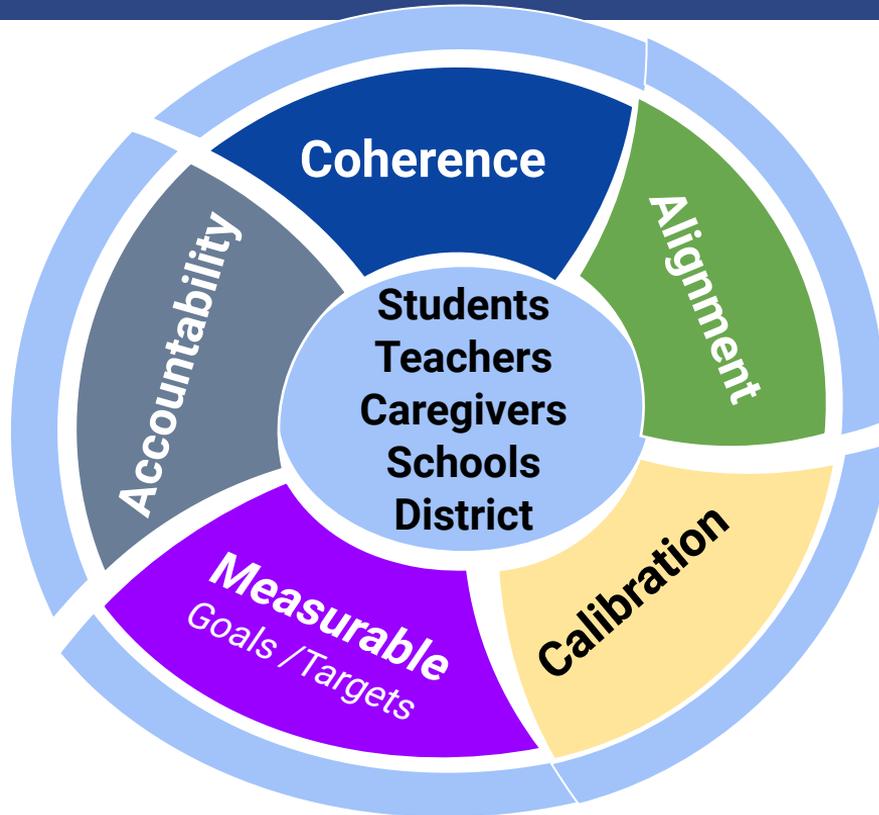


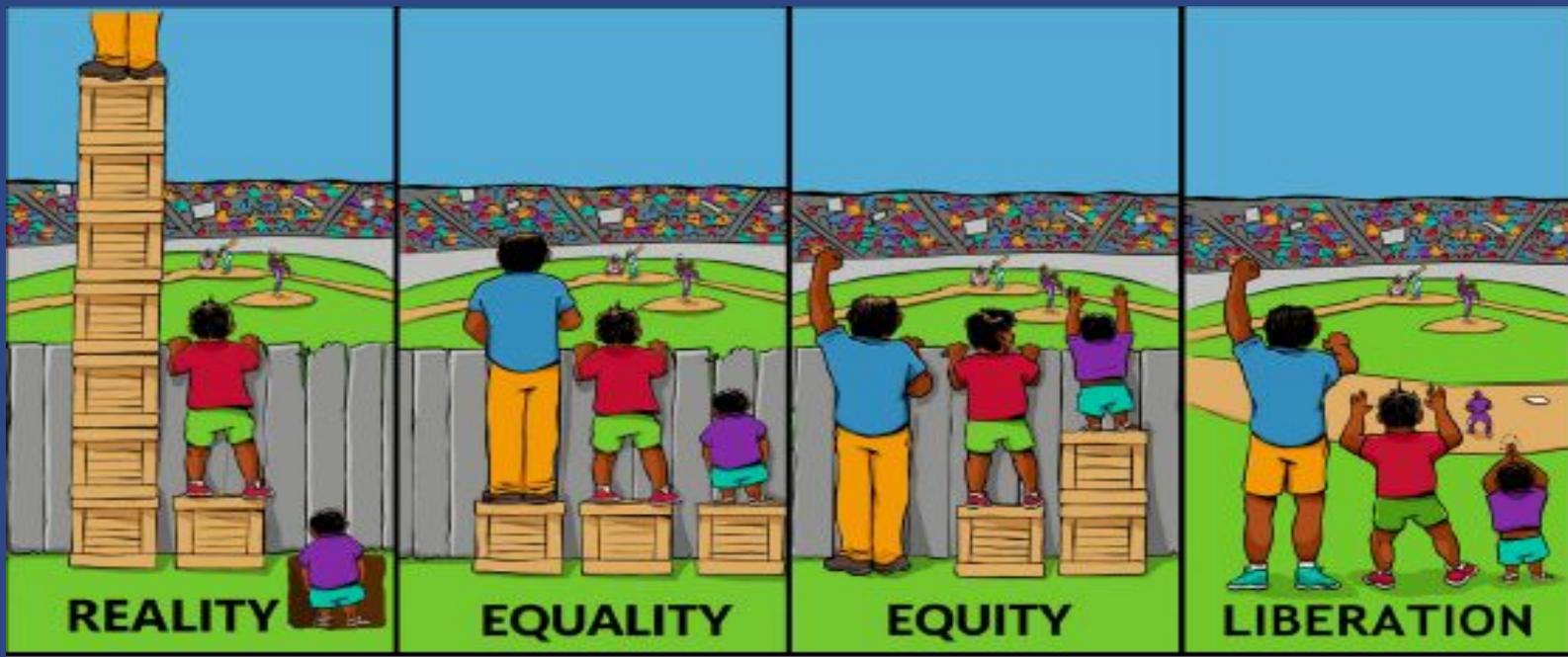
# Emerging Priorities and Core Values

- **Instructional Core**
  - Curriculum, Resources, Schedules, Time on Learning-  
Students Needs!!
- **Transparency, Communication, and Collaboration**
- **Equity**
- **Getting ready for first day of school September 1, 2021**



# Structural and Functional and Priorities





# Sample of work already completed

## **Data**

[Caregiver Survey](#)

[Staff Survey](#)

DESE accountability per school & District

Analysis

## **Documents review and reflection**

Policies

Curriculum

Strategic Plan

## **Stakeholders**

[Town Meeting](#)

[Town Meeting Video](#) (1:15:05)

Forums, Principals Retreat, New Teachers' PD, District PD

## **Structures and Systems**

[Organization Chart](#)

Data collection and reporting

Finances

Human Resources

Webpage



Do the best you can until  
you know better.

Then when you know better,  
do better.

-Maya Angelou



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