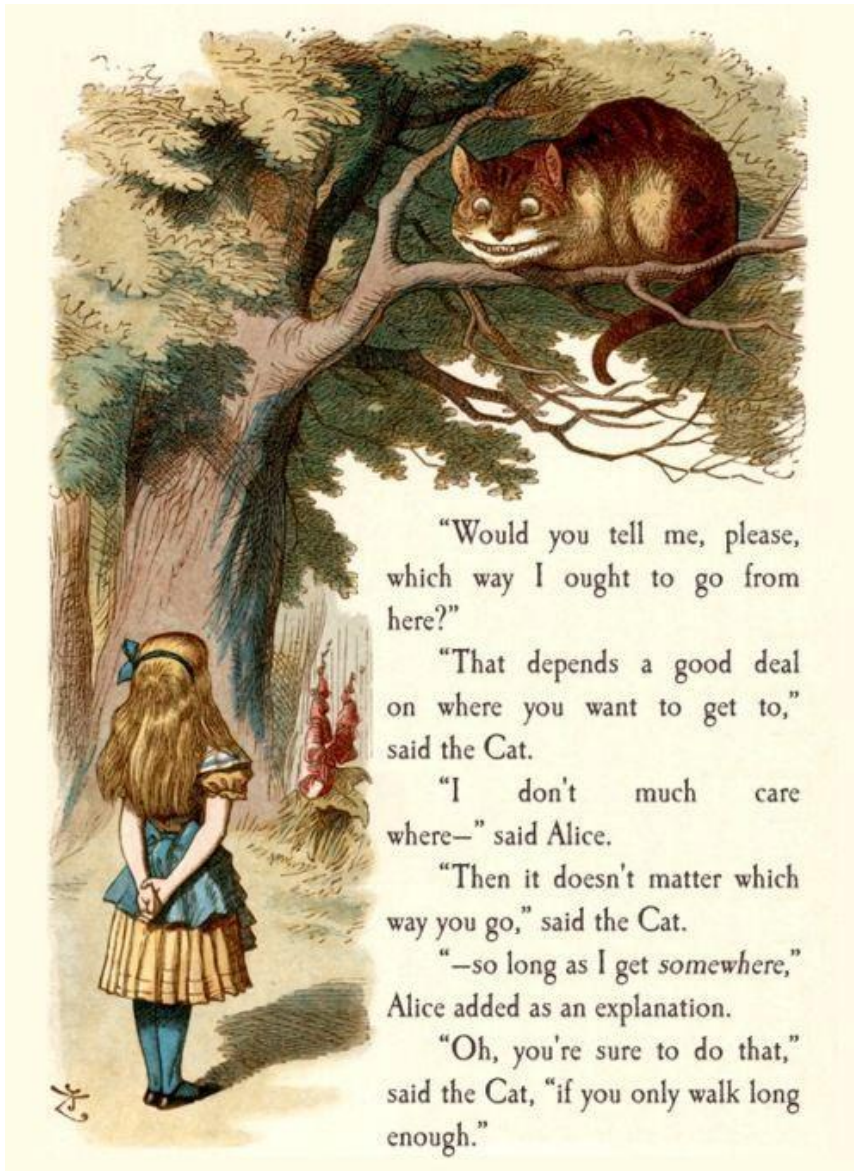




Hebron Public Schools High Expectations, Bright Futures

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Superintendent of Schools
Entry Plan



"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where—" said Alice.

"Then it doesn't matter which way you go," said the Cat.

"—so long as I get *somewhere*," Alice added as an explanation.

"Oh, you're sure to do that," said the Cat, "if you only walk long enough."

From *Through the Looking Glass* by Lewis Carroll (Charles Ludvig Dodgson) noted author, teacher, inventor, and mathematician.



If you want to go fast, go alone. If you want to go far, go together. – African Proverb

Goals:

- Establish trust between the Superintendent, Board of Education, community, families, staff, and students.
- Establish open and clear communication between all stakeholders.
- Foster shared leadership throughout the district and beyond.
- Understand the dreams, fears, celebrations, and challenges for the district.
- Ensure a safe and supportive learning environment for all.
- Author a new Strategic Operating Plan supported by all.

4 Phase Plan

Listening and Learning



Summarizing the Findings



Formulating our Action Plan



Communicating and Implementing

Phase 1: Listening and Learning

January – May 2020

- Stakeholder Entry Meetings
 - Board of Education Members
 - Board of Selectmen and Board of Finance
 - HPS Administrators and Central Office Team
 - Interim and Former Superintendents
 - Town Manager, Resident Trooper, and SRO
 - Union Leaders
 - Partner District Superintendents
 - Board of Education Attorney
 - State Representative and State Senator
 - Executive Director for AMH Youth & Family Services
 - Director of Parks and Recreation Department
 - Hebron Public Schools PTA President
 - Hebron Education Foundation Chair
 - Hebron Lions Club President
 - Director of the Douglas Library
 - Director of the Russell Mercier Senior Center

Phase 1: Listening and Learning

January – May 2020

- Immersion in the School Community
 - Join district committees
 - Observe school-based committees
 - Observe teaching and learning
 - Observe school operations
 - Host forums for the community, families, staff, and students
- Board of Education Induction and Communication
 - In collaboration with the Board of Education Chair, develop communication protocol
 - In collaboration with the Board of Education Chair, plan and implement Board of Education professional development and summer retreat
 - In collaboration with the Board of Education Chair and Committee Chairs, develop goals for BOE Meetings and Committees
 - Entry Plan implementation updates at Board of Education Meetings

Phase 1: Listening and Learning

January – May 2020

- Address Safety and Security/Operations
 - Join the Hebron Elementary School Drinking Water Remediation Building Committee and continue as the Administrative Lead for the project
 - Assist the Board of Education in developing any needed action concerning the water quality at Gilead Hill School
 - Lead district communication related to safety and security matters
 - Review mandatory training procedures for staff and relevant BOE policies
 - Review district and school safety plans/procedures and drill logs
 - Address central office entrance, security protocols, and office layout
 - Finalize the hiring, onboarding, and implementation of the SRO/SRO Program

Phase 1: Listening and Learning

January – May 2020

- Review Key Documents
 - Board of Education policies and previous agendas/meeting minutes
 - Strategic Operating Plan & School Advancement Plans
 - Safety and Security Plan
 - Contracts and Evaluation Plans
 - Curriculum and Instruction Documents
 - Academic and Climate Data
 - Articulation Agreement for the SRO
 - Budget Documents
 - Technology, Facilities, Capital Improvement Plans
- Assist Board of Education to Adopt the 2020-2021 Budget
 - Participate in budget meetings
 - Audit and reorganize Administrative Team & Interventionist/Academics Team
 - Implement reorganization plans

Phase 2: Summarizing the Findings

June – August 2020

- Summary of Findings, Implications, and 2020-2021 Areas of Focus to be presented at summer Board of Education Retreat and Administrator Retreat
- Summary of Findings, Implications, and 2020-2021 Areas of Focus to be presented at 2020 Convocation for all staff
- Recommendations for board, district, and school committee structures to ensure a collaborative and inclusive approach to develop the new Strategic Operating Plan/District Advancement Plan
- Comprehensive audit of Board of Education Policies
- Creation of an Employee Handbook

Phase 3: Formulating our Action Plan September 2020 – May 2021

- Board, District, and School committees collaborate to author our new Strategic Operating Plan/District Advancement Plan
- Formation and presentation of the Superintendent's 2021-2022 Budget in alignment with findings and draft Strategic Operating Plan/District Advancement Plan
- Board of Education engages in revision to Board of Education Policies
- Adoption of the new Strategic Operating Plan/District Advancement Plan on or about May/June 2021

Phase 4: Communicating and Implementing June - August 2021

- Align School Advancement Plans to Strategic Operating Plan/District Advancement Plan
- Develop and implement a plan to communicate the Strategic Operating Plan/District Advancement Plan to the community, families, staff, and students

4 Phase Plan

Listening and Learning



Summarizing the Findings



Formulating our Action Plan



Communicating and Implementing