

# Hampstead Superintendent of Schools Entry Plan

October 7, 2021

***The mission of the Hampstead School District is to provide challenging Educational experiences that prepare all students to succeed to their individual potential in a changing world.***

## Introduction

The purpose of the Superintendent Entry Plan is to outline specific goals and activities that will occur within the first 90 days of the Superintendency of Bob Thompson. The entry plan focuses on engaging key stakeholder groups including but not limited to: teachers, support staff, administrators, school board members, parents, community members, the business community, local non-profit organizations and civic leaders. The information collected from the entry plan will provide insight into the day-to-day operations of the district, facilitate the building of relationships with key stakeholders, determine where critical support and resources will be allocated, and serve as the foundation for the development of the next Hampstead School District Strategic Plan. A summary report will be presented to the Hampstead School Board on October 12, 2021.

## Goals

Goal One: To examine the current instructional practices within the Hampstead School District.

Goal Two: To develop and maintain a proactive and open relationship with community members, parents, civic leaders, and the local business community.

Goal Three: To gain a comprehensive understanding of the operational needs of the school district.

Goal Four: To develop and enhance the capacity for organizational leadership within the Hampstead School District.

## Goal One

**To examine the current instructional practices within the Hampstead School District.**

**Activity:** Conduct school visits, prior to July 1, to meet with staff and students at both the Hampstead Central School and the Hampstead Middle School.

*Target Date: June 17, 2021*

**Outcome:** In total, Mr. Thompson completed eleven onsite school visits prior to the conclusion of the 2020-2021 school year. His visits included: attending school board meetings, planning with administration, hiring of new administrative team members, meeting with staff/students and visiting classrooms.

**Activity:** Meet with Pinkerton Academy Administration to examine college and career readiness, career and technology education offerings and the transition process for Hampstead's rising 9th grade students.

*Target Date: July 7, 2021*

**Outcome:** The Hampstead School District Leadership team met with Headmaster Tim Powers on July 7, 2021. The leadership team toured the campus and discussed program offerings for students. Subsequent meetings have occurred with Hampstead School District Administration to discuss transition activities, curriculum alignment, connection and calibration with administrative teams from other sending schools, and Covid-19 response planning.

**Activity:** Meet with building principals and teacher leaders to gain an understanding of the status of current district initiatives including but not limited to: Response to Intervention (RtI), Professional Learning Communities (PLC), Universal Design for Learning (UDL), and Social Emotional Learning (SEL).

*Target Date: August 1, 2021*

**Outcome:** The Hampstead School District has developed a series of research-based strategies to optimize outcomes for all learners. The District has invested resources into a research-based practice known as Universal Design for Learning. As a result, the Hampstead School District is recognized as a leader in the State of New Hampshire for this innovative research-based practice. Teacher leaders will continue to participate in professional development and lead internal professional development

to ensure that our staff remain connected to current practices and learn how to implement them with fidelity.

**Activity:** Meet with individual Hampstead School Board members to identify individual values, priorities and expectations for the superintendent.

*Target Date: August 1, 2021*

**Outcome:** Meetings with school board members were conducted in July and August. During these sessions Hampstead School Board members expressed strong support for the high-quality education that the district has a tradition of providing. Board members indicated that a leading priority for the 2021-2022 school year is to continue looking towards innovation and continuous improvement of the educational program. In general, the expectation is that the superintendent will maintain open and transparent communication with the community.

**Activity:** In collaboration with building principals and the Director of Learning Assessment and Technology, develop a summer learning academy that will address universal learning loss and individual knowledge gaps resulting from the Covid-19 Pandemic.

*Target Date: August 1, 2021*

**Outcome:** During August of 2022, sixty-two students from Hampstead Central School and twenty-three students from Hampstead Middle School participated in a Summer Learning Academy. The first of its kind Summer Learning Academy was a collaboration between Hampstead School District staff, Adventurelore, the Browne Center UNH, and LetGoYourMind. The Summer Learning Academy provided students opportunities at each of our schools for social engagement, engineering design activities, and small group reading and math instruction. Additionally, for those families who were unable to attend the on-site Summer Learning Academies, Diane Connors (HMS Media Specialist) compiled for them, online learning resources in the areas of remediation and enrichment. A link to the site can be found at: <https://sites.google.com/hampsteadschools.net/hsdlearningresources2021/home>.

**Activity:** Extend an opportunity to all faculty and staff for an in-person or Zoom listening session. Listening sessions will be structured around three essential questions:

-What do you value most about the Hampstead School District?

-Where do you see areas for growth within the Hampstead School District?

-How can the Hampstead Superintendent of Schools support your work with students?

*Target Date: September 1, 2021*

**Outcome:** Approximately fifty staff members participated in either group or individual listening sessions. Through this process several themes emerged:

**What do you value most about the Hampstead School District?**

- A “what is best for our students” mindset drives the decision-making process for staff.
- A strong sense of collegiately and “family” exists amongst members of the staff.
- Staff demonstrate a commitment to the “Whole Child” and have created a culture of care and connection within the school community.

**Where do you see areas for growth within the Hampstead School District?**

- Staff desire the ability to fully engage in the work that has been impacted by the pandemic.
- Staff desire to build capacity for how we communicate within the school setting and with the greater community.
- Staff are looking for opportunities to reconnect with their colleagues and their students.

**How can the Hampstead Superintendent of Schools support your work with students?**

- Staff are looking for a superintendent who is present and has a clear understanding of the work that is occurring within the classroom.
- Staff are looking for a superintendent who is willing to take time to listen.
- Staff are looking for a superintendent to provide vision and strategic leadership.

**Activity:** In collaboration with the Director of Learning, Assessment and Technology, the Superintendent and representation from the Hampstead staff will develop a framework for updating the Hampstead Professional Development Master Plan. We will also explore options for developing a new supervision and evaluation system for professional staff members.

*Target Date: October 1, 2021*

**Outcome:** The Hampstead Professional Development Committee will convene on October 19, 2021 (and each subsequent month on the third Tuesday) for the purpose of reviewing the supervision and evaluation model currently in place. Several models are being explored as possible alternatives that will make us more efficient and help us to bring our evaluation process, our goals, and professional development into alignment.

## Goal Two

**To develop and maintain a proactive and open relationship with community members, parents, civic leaders, and the local business community.**

**Activity:** Extend a meeting invitation to community leaders, faith-based organizations, emergency services, Hampstead Board of Selectmen and other individuals to discuss community partnerships with the Hampstead School District.

**Outcome:** Meetings were conducted with the following groups: The Hampstead Lions Club, The Hampstead Select Board, Isaiah 58 New Hampshire, St Anne's Food Pantry, leaders from the faith community, emergency services, Hampstead Recreation Department, private schools, leadership from the Scouts, the Hampstead Mothers Club, Hampstead PTSA, Hampstead Public Library and local daycares.

These meetings provide the opportunity to open lines of communication and begin laying the groundwork for future collaboration with the Hampstead School District.

*Target Date: August 1, 2021*

**Activity:** Hold an open house for all community members to tour the Office of the Superintendent of Schools located at 20 Mary Clark Drive, Unit 10.

*Target Date: September 1, 2021*

**Outcome:** An open house event was held at the new Hampstead School District Central Office on August 9, 2021. Approximately ten community members attended. Additional opportunities have been created for community members to visit the new SAU office and connect with leadership to include Coffee and Conversation with the Superintendent.

**Activity:** Collaborate with community groups to complete 15 hours of community service.

*Target Date: September 1, 2021*

**Outcome:** The Superintendent invested personal time working in the St Anne's Community Garden, volunteering with the Hampstead Conservation Commission, and partnering with the Lions Club. These opportunities have proved to be rewarding both professionally and personally and therefore plans are in place to continue this service in the coming months.

**Activity:** Invite parents and guardians of students to an in-person or Zoom listening session. Listening sessions will be structured around three essential questions:

- What do you value most about the Hampstead School District?
- Where do you see areas for growth within the Hampstead School District?
- What are your expectations for the Hampstead Superintendent of Schools?

*Target Date: October 1, 2021*

**Outcome:** The opportunities to meet with parents/guardians both formally and informally provided valuable feedback.

### **What do you value most about the Hampstead School District?**

- The schools continuously serve as a source of pride for the Hampstead community.
- Teachers in the Hampstead School demonstrate a high level of commitment to students and their learning.
- Students in the Hampstead Schools are well prepared for their future endeavors including their time at Pinkerton Academy and beyond.

### **Where do you see areas for growth within the Hampstead School District?**

- Greater communication and transparency from the school district.
- Greater partnerships between the Hampstead School District and Pinkerton Academy.
- Increase collaboration with other community organizations.

### **What are your expectations for the Hampstead Superintendent of Schools?**

- Ensure that the Hampstead Schools continue the tradition of high standards and performance.
- Take time to get to know the community. Honor the rich history of the community while guiding us into the future.
- Be an advocate for each and every child in the school.

## **Goal Three**

**To gain a comprehensive understanding of the operational needs of the Hampstead School District.**

**Activity:** Establish weekly finance meetings with the Hampstead Chief Financial Officer for the purposes of understanding the financial state of the district as well as capital improvement planning.

*Target Date: May 1, 2021*

**Outcome:** Weekly meetings have been established with the Hampstead School District Chief Financial Officer. These meetings have been expanded to include the Director of Student Services and the Director of 21<sup>st</sup> Century Learning, Assessment and Technology. Meeting time is utilized to ensure operational efficiency and effective stewardship of both financial and human resources.

**Activity:** Gain a comprehensive understanding of the following documents:

- FY22 Operating Budget
- Hampstead Policy Manual

- HEA, HASS, and HSPA Collective Bargaining Agreements
- Tuition Agreement with Pinkerton Academy
- The Professional Development Master Plan
- The Hampstead School District Technology Plan
- The District Data Governance Plan

*Target Date: July 15, 2021*

**Outcome:** The document review process remains ongoing as the District looks to review all policies and procedures. An initial analysis would reveal the need to update the Hampstead School District Technology Plan, Professional Development Master Plan and the District Data Governance Plan.

**Activity:** Establish a Superintendent Advisory Council composed of representative stakeholders from the Hampstead Central School and the Hampstead Middle School. The Advisory Council membership includes: a teacher, a paraeducator, office staff, building administrators, a school counselor and nurse.

*Target Date: October 1, 2021*

**Outcome:** A Superintendent Advisory Council has been established. The Council held its first meeting on October 7, 2021. The committee is composed of a diverse group of staff members from both the Hampstead Central School and the Hampstead Middle School. The council will advise the superintendent on all matters of school operations including but not limited to: policy, budget, school culture, resource allocation, and issues impacting students.

**Activity:** In collaboration with the Hampstead School District Chief Financial Officer, update the current school budget development process to increase transparency and community involvement.

*Target Date: October 1, 2021*

**Outcome:** The Hampstead School District will utilize a zero-based budgeting strategy when developing the FY23 Hampstead School Operating Budget. This method will allow for greater transparency with identifying the fiscal needs of the District. Additionally, a “new items” checklist will be utilized to help identify new budget requests.

**Activity:** In collaboration with building principals, conduct listening sessions with a diverse group of student stakeholders in grades kindergarten through 8.

*Target Date: October 1, 2021*

**Outcome:** Meetings were conducted with students from both the Hampstead Central School and The Hampstead Middle School. A variety of topics were discussed. In particular, students expressed a desire to “return to a normal school year” and the opportunities to learn beyond the classroom including field trips and outdoor learning spaces.

**Activity:** Meet with student leadership from Hampstead Middle School to discuss student voice and leadership within our schools.

*Target Date: October 1, 2021*

**Outcome:** The first meeting is scheduled for November 10, 2021.

## Goal Four

**To develop and enhance the capacity for organizational leadership within the Hampstead School District.**

**Activity:** In collaboration with Hampstead School Administration recruit and hire a new Director of 21<sup>st</sup> Century Learning, Assessment & Technology and a Director of Student Services.

*Target Date: June 1, 2021*

**Outcome:** Both the Director of 21<sup>st</sup> Century Learning, Assessment and Technology as well as the Director of Student Services positions have been filled by highly qualified individuals through a robust recruitment and hiring process. Weekly meetings are held with both individuals to ensure operational efficiencies in their respective departments.

**Activity:** In collaboration with the Hampstead Director of Student Services, reorganize the Department of Special Education into the Department of Student Services for the purposes of creating operational efficiencies and maximizing support for students.

*Target Date: August 1, 2021*

**Outcome:** The Student Services Department, formerly the Special Education Department, has been restructured to include greater oversight in all areas impacting students. Through the process of restructuring it was identified that a program evaluation from an independent agency would be beneficial. The District will contract with the Strafford Learning Center to conduct a program evaluation. The program evaluation will identify areas of strength within our special education program and identify opportunities for growth.

**Activity:** Establish an annual leadership retreat for district and building level leadership. Leadership retreat time will focus on the creation of building level and individual professional goals as well as professional learning opportunities.

*Target Date: August 12, 2021*

**Outcome:** The Hampstead School District held its first annual retreat at Pinkerton Academy on August 11<sup>th</sup> and 12<sup>th</sup>. A variety of topics were discussed including: team building, vision/goal planning, human resource management, effective supervision/evaluation, Universal Design for Learning and Keynote Address from Ty Gagne, CEO of Primex, entitled “Trouble Above Tree Line.”

**Activity:** Develop a framework for a new 5-year strategic plan incorporating representatives from various stakeholder groups in the school and larger community.

*Target Date: September 1, 2021*

**Outcome:** The Hampstead School District has entered into a partnership with ThinkStrategy to develop a new 5-year strategic plan. The first meeting of the Strategic Planning Steering Committee was held on September 27, 2021. The steering committee is composed of a diverse group of stakeholders including teachers, administrators, support staff, a parent and community member. The steering committee will bring forward a draft copy of the document to the Hampstead School Board in January of 2022.

**Activity:** Collaborate with the Hampstead School Board to develop a comprehensive superintendent evaluation process.

*Target Date: October 1, 2021*

**Outcome:** The Hampstead School Board held two work sessions to develop a new superintendent evaluation process. Feedback has been sought from direct reports into the process. The draft policy has been presented to the Hampstead School District Policy Committee where it is being revised for further consideration by the board. Once completed, the policy will create clear standards and expectations for the duties of the Hampstead Superintendent of Schools.

## In Summary

*The experience of participating in the 90-day entry plan has been incredibly rewarding and transformative. I seized the opportunity to sit with educators to have candid discussions about their hopes, aspirations, and challenges for the students that they serve. Of the many conversations with parents, there have been more than a few who reminisced of childhood in Hampstead, having left to pursue a post-secondary experience or live elsewhere, only to return to Hampstead to raise a family in this community. The multi-generational preference to reside in Hampstead speaks volumes about the quality of our schools. I have also had some unique opportunities to engage with community members through service projects and was able to witness firsthand the kindness and generosity that exists in this town. Additionally, I met with local civic and faith leaders who share a common purpose of maintaining a strong sense of community within Hampstead. The last 90 days affirmed the honor and foremost responsibility that I have in serving the Hampstead community as the Superintendent of Schools.*

*Robert Thompson*

*Superintendent of the Hampstead School District*