

JULY 2022 - JANUARY 2023

ENTRY PLAN

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Introduction

July 25, 2022

Dear Hingham School Community,

Over the past several months, I have enjoyed spending several days in Hingham, including meeting with many community members, parents, educators, and school and district leaders.

In every interaction with educators, families, and students, I have been deeply impressed by the strong sense of pride in Hingham and its schools. The strong core academic programs, the dedication of teachers and leaders, and the support of the greater community for education are themes repeated in all of my interactions. I hope to build upon the strengths and continue to support our collective growth for all our students, families, and educators.

Since January, I have been engaged with many members of the Hingham community. The dedication of Hingham to education is clear in every meeting. In my entry plan, I summarize my activities over the past few months that have supported my entry into the role of superintendent. In addition, I outline a path for the next few months to develop a strong plan for the future.

I am deeply grateful for the warmth and welcome of everyone I have met. I am excited to have officially begun this journey with all of you, to continue to learn more about the Hingham community, and to serve the children and families in our care.

Best,
Margaret Adams, Ed.D.



Purpose of an Entry Plan

The purpose of an entry plan is to develop an outline of a comprehensive list of activities to support my transition to the role of superintendent of the Hingham Public Schools. This opportunity for an in-depth review of the district will provide information crucial to supporting the district in the future.

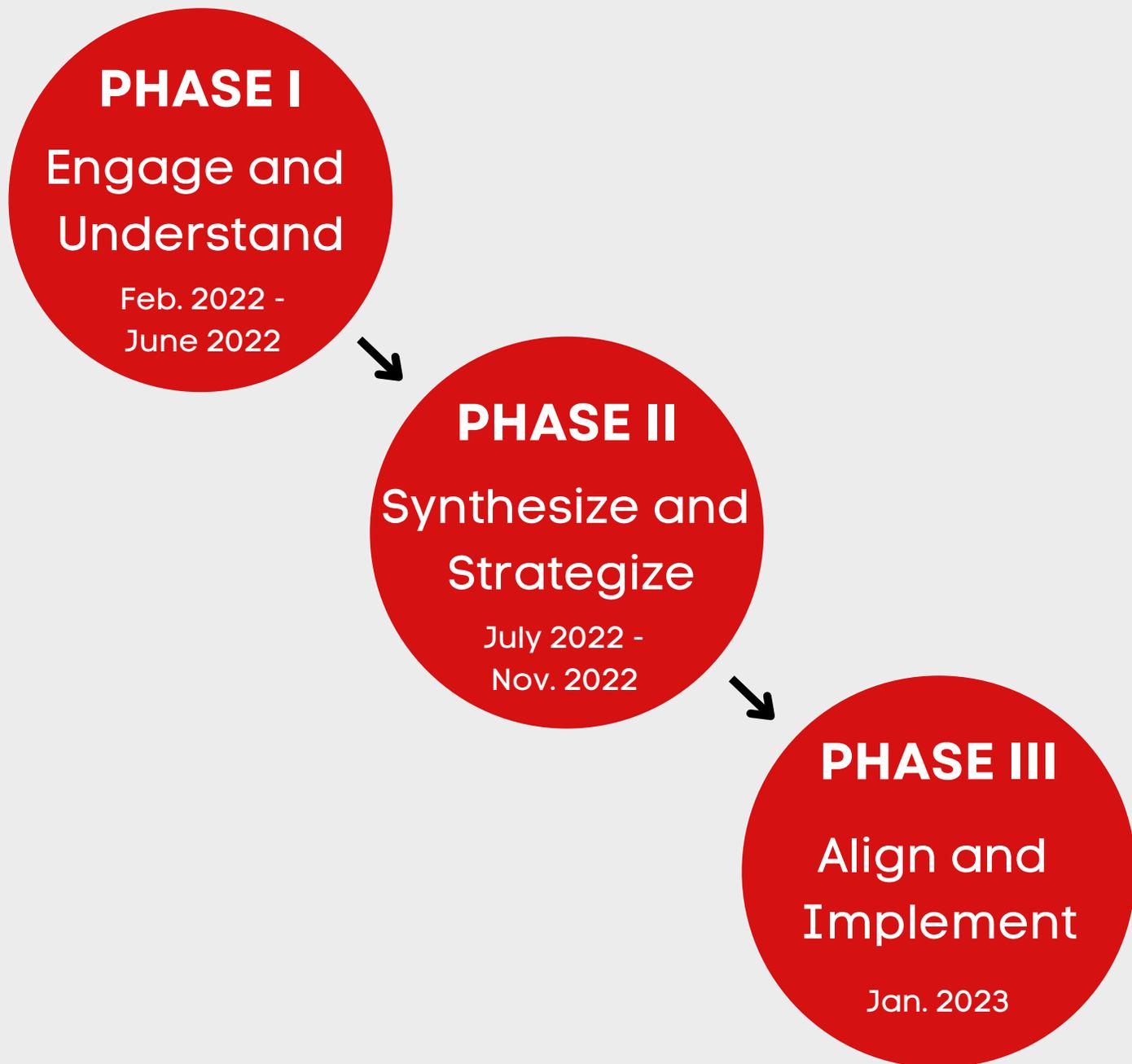
The goals of this entry plan include the following:

- **Governance:** Build a strong relationship between the superintendent and the school committee.
- **Community:** Gain a deeper understanding of the Hingham Public Schools and the perspectives of various stakeholders. Provide opportunities for multiple stakeholders to learn more about me as a leader and develop relationships based on open, candid, honest communication.
- **Communications:** Develop structures that support consistent communication with stakeholders.
- **Teaching and Learning:** Assess all students' academic achievement and social-emotional well-being to identify strengths and opportunities for growth. Develop an action plan to support the continued high performance of students, schools, and staff.
- **Culture:** Promote a positive, collaborative, student-centered school climate that supports a positive learning environment for all students, staff, and families.

In addition, my entry plan will reflect my core values and beliefs about education:

- Our collective responsibility as educators is to ensure the success of every single student in our care.
- Strong, caring relationships will sustain our community of learners, families, educators, and leaders.
- The education of our young people must be centered on the development of the whole child and nurture their skills to be innovative, creative, resilient, inclusive and civically minded global citizens.
- Our collaboration and collective effort will ensure the success of all of our students.
- Our students' sense of belonging is strengthened when we honor and celebrate their diverse backgrounds.

Proposed Timeline



Phase I: Engage and Understand

February 2022-June 2022

In the first phase, my primary objective was to learn from stakeholders and the community about the Hingham Public Schools. During these months, I engaged in interviews with stakeholders, review of documents, and other additional activities that allowed me to engage with the community.

Interviews of Key Stakeholders:

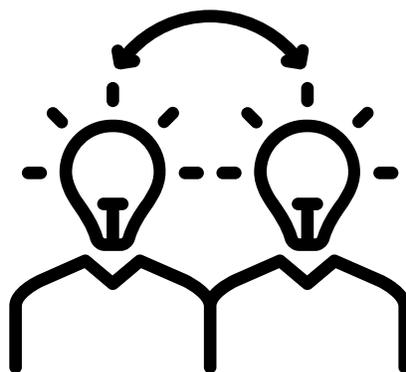
Interviews of key stakeholders provided the opportunity to build relationships among the community. In these interviews, I primarily strived to listen and understand. The following guiding questions led the conversations:

- What are the strengths of the school district from your perspective?
- What are the needs of the school district?
- What are your fears and hopes for the new superintendent?
- What do you need from the superintendent to be effective?

Review of Documents:

In this phase, a review of district documents has supported an understanding of past efforts in curriculum, instruction, finance, and operations. The review of documents has consisted of some of the following:

- School Improvement Plans
- FY22 and FY 23 Budget
- Professional Development Plan
- Equity Audit
- Past Strategic Plan
- Curriculum Program Reviews
- Capital Improvement Reports and Plans
- Emergency Management Plans



Phase I Continued: Engage and Understand

February 2022-June 2022

Additional Activities:

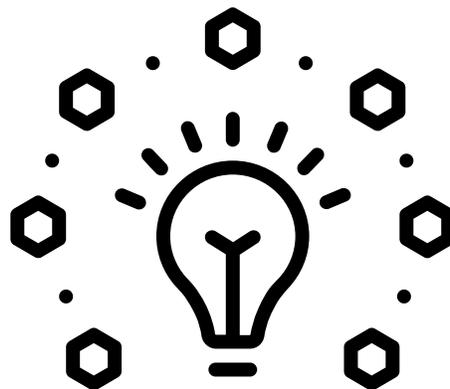
In addition, the past few months provided an opportunity to engage in several activities that enhanced my understanding of the district and the Hingham community. Some of these activities included:

- Interview and support hiring of key staff including East and Foster school principals, Director of Finance and Operations, Director of Fine Arts, and District Data Analyst Lead.
- Participate in strategic plan meetings
- Attend local events, including Hingham Education Foundation Gala and Hingham Unity Council's A Community Conversation.
- Visit to each school with the school principal.

Initial Reflections:

The past several months have provided an amazing opportunity to engage with many members of the Hingham community. Some of the clear strengths are as follows:

- Hingham has committed and dedicated staff and leaders.
- The community and town support the schools and have a strong desire for the schools to be successful.
- The community has a strong desire for a vision of education that prepares our students for the future ahead. In this vision for the future, our students would develop strong communication, problem-solving, and collaboration skills.
- The schools and community are committed to creating equitable and inclusive learning environments.

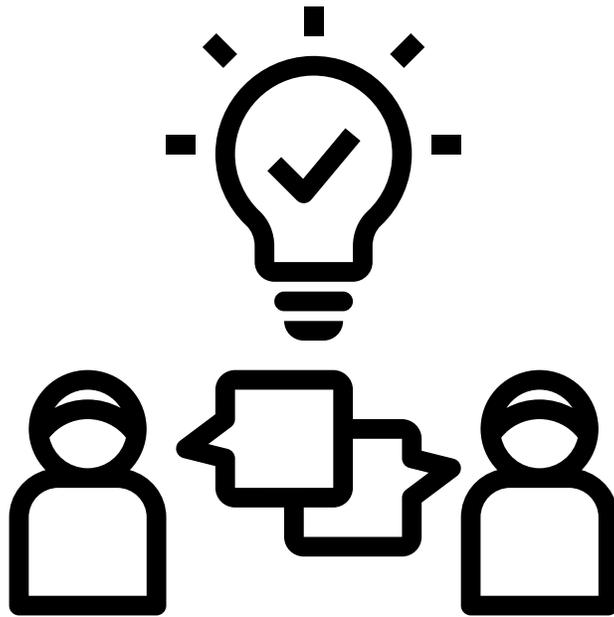


Phase I Continued: Engage and Understand

February 2022-June 2022

Some of the identified **opportunities for growth** include the following:

- Develop clear, consistent, and predictable communication from the schools, district, and leaders.
- Complement the curriculum, teaching, and learning to provide access to innovative and equitable learning environments for all students.
- Support the leadership team in the implementation of the district's mission, vision, and strategic plans.
- Strengthen and broaden districts' efforts for equity and inclusion.
- Develop a clear, consistent plan to support the financial and facilities needs of the district.
- Invest in the professional development of educators and leaders that support an innovative and equitable learning environment.



Phase II: Synthesize and Strategize

July 2022 - November 2022

During the summer and into the fall, the data collected from the initial entry phase will be reviewed and analyzed. The Leadership Team will be enlisted as partners and asked to begin to formulate specific plans for each school. The final analysis will provide the basis for submitting an entry plan report to the school committee.

The summer and fall months will provide an opportunity for reflection and planning needed to sustain the past few months' activities during phase one. Some of the activities of phase two will include the following:

- Meet with various stakeholders including meet and greets with the community and staff.
- Plan a three-day retreat for the Leadership Team. The retreat will create a clear through line with the strategic plan, leadership goals, and school improvement plans.
- Form collaborative and respectful relationships with key stakeholders by attending district and school meetings.
- Hire district and school staff to support a smooth beginning of the school year.
- Set professional and student learning goals with school and district leaders.
- Develop two-year school improvement plans that align with the strategic plan.
- Plan initial and ongoing communication to the school community.
- Develop consistent structures for planning, reflection, goal setting, and communication among district and school leaders.
- Visit each school a minimum of twice a month for a walk-through with school leadership to continue to strengthen understanding of district needs and build relationships.



Phase III: Align and Implement

January 2023

An Entry Plan Report with conclusions and recommendations resulting from the interpretation of information gathered during this entry plan process will be shared with the Hingham Public School Committee in January of 2023. The information and perspectives gathered throughout the past few months will inform my transition and will be reflected in the Entry Plan Report.

The Entry Plan Report will then inform the district budget development, and an outline of multi-year plans for professional development, communication, equity, facilities, and technology. These multi-year plans will help center Hingham Public Schools over the coming years on its core mission, vision, and values of providing inclusive, innovative learning environments where all our students thrive. In addition, the success of our schools will rest on our collective effort as a community to actualize our mission. Our planning will enlist opportunities to communicate actively with our stakeholders and also enlist their support.

A Path Forward

The past two years of the COVID-19 pandemic have been difficult for our community, our young people, families, and staff. At the same time, we have learned that our students and our community are amazingly resilient which led to tremendous growth in our problem solving skills, our ability to creatively redesign school, and our use of technology, to name just a few of the positive changes. We also saw our community come together in a myriad of ways to support our schools which allowed our teachers, staff, and leaders to provide for the education of our youth during a worldwide pandemic. There were many difficult days, but the strength and support of our community served us well and will help us build upon all that we have learned so that we may continue providing a high quality education for all our students.

