

The Children's Center for Communication/ Beverly School for the Deaf

Executive Director Entry Plan

Connect and Learn, Share and Plan



The Children's Center for Communication
BEVERLY SCHOOL FOR THE DEAF **FOUNDED IN 1876**

Dr. Karen Hopkins

Executive Director Entry Plan - Dr. Karen Hopkins

Welcome Message

To the CCCBSD Community,

CCCBSD is an incredible school with a long standing history of providing evidenced based educational programming. As your new Executive Director, it is important that I learn the school's history and connect with school and community stakeholders. I will look at our organization from top to bottom and develop recommendations for ensuring that every child who is deaf, hard of hearing and hearing students who may or may not have unique developmental and/or communication challenges excel. Over the next few months, I will be preparing our school and community for a process of continuous improvement and growth.

CCCBSD is known for providing highly specialized academic programs supporting the individual learning and communication needs of students from birth through age 22, including children involved in our parent infant toddler program, preschool, elementary, middle and high school programs. In my first month at CCCBSD I have seen this to be true throughout our entire school.

The purpose of this entry plan is to establish strategies that embrace the perspective and experience of various stakeholders of CCCBSD. The activities detailed in this plan will guide a transparent transition process. Focus will be on building relationships and the assessment of approaches to teaching and learning, operations, finances, budgeting and business practices to develop a core understanding of the state of the school.

This process is designed to ensure I am intentionally gathering information about our students, families, staff, community and school practices, create a visible presence in our school and local community, and sustain and grow our network of community partners.

This plan details the steps I will take as the new Executive Director of CCCBSD as I learn what we are doing well, where improvements can be made, and how our Board, faculty and staff, students and families, as well as our community stakeholders can share their perspective in these areas.

The result of this plan will offer information for the next steps in the continued journey of our school and will detail the strategic plan that we will follow for the next three years to achieve the goals we establish together for the future of CCCBSD.

I welcome your perspectives, feedback and experience.

Warm regards,



Dr. Karen Hopkins



Entry Plan - Connect and Learn, Share and Plan

This Plan will unfold in three Phases:

Phase One:

Connections and Learning

Phase Two:

Strategic Planning Process

Phase Three:

Planning for the Implementation



Learning is all about connections, and through our connections with unique people we are able to gain a true understanding of the world around us.

Peter Senge

Timeline of Engagement

The focus of my first few months at CCCBSD will be to spend time making connections and learning from those with experiences with CCCBSD. I will focus on gathering perspectives, feedback, and ideas. Recurring themes will guide our discussions and planning over the next few months.

Phase One: Connections and Learning

QUESTIONS FOR DISCUSSION:

- What do you love most about CCCBSD?
- What are the biggest challenges and opportunities facing us in the short-term? Long Term?
- What are the strengths of our culture at CCCBSD?
- How can our culture be improved?
- What is needed to help students pursue excellence?
- What is needed to ensure access and accessibility?
- What can we do to increase family engagement?
- How can we reach more donors?
- If you were the new Executive Director of CCCBSD, where would you focus your attention?

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December/January:

SCHOOL CONNECTIONS:

- Staff and faculty meeting - introduction and entry plan.
- Be present and visible throughout the school.
- Develop a strong and collaborative relationship with the staff and students at CCCBSD.
- Meet with every staff member in our school.
- Meet every student in our school.
- Greet parents at drop off times.
- Meet with the administrative team
- Meet with our insurance companies and attorneys
- Meet with the Parent Advisory Group
- Present to Parents in the Hand and Hand Program
- Meet with deaf and hard of hearing staff
- Review community partners and stakeholders
- First Board of Trustees meeting



COMMUNICATION:

- Establish weekly communication with staff
- Establish monthly communication with families
- Communicate updates with staff and families as needed
- Write bio for website
- Share initial reflections with Board of Trustees



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ORGANIZATIONAL LEARNING:

- Review parent engagement practices
- Review budget, finance and audit materials and have initial discussions with our CFO to learn budget trends and projections
- Review staff salary schedules
- Review organizational structure
- Review job descriptions
- Learn about the Restructuring process with the Department of Elementary and Secondary Education (DESE).
- Review school handbook, policies and procedures and have initial discussions with our COO
- Tour the school buildings and have initial discussions with our maintenance staff and COO
- Participate in department meetings and have initial discussions about each department
- Review student and referral data and have initial discussions with CCC and BSD Directors
- Establish a schedule to participate in classroom meetings and observations
- Review Annual Report and history of events, grants and donors have initial discussions with our Director of Development
- Review social media accounts and initial discussions with our Communications Specialist
- Attend professional development activities, review Institute and Clinic information and have initial discussions with the Director and Associate Director of The Institute
- Attend Parent Infant Toddler Session(s) and have initial discussions with the PIP team
- Tour the museum and have initial discussions with alumni
- Attend Commission meeting
- Review MAAPS information
- Review DESE website
- Review lockdown and safety protocols
- Tour Hill House and Hodge Podge Lodge



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COMMUNITY CONNECTIONS:

- Attend Chamber of Commerce events
- Connect with current donors and offer to meet
- Explore the Beverly area and make introductions
- Attend Massachusetts Association of Approved Private Schools (MAAPS) meetings
- Attend Commission meeting
- Meet with Boston University Deaf Ed Department
- Meet with Willie Ross and Marie Phillip Schools for the Deaf CEO's to discuss trends in tuition, early intervention funding and outreach services
- Meet early intervention agencies to discuss funding



Phase Two: Strategic Planning Process

February/March:

CONNECTIONS:

- Continue one on one meetings with staff
- Continue team meeting participation and classroom observations
- Continue connections with students
- Meetings with families
- Breakfast meeting for Special Education Directors
- Meet with Board members on a one-on-one basis to learn about their individual goals, perspectives and aspirations for the school district.
- Develop and utilize consistent and effective modes of communication with various stakeholders
- Meet tenants and tour properties
- Analyze use of facilities with maintenance department and administrative team
- Attend Chamber of Commerce Events
- Meet with current and prospective donors
- Meet with Massachusetts Hand & Voices to discuss collaborative family programming

COMMUNITY CONNECTIONS:

- Create introduction video for website
- Attend Chamber of Commerce and other local events
- Review list of donors and offer to meet
- Explore the Beverly area and make introductions
- Attend MAAPs meetings
- Attend Commission meeting
- Finalize MOU with Boston University Deaf Ed Department
- Connect with Dept. of Health early intervention director
- Connect with Dept. of Health Early Hearing Detection Intervention Coordinator (EHDI)
- Introduce myself and CCCBSD to the Dept. of Education State Special Education Director
- Schedule meet-and-greets in partnership with school board members to engage external stakeholders and potential donors.
- Plan one-on-one or small group meetings with community, business, legislative leaders.
- Meet with North Shore Community College
- Connect with the Beverly School District Special Education Director and Superintendent
- Connect with Endicott College to discuss collaborative activities

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ORGANIZATIONAL LEARNING:

- Review Board By-laws and meet with Board leadership to discuss Board development and review of committees
- Review school supervision and evaluation process
- Review communication practices with administrative team
- Review Purchase requisition, request for support (IT, maintenance, interpreting) practices and discuss moving to an online portal
- Review other MAAPS schools websites, staffing, funding and tuition structure
- Continue review of organizational practices and meet with designated administrators
- Further analyze student enrollment data and meet with designated administrators to discuss
- Review safety and emergency operations plans and assess safety procedures including fire drills, building entrance protocols and lockdown drills.
- Examine the programs used to improve school climate and encourage positive behavior
- Create opportunities for continued communication with parents , students and staff i.e. expanded/dedicated office hours, scheduled events, social media and forums.
- Further analyze potential for additional funding through early intervention and outreach services
- Review grant possibilities
- Continued discussion of potential outreach programming



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STRATEGIC PLANNING

In March we will begin our Strategic Planning process which will be facilitated by an outside consultant. The strategic plan will be completed this summer and a plan to roll the new plan out to our staff, families and community will be developed. Through this process we will conduct the following activities:

Organizational Assessment - Internal examination of our operations, organizational structure, leadership, facilities, finances, philosophy, department and program review and overall culture

Internal & External Scan - Look beyond your staff to understand overarching needs for the community that we serve to identify priorities through data gathered from community surveys and focus groups.

Mission, Vision, Values - We will build the purpose of our organization and ensure it is tied to the outcomes that benefit our community. With this data we will review our current Mission, Vision and Values to determine if an updated version is warranted.

Strategic Priorities - Strategic Priorities will be developed that are ambitious and measurable.

Implementation - A plan for implementation will be created that details the action needed to achieve our goals and ensure they are measurable and attainable.



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April/June:

- Continue connections, learning and communication
- Continue to be a visible presence in our school and community
- Participate in the strategic planning focus group meetings and the development of our vision, mission and values
- Provide updates on the process of Entry Plan and strategic planning process to the board
- Identify the strengths and the most critical areas for improvement that require further action.



Phase Three: Planning for Implementation



June/September:

- Continue connections, learning and communication
- Analyze data with the strategic planning team
- Finalize strategic plan and roll out plan
- Create visual document and video detailing strategic plan
- Strategic plan roll out:
 - staff and faculty at the September welcome back event
 - stakeholders including families, donors, Special Ed. Directors, Deaf Community and local Beverly Community

