Superintendent's Goals for 2016-2017

Mid Year Update: January 4, 2017

Goal 1: Student Learning Goal – Explore strategies and options for a potential "academy model" at HHS.

Strategic Objective 1: Teaching and Learning

DESE Evaluation Standard I (Indicators B and E)

In collaboration with the HHS Leadership team and Assistant Superintendent, we will embark on a comprehensive exploration of an "academy model" at Hanover High School to afford future HHS students multiple options for focused pathways within their selected areas of academic interest (for example - engineering, fine arts, bio-medical, public service, etc.).

Goal Summary: Evaluate the development of an "academy model" at HHS using a think tank structure to research and explore opportunities that would enhance and personalize the educational experience for all students at HHS.

Key Actions:

1. Define the scope of the evaluation, establish a targeted set of goals and purpose for the work, and set measurable benchmarks for the process (summer).
2. Recruit volunteers (administrators, staff, students, and parents/guardians) to conduct research, solicit feedback, and to function as an organized "think tank" to explore opportunities unique to Hanover and to potentially develop a plan for recommendation (fall/winter).
3. Provide a mid-year report to the School Committee, staff, students, and community on progress (mid-year goals report in January).
4. Develop and present recommendations for School Committee, staff, student, and community review and feedback.
5. Evaluate opportunities to support components of this model at the middle school level. Suggestions include: Junior National Honor Society, Junior AP Program, Virtual High School (VHS) courses, and allowing middle school students to take HHS courses for credit.
6. If favorable, move forward on a strategy for eventual implementation. If not favorable, then put process on hold for future consideration (January/February).

Mid Year Update: This goal is developing. An "Innovation Team", under the leadership of Mr. Paquette, is engaged in ongoing collaborative discussions that have led to a reflective root cause analysis of the project. The action plan is being followed. The Team has established these three core objectives:

1. To explore and implement ideas around curriculum and instruction that could stimulate greater student interest in the course offerings at the high school.
2. To explore and implement ideas around curriculum and instruction that could create a greater relevance to students' individual college and career aspirations.
3. To explore and implement a high school experience that affords each student the opportunity to learn and grow in a school community and encourages and supports their individuality.

Actions to date:

- Communicated initiative to district leadership and school-wide staff
- Established Innovation Team of 18 members, with representation from almost all disciplines and from the elementary and middle school
- Scheduled regular meetings of the team (total of ten formal meetings September-February)
- A shared drive was created for the team's use to enhance communication and collaboration
- The team is researching variations of academy models (approaches to personalized learning)
- First update to School Committee was on October 12, 2016
- Met with students in multiple classes/grade levels to solicit feedback in October
- Completed first off-site visit to observe and network with development team of a working academy model in December
- HMS Administration is evaluating the adoption of a Junior National Honor Society Chapter for September 2017 (A placeholder for the stipend has been placed in the FY 2018 budget)
- Planned second site visit scheduled for January 17, 2017
- Presentation on possibilities and options to the School Committee at February SC meeting (date TBD)
- Presently, five options have been outlined and continue to be evaluated by the team as future implementation opportunities

Goal 2: District Improvement Goal – To effectively incorporate all school/town technology expenses into the annual School Department operating budget to maximize resources and reduce reliance on free cash.

Strategic Objective 3: Sustainable Funding

DESE Evaluation Standard II (Indicator E)

In collaboration with the Business Manager, Town Manager, Director of Technology Operations, and Town and School Department leaders, we will develop and recommend a strategy to reduce school/town reliance on free cash by incorporating technology expenses into the School Department's operating budget for FY 2018.

Goal Summary: To evaluate options to maximize human and capital resources and strategically reduce HPS reliance on Free Cash to fund technology expenses while maintaining a high level of service for all Hanover employees and residents.

1. In collaboration with school and town officials, develop and follow a multi-year strategic funding and sustainability plan for technology maintenance, replacement, and upgrades.
2. Strategize with key decision makers on both short-term opportunities and multi-year needs to bring all recurring expenses under the HPS operating budget.
3. Maintain open two-way dialogue with Town Manager, Finance Director, and Town Boards/Committees on strategies to reduce reliance on Free Cash.
4. Transparently communicate the reality that moving the expenses doesn't reduce the overall cost to the community. Technology expenses are slightly fluid from year to year but will only increase over time even with exceptional management.

Key Actions:

1. Develop and approve a strategic technology plan with school and town officials (summer '16).
2. Constantly monitor all expense/salary accounts to identify areas of potential savings in contracted services, purchasing power opportunities, and staffing levels required to maintain and improve services to staff and citizens (ongoing).
3. Maintain open channels of communication with Town Manager throughout the year on opportunities to successfully integrate the technology budget by looking at all available opportunities within the current town and school department budget lines (ongoing).
4. Provide a mid year report to School Committee and Board of Selectmen prior to FY '18 budget finalization.
5. Develop a multi-year funding plan in collaboration with the above constituencies that provides guidance and a mutual understanding for financial goals (December-May).

Mid Year Update: Presently, our approach to this goal is evolving, and the above action plan is being worked on. However, absorbing the Town/School funding requirements into the FY 2018+ operating budget(s) of the School Department may not be practical or sustainable. Tom Raab and Bill Hartigan are communicating with the Advisory Committee on these challenges, and I am in regular communication with Mr. Clarkson on this issue.

Already this year, we have made budget neutral changes to better support our teachers and staff by eliminating the Data Manager position and adding a technical support contractor. The functions of the Data Manager position have been absorbed by other staff – especially the Business Manager. As I have shared with the School Committee on prior occasions, we must strategically strengthen our IT staff above other priorities, and we are making plans to address these needs as we prepare the FY 2018 budget.

Goal 3: Community Engagement Goal - The Hanover Public Schools will develop organized lines of communication and a strategic partnership between the School Committee, Special Education Parent Advisory Council Leadership Team, and District Administration.

Strategic Objective 4: Community Engagement

DESE Evaluation Standard III (Indicators A and B)

In collaboration with the Director of Student Services, School Committee, SEPAC Leadership Team (Executive Board), and District level Administrators, we will 1) establish processes for consistent and organized communication between the three groups listed above, and 2) establish a structure that includes liaisons to represent each group on educational and operational issues.

Goal Summary: To increase information sharing and formalize relationships between School Committee, SEPAC, and District Administration to enhance communication and to ensure compliance with the statutory (advisory) functions of SEPAC.

1. Establish meeting schedules that includes liaisons from all three groups whenever possible.
2. Schedule annual SEPAC reports to the School Committee that adhere to a predetermined schedule.
3. Establish mutually agreeable protocols for SEPAC representatives to serve in an advisory capacity to the School Committee and Administration on relevant issues.

Key Actions:

1. Meet with Executive Board of SEPAC to establish benchmarks, objectives, and expectations for this collaborative partnership (summer/fall).
2. Administration and School Committee liaisons attend SEPAC Board Meetings (ongoing).
3. Report progress and action plan to School Committee (fall).
4. Schedule an annual report to the School Committee by the SEPAC (December).
5. Collaboratively present a year-end report on progress to the School Committee (April).

Mid Year Update: Presently, this goal is progressing and the action plan is being followed. To date, we are very pleased with the progress that is being made in this area and the strength of the relationships amongst these groups.

In collaboration with SEPAC Leadership and District Administration, norms, benchmarks, objectives, and expectations continue to be outlined and are currently in development.

- Regular meetings have been scheduled and attended by School Committee liaison and Administration
- SEPAC completed their first formal presentation to School Committee on November 30, 2016
- The SEPAC annual and year-end reports to School Committee have been scheduled for the 2016-2017 school year
- To help support this work, a Special Education Subcommittee of the SC is being proposed

Goal 4: Professional Practice Goal: To develop a comprehensive education plan and advocacy strategy for the approval and funding for the Center School Building Project.

Strategic Objective: Special Projects

DESE Evaluation Standard II (Indicator E) and Standard III (Indicator C)

In collaboration with the School Building Committee, school and town officials, staff, parent groups, and other partners to secure the support needed (Special Town Meeting vote and Special Town Election vote) to fund the Center School project within the approval window required by the MSBA.

Goal Summary: To strategically educate the community and advocate for the support needed to fund the Center School building project.

Key Actions:

1. Work with Building Committee, architect, project manager, and school/town officials to finalize proposals and obtain a favorable vote from the MSBA on moving to the project funding phase (July).
2. Develop an educational platform including printed materials, social media, in person presentations, financial estimates, and local tax impact projections to provide the entire community with access to all of the details of the project: educational, operational, and financial (summer).
3. Implement educational strategy and information campaign (late summer, September, October).
4. Provide recurring updates to the School Committee (August – October).
5. Receive favorable votes at both the Special Town Meeting and Special Town Election (September/October).

Note: If the Center School Project is successful, future goals will include transition planning for the opening of "new" Center School, managing change, staffing strategies, evaluating and developing all operational requirements, etc.

Mid Year Update: Thanks to the collaborative efforts of our Building Committee, School Committee, staff, and our community, this goal has been met with a successful Special Town Meeting on September 26th and successful ballot vote on October 1st, 2016. As stated above, with successful completion this goal will now move into phase two including transition planning for the opening of "new" Center School, managing change, staffing strategies, and evaluating/developing operational requirements.