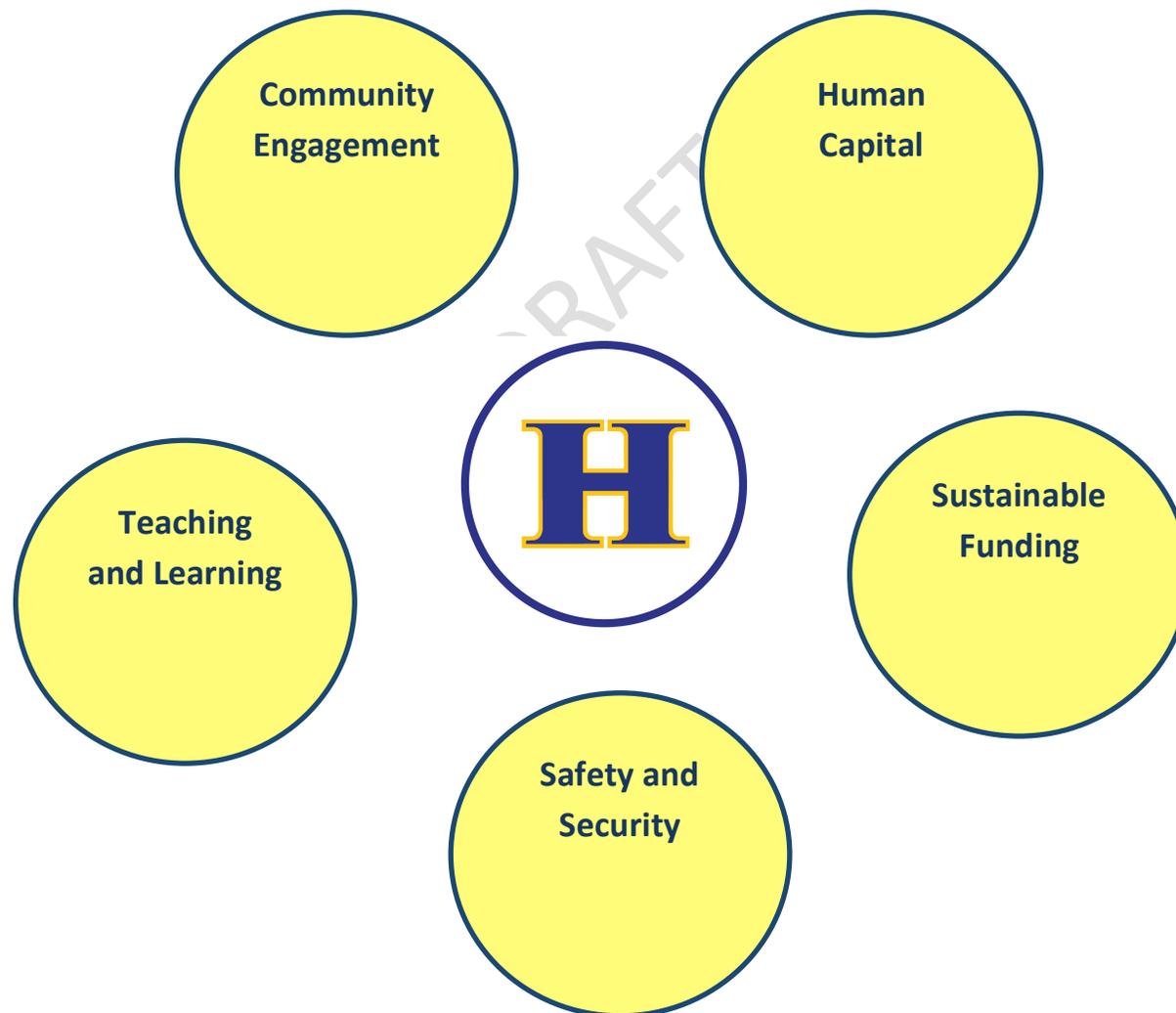


# Hanover Public Schools Strategic Objectives: 2017-2020 Draft 1.0 August 30, 2017



## Objective 1: Teaching & Learning

To develop and sustain a system-wide environment wherein exceptional instruction and student achievement are at the core of our work, and realized through collaborative action.

**(Teaching and learning in a collaborative environment are essential to ensure student achievement.)**

Initiatives	Timeline	Actions	Facilitator
<p><b>Initiative # 1:</b> Effectively align and implement the district curriculum with the revised literacy and mathematics standards as outlined in the Massachusetts Curriculum Frameworks.</p>	<p>2017-2020</p>	<ul style="list-style-type: none"> <li>▪ Continue to sustain integration and application of standards by grade level and department.</li> <li>▪ Develop and sustain inclusive practices to support the continued implementation of the Massachusetts Curriculum Frameworks.</li> <li>▪ Ensure district professional development will incorporate the Massachusetts Curriculum Frameworks skills, expectations, and strategies for differentiation of instruction for all students.</li> <li>▪ Provide professional development and PLC time to support teachers of ELA/Math at all grade levels with the revised 2017 Massachusetts Curriculum Frameworks.</li> </ul>	<p>Assistant Superintendent</p>
<p><b>Initiative # 2:</b> Customize course curriculum and capitalize on teacher expertise providing greater student choice at Hanover High School.</p>	<p>2017-2020</p>	<ul style="list-style-type: none"> <li>▪ Develop and implement a communication strategy around curriculum redesign and new educational experiences to regularly update parents, students, and community members.</li> <li>▪ Survey students regarding career/college interests in order to determine which innovation academies to pilot. Identify initial educational concentrations based on student interest.</li> <li>▪ Align current experiences offered at the high school to relevant innovation academies that reflect students' occupational interests.</li> <li>▪ Establish and embed school-wide essential skills. Ensure that essential skills are at the core of any new innovative courses or experiences.</li> <li>▪ Develop a program of studies that gives students an opportunity to concentrate their educational choices on a particular field of study.</li> <li>▪ Establish community partnerships to enhance and enrich educational experiences - Recognize existing educational opportunities that could be offered for credit and include in particular innovation academies.</li> <li>▪ Progress monitor success through student, staff, and community feedback and modify where necessary.</li> <li>▪ Finalize and present new program of studies to School Committee.</li> </ul>	<p>Assistant Superintendent, HHS Principal</p>

<p><b>Initiative # 3:</b> Increase opportunities for personalized learning at Hanover Middle School.</p>	<p>2017-2020</p>	<ul style="list-style-type: none"> <li>▪ Produce an organized outline of grade level expectations and opportunities for all students.</li> <li>▪ Survey current course schedules and descriptions for improvement.</li> <li>▪ Determine priorities for focus areas and revisions.</li> <li>▪ Identify initiatives leveraging opportunities for personalized learning: (early HS credit, Virtual High School, National Jr. Honor Society, Science Fair, entrepreneurship programs, computer science track, etc.)</li> <li>▪ Ensure essential school-wide skills are at the core of all decisions and aligned to the work at HHS.</li> <li>▪ Elevate student learning through identified initiatives leveraging current schedules and ensuring equitable experiences.</li> <li>▪ Identify opportunities for alignment with the Innovation Academy development at HHS.</li> <li>▪ Develop and present to School Committee, a comprehensive program of studies (spring 2018).</li> </ul>	<p>Assistant Superintendent, HMS Principal</p>
<p><b>Initiative #4:</b> Implement Instructional Rounds as a district-wide, comprehensive professional development practice.</p>	<p>2017-2019</p>	<ul style="list-style-type: none"> <li>▪ Effectively train all administrators and two cohorts of teachers as experts in the instructional rounds process.</li> <li>▪ Conduct two annual instructional rounds visits at each school.</li> <li>▪ Support building level rounds teams, in partnership with building level administrators, to improve teaching and learning as a result of feedback gathered through the instructional rounds process.</li> <li>▪ Support a focus on instructional leadership in PLCs, grade level meetings, and department meetings.</li> <li>▪ Build professional capacity at every level.</li> </ul>	<p>Assistant Superintendent</p>
<p><b>Initiative #5:</b> Develop and implement a multi-year strategy for technology integration to enhance teaching and learning.</p>	<p>2017-2020</p>	<ul style="list-style-type: none"> <li>▪ Conduct curriculum audit K-12.</li> <li>▪ Create a progression of mastery for identified software.</li> <li>▪ Ensure equity between and across grade levels and classrooms.</li> <li>▪ Determine how/when skills will be evaluated.</li> <li>▪ Communicate expectations of embedded skills into cross-curricular lessons.</li> <li>▪ Empower students to be leaders within classrooms.</li> <li>▪ Evaluate and redesign skill based pathway(s) to computer science and technology related careers at secondary school level.</li> <li>▪ Build a progression of skills for each level.</li> <li>▪ Create a bank of exemplar lessons.</li> <li>▪ Map which skills at each grade level will be mastered, introduced or taught for exposure.</li> <li>▪ Provide examples of software that can be used to teach each skill.</li> <li>▪ Support and train teachers on best instructional practices and opportunities made available through a variety of opportunities.</li> <li>▪ Leverage technology to support all learners (intervention and enrichment).</li> <li>▪ Serve as expert resource to support the work of the Town Technology Team</li> </ul>	<p>STEM Director</p>

<p><b>Initiative #6:</b> Professional Development: Provide training and differentiated support for all staff based on identified initiatives and priorities.</p>	<p>2017-2019</p>	<ul style="list-style-type: none"> <li>▪ Design effective and rigorous standards-based units of instruction that reflect high expectations regarding content, quality and effort of work.</li> <li>▪ Enhance instructional practices, in all settings, that engage all students and accommodate diverse learning styles, needs, and interests.</li> <li>▪ Create in-district experts to support the assessment implementation and analysis schedule (K-8).</li> <li>▪ Continue to elevate instructional practices by providing formal and embedded support as well as attendance at workshops, conferences and other professional development opportunities.</li> <li>▪ Develop and schedule PD opportunities targeted at general education teachers focused on inclusive practices and identify key trainers and “go to” staff.</li> <li>▪ Continue to celebrate, foster, and promote time/opportunities for teacher creation of cutting edge tools and activities for collaboration.</li> <li>▪ Re-evaluate our current schedule and priorities for our Instructional Technology staff; making recommendations for improvements where necessary.</li> <li>▪ Research the use of instructional coaches to support and provide embedded professional development.</li> </ul>	<p>Assistant Superintendent</p>
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## Objective 2: Human Capital

To recruit, develop, and retain committed, motivated, talented, collaborative and creative administrators, teachers, and support personnel to ensure a culture of teamwork and educational excellence.

**(Excellence is achieved and sustained by hiring and inspiring a talented and committed team.)**

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> Evaluate the option of providing childcare for Hanover employees.	2018-2020	<ul style="list-style-type: none"> <li>▪ Perform a cost benefit analysis on developing a childcare program for HPS/Town employees starting in 2019-2020.</li> <li>▪ Evaluate options for the space required to house a program at the Cedar School following the school consolidation in 2019.</li> <li>▪ Conduct a survey to determine level of interest and possible enrollment.</li> <li>▪ Prepare a proposal for the School Committee during the 2018-2019 school year.</li> </ul>	Business Manager
<b>Initiative #2:</b> Successfully implement “Proxy” system for substitute teacher coverage.	2017-2018	<ul style="list-style-type: none"> <li>▪ Train all staff (teachers and substitutes) on the Proxy system and assign login access to begin the school year.</li> <li>▪ Monitor usage throughout the school year and troubleshoot any problems and/or develop improved features to the system.</li> <li>▪ Evaluate efficiencies realized by the HR office to determine the cost benefit of the system from a fiscal/operational perspective.</li> <li>▪ Provide report to the School Committee in the spring of 2018.</li> </ul>	Business Manager

## Objective 3: Sustainable Funding (Initiatives Adjusted Annually)

To consistently support our school system with sustainable funding to ensure the highest level of student achievement supported by exceptional professionals and the most current resources while providing social, cultural, and economic value to our community.

**(Strategic action, intelligent resource management, and transparency instill confidence and support.)**

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> Sustain level of resources and service to students, staff, and families utilizing “all funds” approach to maximize all revenue streams.	2017-2020	<ul style="list-style-type: none"> <li>▪ Develop annual budgets to maximize service levels for each coming fiscal year by utilizing all data sources available.</li> <li>▪ Develop and manage annual budgets by strategically using an “all funds” approach structured to adapt based on fluctuation in revenue sources and unanticipated expenses.</li> <li>▪ Provide clear and consistent communication to the School Committee and Town officials/committees to ensure understanding of all revenue sources (town allocation, grants, circuit breaker, revolving accounts, etc.) used to balance the budget and the impact that fluctuations have on services.</li> <li>▪ When needed, prepare proposals for the School Committee to put forward Town Meeting Articles to support capital needs for the School District.</li> </ul>	Business Manager
<b>Initiative #2:</b> Develop and promote a long-term plan for sustainable technology resources and services for school and town departments.	2017-2020	<ul style="list-style-type: none"> <li>▪ Actively participate in Town Technology Committee to effectively communicate needs of the School Department and advocate accordingly.</li> <li>▪ In partnership with Town Technology Committee, develop and maintain a strategic plan for the renewal and replacement of capital resources to maximize value.</li> <li>▪ Maintain regular meetings with Department Heads across school and town departments to review and troubleshoot existing challenges, maximize current resources, and strategically identify areas to improve.</li> <li>▪ Adjust staffing levels as needed utilizing both current staff with multiple roles and contracted services to respond to seasonal service needs.</li> <li>▪ Incorporate technology requirements into annual budgets.</li> </ul>	Director of Technology Operations, Business Manager
<b>Initiative #3:</b> Develop multi-year financial strategy to support elementary grade level consolidation for FY 2020.	2017-2020	<ul style="list-style-type: none"> <li>▪ Evaluate all enrollment data to ensure appropriate number of classroom teachers to maintain desired class size and adjust funding plan accordingly for grades PK-4.</li> <li>▪ Evaluate all special education staff (teachers, specialists, support staff) needed to ensure appropriate student services for grades PK-4.</li> <li>▪ Evaluate options to develop/adjust special education programming and staffing plans that will maximize resources for all students in grades PK-4.</li> <li>▪ Work with Building Committee and Project Management team to ensure that capital resources (furniture, technology, equipment) are strategically allocated for both elementary schools to ensure sustainability and value for all students.</li> </ul>	Business Manager

<b>Initiative #4:</b> Evaluate options and develop multi-year plan for transportation services.	2017-2020	<ul style="list-style-type: none"><li>▪ Solicit bids for multi-year contract for regular day transportation services (FY '18) that provides options for the FY '20 consolidation of elementary schools.</li><li>▪ Evaluate and develop operational plans for transportation needs related to the consolidation of the elementary schools that provides the appropriate level of service with options for adaptability.</li></ul>	Business Manager
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## Objective 4: Community Engagement

To actively engage all members of our community through opportunities and partnerships that encourage participation in student activities and enrichment, art and cultural events, adult/family educational programs, HPS athletics, and community service.

**(A successful school system encourages community involvement and provides diverse opportunities for inclusion.)**

Initiatives	Timeline	Actions	Facilitator
<p><b>Initiative #1:</b> Develop and implement the “Choose Presence” campaign: Year 1</p>	<p>2017-2018</p>	<ul style="list-style-type: none"> <li>▪ Survey students to determine priority topics, initiatives, focus areas student involvement, and opportunities for student leadership.</li> <li>▪ Create a central leadership team and subcommittees for focus areas.</li> <li>▪ Create and support a student leadership team to help lead this work.</li> <li>▪ Subcommittees will develop goals, determine objectives, and create action plans.</li> <li>▪ Create focus areas including digital responsibility, safety and security, addiction, and balance (mindfulness).</li> <li>▪ Develop a communication plan for the project including student participation and a variety of media outlets.</li> <li>▪ Grow current Hanover High School (guidance) wellness curriculum to include HMS and elementary activities.</li> <li>▪ Create an informational community “speaker series” to support each goal of the initiative - Screenagers, Mediatician, Social Media for student athletes, etc.</li> <li>▪ Provide families with research and information to help them make informed decisions for what is best for their family.</li> </ul>	<p>Superintendent</p>
<p><b>Initiative #2:</b> Develop systems that support programs and services that address health and wellness issues.</p>	<p>2017-2019</p>	<ul style="list-style-type: none"> <li>▪ Sustain the District Wellness Committee to recommend and implement programs, events, and to report out activities to School Committee.</li> <li>▪ Expand our work around the Massachusetts General Hospital (MGH) Education Initiative.</li> <li>▪ Partnership with South Shore Medical Center and Youth Coalition on health and wellness issues (suicide prevention, social emotional, media).</li> <li>▪ Provide free ImPACT testing for families.</li> <li>▪ Plan, schedule, and implement SBIRT screening process in compliance with state guidelines (Fall of 8th Grade and the Spring of 9th Grade).</li> </ul>	<p>Health Services Coordinator, Director of Clinical Services</p>

<p><b>Initiative #3:</b> Enhance recurring and consistent two-way communication with families and community members on district news, events, and accomplishments.</p>	<p>2017-2020</p>	<ul style="list-style-type: none"> <li>▪ Develop and broadcast student centered programming for HCTV to promote HPS and to share information on district initiatives, programs, events, and accomplishments.</li> <li>▪ Produce and broadcast monthly episodes of “Anchor TV” to promote our students, staff, and programs to the entire community.</li> <li>▪ Continue and expand an “Anchor TV – Broadcasting” course at HHS to support community broadcasting in partnership with HCTV.</li> <li>▪ Maintain updated, uniform, and current school and district calendars.</li> <li>▪ Maximize and consistently utilize Aspen as a primary communication tool between teachers, students, and families for academic and school information.</li> <li>▪ Continue to promote the use of the district-wide electronic calendar to share school and community events.</li> <li>▪ Create and broadcast “how to” tutorials for families to help them make more effective use of Aspen</li> </ul>	<p>FACE Director</p>
<p><b>Initiative #4:</b> Effectively roll-out the new HPS website: FY 2018.</p>	<p>2016-2018</p>	<ul style="list-style-type: none"> <li>▪ Implement new HPS website and promote the new features.</li> <li>▪ Maintain a current, easy to navigate, and interactive website.</li> <li>▪ Modernize management of individual pages including updating.</li> <li>▪ Provide consistency between all pages across schools and departments.</li> <li>▪ Improve mobile capabilities, ease of use, and viewing.</li> </ul>	<p>Director of Technology Operation</p>
<p><b>Initiative #5:</b> Strengthen, promote, and track community service hours for HPS students.</p>	<p>2017-2018</p>	<ul style="list-style-type: none"> <li>▪ Increase community involvement, annually analyze data to share and celebrate with the community.</li> <li>▪ Increase and community partnerships for sustainable community involvement.</li> <li>▪ To streamline the online tracking platform to best meet the needs of students. Updated for ease of use, viewing, tracking, verifying, and efficiency.</li> </ul>	<p>FACE Director</p>

## Objective 5: Safety and Security

To evaluate every opportunity and take every practical action to increase school safety and to maintain campuses that are secure and prepared for emergencies through the use of current technology, partnerships with law enforcement and public safety agencies, and ongoing staff and student training on emergency and threat response.

**(There is nothing more important than keeping our students and staff safe every day.)**

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> Increase safety training for staff and explore options for community support.	2017-2020	<ul style="list-style-type: none"> <li>▪ In partnership with HPD, expand student and staff ALICE drills to require more independence and decision-making capability.</li> <li>▪ Incorporate ALICE strategies in new teacher/employee orientation.</li> <li>▪ Incorporate ALICE strategies in substitute teacher training manual.</li> <li>▪ Explore options for collaboration with community partners introducing ALICE response options to their employees.</li> <li>▪ Enhance school-wide emergency medical response drills.</li> <li>▪ Increase CPR training opportunities for staff and community members.</li> </ul>	District Security Liaison
<b>Initiative #2:</b> Develop and implement RAD training for all HHS girls starting in 2017-2018	2017-2020	<ul style="list-style-type: none"> <li>▪ Certify all PE/Wellness teachers and School Resource Officer as RAD (Rape and Assault Defense) instructors.</li> <li>▪ In collaboration with HPD, facilitate multiple RAD trainings throughout the year, during the school day, for all HHS female students prior to graduation.</li> <li>▪ Secure additional program materials to allow for increased enrollment and trainer capacity.</li> <li>▪ Explore the possibility of offering RAD training to interested citizens in the community.</li> </ul>	District Security Liaison
<b>Initiative #3:</b> Support the safety and security needs of the new Center/Sylvester School	2017-2019	<ul style="list-style-type: none"> <li>▪ Support the district as a safety consultant during the construction of the new Center School.</li> <li>▪ Update and modify all safety and security plans for Center School including ALICE, fire drills, hardware, software, etc.</li> <li>▪ Effectively train all Center employees to utilize current safety procedures in the new building.</li> </ul>	District Security Liaison, SRO

<p><b>Initiative #4:</b> Create and share a comprehensive Hanover Public Schools Emergency Operations Plan (SEOP).</p>	<p>2017-2018</p>	<ul style="list-style-type: none"> <li>▪ In collaboration with HPD and HFD/EMS, identify and plan for critical incidents in school buildings, on school grounds, or in the community.</li> <li>▪ Within the plan, develop a “checklist” for all administrators, teachers, and staff to reference before, during, and after a critical incident.</li> <li>▪ In collaboration with HPD and HFD/EMS, train HPS staff on new and revised terminology used in the SEOP.</li> <li>▪ Regularly review and revise the SEOP to ensure current information, policies, and protocols are incorporated.</li> </ul>	<p>District Security Liaison, SRO</p>
<p><b>Initiative #5:</b> Increase educational partnership with SRO.</p>	<p>2017-2020</p>	<ul style="list-style-type: none"> <li>▪ Collaborate with the HPD to effectively schedule and integrate the SRO into the classroom at all four schools.</li> <li>▪ Seek out opportunities for educational collaboration on safety and security, criminal justice, law, health and wellness, and decision-making.</li> <li>▪ In collaboration with the HPD, establish goals and goal assessment plans for SRO educational objectives.</li> <li>▪ Incorporate SRO into all community events in support of “Choose Presence” campaign.</li> </ul>	<p>District Security Liaison, SRO</p>

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Special Projects:

Center/Sylvester School Building Project

Objective	Timeline	Benchmarks	Facilitator
<p><b>Initiative #1:</b> Maintain safe environment and open lines of communication during the construction and remodeling of the Center School.</p>	<p>2017-2019</p>	<ul style="list-style-type: none"> <li>▪ Work with C/S administration, staff, Construction Team, Building Committee, Facilities Department, etc. to ensure safe environment for all students, staff, and visitors throughout the duration of the project.</li> <li>▪ Develop and deliver consistent communication to families and the community on the progress of the project (newsletters, social media posts, open houses, etc.) to ensure safety and to keep community informed on progress.</li> </ul>	<p>Superintendent</p>
<p><b>Initiative #2:</b> Develop a transition plan for students, staff and community.</p>	<p>2017-2019</p>	<ul style="list-style-type: none"> <li>▪ Create a working group of staff (administrators, teachers, counselors) that will meet during scheduled intervals to anticipate challenges, and seek solutions, to the transitional years for all elementary age students throughout the project and the following year(s).</li> <li>▪ Provide consistent and targeted communication to staff and families throughout the transition process.</li> <li>▪ Plan activities and events designed to help support students, staff, and families throughout the transition process.</li> </ul>	<p>Assistant Superintendent</p>