

Hanover Public Schools

Strategic Objectives: 2015-2017

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Note: Green Text = New or modified actions, Gray Boxes = New Initiatives



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 is essential to ensure student achievement.)

Initiatives	Actions	Facilitator	Timeline
Initiative # 1: Effectively align and implement the district curriculum with the skills and expectations outlined in the Common Core State Standards (CCSS).	<ul style="list-style-type: none"> Continue and sustain deconstruction of standards by grade level and department. Develop and implement a system of peer-to-peer observation and instructional rounds. Develop and sustain inclusive practices to support the continued implementation of the CCSS. Ensure the <i>Vision 2020</i> curriculum and instruction initiative will adhere to the skills and expectations of the CCSS. Common assessments will align with the CCSS skills and expectations. Ensure district professional development will incorporate the CCSS skills, expectations, and strategies for differentiation of instruction for all students. Provide professional development and PLC time to support teachers at all grade levels in the rollout of the CCSS for science. 	Assistant Superintendent	2015-2017 (Ongoing)
Initiative #2: Develop and sustain a clear district-wide vision of inclusive practices to support exceptional instruction and student achievement.	<ul style="list-style-type: none"> Create and sustain Professional Learning Communities (PLC) at each school to support a collaborative and reflective culture focused on teaching and learning. Support and schedule ongoing PLC training for faculty. Support continued PLC training and participation in protocols for administrative team. Schedule PLC meetings: minimum of three times per month. Establish PLC priority topics via collaboration with teachers. Create opportunities and encourage informal peer observation. Create schedules and provide coverage that supports and encourages common planning and collaboration. Implement teacher leadership of PLCs. 	Assistant Superintendent	2015-2017 (Ongoing)
Initiative #3: Develop and implement a multi-year strategy for technology integration to enhance teaching and learning.	<ul style="list-style-type: none"> Define the technical resources and services needed to support the next generation classroom and incorporate into the sustainable technology plan. Define expectations for district-wide technology integration. Define, outline, and prioritize strategies supporting clear expectations for HPS vision of technology integration (e.g., V2020, Middle School Specialists). Support and train teachers on best instructional practices and opportunities made available via technology improvements. Using state and national technology standards, review and re-align our K-12 district-wide technology curriculum. Evaluate and redesign skill based pathway(s) to computer science and technology related careers at secondary school level. Leverage the capacity of Aspen, and current on-site software, to increase and enhance the use of data to inform instruction. Provide training and utilize Aspen Organization/Tracking to maximize effectiveness. 	Director of Technology, STEM Director	2015-2017

<p>Initiative #4: Develop, expand, and sustain a comprehensive assessment system to support exceptional teaching and student learning.</p>	<ul style="list-style-type: none"> ▪ Establish consistent and collaborative data teams in English language arts (ELA) and math at all levels. ▪ Implement and evaluate current district-wide District Determined Measures (DDM) plan. ▪ Establish student growth scales to correlate with DDM plan. ▪ Use data from common and interim assessments to determine effective implementation of the Common Core State Standards and make adjustments where necessary. ▪ Develop, revise, and implement new ELA assessment schedule including benchmark and progress monitoring assessments. ▪ Develop, revise, and implement a new math assessment schedule, including benchmark and progress monitoring assessments. 	<p>Assistant Superintendent</p>	<p>2015-2017 (Ongoing)</p>
<p>Initiative #5: Increase the effectiveness of the Professional Development Committee to support exceptional instruction and student achievement.</p>	<ul style="list-style-type: none"> ▪ Deliver annual communication to recruit participants each September. ▪ Develop teacher leaders and maximize Professional Development (PD) impact using Hanover Public Schools (HPS) staff expertise. ▪ Conduct annual survey of professional staff to help identify priorities and needs – and share results. ▪ Schedule quarterly meetings of the full Committee. ▪ Publish and share PD and mentoring information. ▪ Create and publish a calendar of PD for the year based on priorities determined by teacher feedback and district objectives. ▪ Provide opportunities for leadership and innovation for PD Committee members. ▪ Evaluate sessions; use educator feedback to adjust and design sessions matched to individual and group needs. ▪ Develop and schedule PD opportunities targeted at general education teachers focused on inclusive practices and identify key trainers and “go to” staff. ▪ Develop, schedule, and provide information and/or access to support staff for PD opportunities focused on individual needs and areas of expertise. 	<p>Assistant Superintendent</p>	<p>2015-2017 (Ongoing)</p>

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	Actions	Facilitator	Timeline
Initiative #1: Sustain sufficient funding to support competitive salaries and employee benefits.	<ul style="list-style-type: none"> Maintain open communication with town officials, School Committee, and employee associations to support fair and sustainable compensation. Work with town officials and support efforts to control insurance costs. Work with town officials to implement flexible spending accounts. Maintain tuition reimbursement as a benefit for professional staff. Support staff participation in professional organizations and budget accordingly. Create efficiencies for HR processes and increase information to employees on benefits (403(b) plans, Massachusetts Teachers Retirement Association (MTRS) and Plymouth County (PC) Retirement, Employee Assistance Program (EAP), wellness, Massachusetts Interlocal Insurance Association (MIIA) workshops, etc.). Work collaboratively with employee associations to efficiently address contractual issues and actively seek mutually beneficial outcomes. 	Superintendent	2015-2017 (Ongoing)
Initiative #2: Strengthen and sustain a system-wide team oriented, collaborative culture and climate for all employees.	<ul style="list-style-type: none"> Offer praise and say “thank you”. Listen. Establish student focused priorities and objectives and stick to them. Take staff feedback (surveys, messages, meetings, etc.) seriously and provide appropriate responses through open channels of communication. Encourage and schedule informal peer observation. Continue and sustain Educator Evaluation process with fidelity focused on teacher and administrator improvement through support, coaching, and honesty. Support and sustain teacher led PLCs. Schedule regular and recurring district wide social events (family holiday party, concerts, etc.) Schedule and sustain annual “college pride day” across the district. Work collaboratively with employee associations to amicably address disputes between employees. Provide concise and consistent communication to staff to share information about student and staff accomplishments. Provide concise and consistent communication to staff on district issues to reduce misinformation, rumors, and address areas of concern. Offer exit interviews to employees leaving HPS to gather data and to understand reasons for departure. 	Superintendent	2015-2017 (Ongoing)

Initiative #3: Provide opportunities for leadership development and internal advancement.	<ul style="list-style-type: none"> ▪ Identify and encourage aspiring administrators to pursue and apply for internal leadership opportunities when available. ▪ Provide support to staff enrolled in administrator development/certification programs with internships and professional development opportunities. ▪ Create teacher leadership opportunities within established committees and encourage and consider innovative ideas for possible pilot programs at all levels. ▪ Provide incentives for teacher leadership including faculty led professional development. 	Principal(s)	2015-2017 (Ongoing)
Initiative #4: Develop and expand new teacher mentoring and professional development programs.	<ul style="list-style-type: none"> ▪ Maintain a summer induction program for all new teachers focused on skills development along with operational issues. ▪ Develop and implement a topic based professional development program for new teachers that has both district and building based components that meets twice monthly as a group. ▪ Schedule and implement a monthly calendar for the mentors and protégés to attend events and/or discuss prescribed topics together. ▪ Schedule and implement multiple peer observations for new teachers along with pre and post observation discussions with the veteran teacher and mentor. ▪ Solicit feedback from teachers enrolled in annual mentoring program, use information to strengthen the district-wide structure and individual supports provided within the system. 	Assistant Superintendent	2015-2017 (Ongoing)

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	Actions	Facilitator	Timeline
Initiative #1: Sustain transparency regarding financial statements and budget management issues during the annual budget development process and throughout the year.	<ul style="list-style-type: none"> Provide monthly budget updates for School Committee meetings. Provide quarterly reporting on revolving accounts including special town articles. Hold public Budget Subcommittee meetings during annual budget development. Provide regular updates on budget issues to all staff members. Attend all requested Finance Advisory Committee meetings. Maintain communication with Town Manager and Town Chief Financial Officer (CFO) on budget issues. Provide reports to School Committee on student successes related to investment in academic and extracurricular resources. (e.g., <i>Vision 2020</i>, club advisors, etc.) 	Business Manager	2015-2017 (Ongoing)
Initiative #2: Develop and promote a long-term plan for sustainable technology resources and services for school and town departments.	<ul style="list-style-type: none"> Maintain regular meetings with Department Heads across school and town departments to review and troubleshoot existing challenges, maximize current resources, and strategically identify needed improvements. Working with all Department Heads, collaboratively construct and disseminate a town-wide, multi-year plan that specifies renewal rates for software, hardware, network infrastructure, and services (FY 2016). Share the plan with both the School Committee and Board of Selectmen for public dissemination. Incorporate the plan into annual budgets and advocate accordingly. 	Director of Technology	2015-2016
Initiative #3: Identify strategies and opportunities to stabilize expenses related to Special Education while effectively allocating resources to best support students and programs.	<ul style="list-style-type: none"> Where appropriate, evaluate and develop in district programs to better support and retain students in district. Evaluate and support staffing and resource needs that ensure compliance with state and federal requirements to mitigate legal costs and prevent service lapses. Perform annual needs assessment of schedules and assignments for all support personnel that service individual students and programs to maximize efficiency. Maximize access to Circuit Breaker funding by investing time at Department of Elementary and Secondary Education (DESE) training sessions and accurate file management. Regularly report to School Committee spending trends and their impact on Circuit Breaker funding and town articles approved to support special education. 	Student Services Director, Business Manager	2015-2016 (Ongoing)
Initiative #4: Manage funding to effectively implement <i>Vision 2020</i> during the 2015-2016 school year.	<ul style="list-style-type: none"> Evaluate curriculum and technology needs (and adjustments required) during the implementation phase of V2020 and utilize available financial and human resources to support teachers and students. Negotiate the best possible pricing to support all additional capital resources identified during the implementation phase. Strategically balance the usage of remaining Special Town Article Funds and operating budget resources. Provide periodic detailed financial reports on project implementation for public distribution. 	Assistant Superintendent, Business Manager, Director of Technology	2015-2016

Initiative #5: a) Develop and sustain funding to support and advance HPS athletics, and b) Increase extracurricular and enrichment opportunities for all students.	<ul style="list-style-type: none"> ▪ Develop, publish, and execute a strategic business plan for HPS athletics that incorporates sponsorship opportunities, strategic partnerships (with community organizations, businesses, individuals, alumni) and fundraising activities to offset expenses common to all sports (transportation, trainers, supplies, etc.). ▪ Develop and communicate protocols for targeted fundraising goals. ▪ Athletics: Evaluate and identify options to reduce reliance on revolving funds to support core programs. ▪ Athletics: Evaluate and identify options to lower or cap user fees. ▪ Develop, publish, and execute a strategic business plan for the FACE Office that incorporates strategic partnerships with community organizations (businesses, individuals, alumni, etc.), revenue projections to support current and developing programs, personnel needs, and capital investment opportunities. 	a) Athletic Director	2015-2016 (Ongoing)
		b) FACE Director	

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	Actions	Facilitator	Timeline
Initiative #1: Increase attendance, awareness, and increase school/community pride for HPS athletics.	<ul style="list-style-type: none"> Promote and sell Hanover High School (HHS) athletics season passes for students and community members with discounted admissions. Distribute schedules for all teams and promote games and events through all school and community access communication systems. Create opportunities for youth sports groups to attend games and be recognized. Create partnerships for local sponsorship to increase student attendance at events. Develop a sustainable plan for partnerships (clinics, mentoring, etc.) with youth sports groups to increase contact and accessibility with HHS athletes. 	Athletic Director	2015-2017 (Ongoing)
Initiative #2: Develop systems that support programs and services that address health and wellness issues.	<ul style="list-style-type: none"> Integrate “Director of Clinical Services” into all wellness activities and initiatives. Develop and implement community outreach programming/communication on behavioral health issues. Sustain the District Wellness Committee to recommend and implement programs, events, and to report out activities to School Committee. Implement the Massachusetts General Hospital (MGH) Education Initiative. Develop and implement mental health programs, speaker series, and educational initiatives to support students and families. Develop and implement opportunities to engage students in hands on projects related to nutrition (herb gardens, student designed meals, etc.). Partnership with South Shore Medical Center and Youth Coalition on health and wellness issues (suicide prevention, nutrition). 	Health Services Coordinator, Director of Clinical Services	2015-2016 (Ongoing)
Initiative #3: Increase attendance at HPS cultural events and increase community pride.	<ul style="list-style-type: none"> Maintain and expand a system wide “theater company” to support an aligned, branded, and sustainable drama and performing arts program at all grade levels. Promote performances, shows, celebrations, and special events through all school and community access communication systems. Create opportunities for student, youth, and senior citizen groups to attend performances and events and be recognized. Collaborate with community groups on special events. (e.g., annual Senior Dinner). Establish and sustain an on-line “HPS Pro Shop” to sell apparel and merchandise with a professional and efficient on-line sales and delivery system with proceeds used to support student enrichment programming. 	FACE Director	2015-2016 (Ongoing)

<p>Initiative #4: Develop and enhance recurring and consistent two-way communication with families and community members on district news, events, and accomplishments.</p>	<ul style="list-style-type: none"> ▪ Develop and broadcast student centered programming for HCTV to promote HPS and to share information on district initiatives, programs, events, and accomplishments. ▪ Produce and broadcast monthly episodes of “Anchor TV” to promote our students, staff, and programs to the entire community. ▪ Develop and implement an “Anchor TV – Broadcasting” course at HHS to support community broadcasting in partnership with HCTV (2015-2016). ▪ Maintain updated, uniform, and current school and district calendars. ▪ Improve and maintain a current, easy to navigate, and interactive website. ▪ Maximize and consistently utilize Aspen as a primary communication tool between teachers, students, and families for academic and school information. 	<p>Superintendent, HHS Principal, Director of Technology</p>	<p>2015-2017 (Ongoing)</p>
<p>Initiative #5: Evaluate interest levels, trends, resources, and partners to increase enrichment offerings at all levels through the Family and Community Engagement (FACE) Office.</p>	<ul style="list-style-type: none"> ▪ Perform annual participation survey and review of each on-budget extracurricular activity and make recommendations for activities to support. ▪ Create partnerships within each school to provide enrichment opportunities to support the work being done in the classroom. ▪ Engage and support the Hanover Parent Advisory Council (PAC) to develop and promote programs for families, staff, and community. ▪ Working with community partners and staff, develop and pilot new enrichment activities at all levels in response to expressed interests and ideas (e.g., Club Invention). ▪ Explore opportunities for HHS students to participate and lead enrichment activities to support community service obligations. ▪ Develop and implement evening educational programs for parents and children to attend together (e.g., family culinary course, adventures in forensics, etc.). 	<p>FACE Director</p>	<p>2015-2017 (Ongoing)</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	Actions	Facilitator	Timeline
Initiative #1: Effectively integrate School Resource Officer (SRO) into HPS School Community.	<ul style="list-style-type: none"> Collaborate with the Hanover Police Department (HPD) to effectively schedule and integrate the SRO into the daily routines of all four schools. Integrate SRO on planning and executing all safety and security training exercises. Develop and implement age appropriate educational programming on personal safety topics (pilot programs in 2015-2016). In collaboration with the HPD, establish goals and goal assessment plans for SRO objectives. 	HHS Assistant Principal/Security Liaison	2015-2016
Initiative #2: Maintain ALICE (Alert, Lockdown, Inform, Counter, Evacuate) strategies.	<ul style="list-style-type: none"> Partner with HPD to maintain trainer level certification for administrators at each level and stay current on best practices. In partnership with HPD, continue training with all HPS staff and students on ALICE strategies and empowerment options using classroom and active situation drills. Incorporate ALICE strategies in new teacher/employee orientation. 	HHS Assistant Principal/Security Liaison	2015-2017
Initiative #3: Successfully implement “Raptor” visitor ID protocols.	<ul style="list-style-type: none"> Install and test Raptor System in all four schools prior to school starting in September. In collaboration with the Leadership Team and SRO, establish pragmatic procedures and protocols for visitor screening. Evaluate year one implementation and make adjustments for 2016-2017 as needed. 	HHS Assistant Principal/Security Liaison	2015-2016
Initiative #4: Maintain consistent communication between HPS, HPD, District Attorney’s (DA) Office, and families.	<ul style="list-style-type: none"> Follow Memorandum of Understanding (MOU) with HPD and communicate on all issues that impact MOU. Maintain communication with DA’s office, attend DA roundtable meetings, and review all notifications from DA’s office (and communicate to staff as appropriate). Provide clear information and communication with parents/guardians when situations arise at school that require a response from public safety agencies. Provide clear and current information on security protocols, safety procedures, and programs targeted to these issues. 	Superintendent	2015-2017

Special Projects:

Center/Sylvester School Building Construction Elementary School Configuration

Objective	Benchmarks	Facilitator	Timeline
A safe, contemporary, and adaptable elementary school building that meets the needs of Hanover students and families for several decades.	<ul style="list-style-type: none">▪ Work with School Building Committee, Town Project Management, and Massachusetts School Building Authority (MSBA) to evaluate options and arrive at a feasibility plan (FY 2016).▪ Develop and deliver targeted information and provide consistent communication to engage the greater community to support the project both financially and in spirit.▪ Work with architects and a selected construction company to build, and ultimately open the school for our students as soon as possible.	Superintendent, Assistant Town Manager, School Building Committee Chairperson	2015-2018 (Ongoing)
Evaluate the benefits of town wide, grade-level elementary schools for Hanover.	<ul style="list-style-type: none">▪ Schedule School Configuration Committee meetings to frame the issues and create a strategy for information sharing and community outreach.▪ Use educator input, community feedback, and the expertise on the School Configuration Committee, to develop an educational model that best supports the needs of all Hanover elementary students.▪ Work with school and town officials during Center/Sylvester feasibility process on to evaluate all possible options for elementary school alignment.	Assistant Superintendent, School Committee Representative	2015-2016 (Ongoing)