

# Hanover Public Schools

## Strategic Objectives: 2016-2018

**Version 4.0 - Updated for 2016-2017 - August 24, 2016**

**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 are essential to ensure student achievement.)**

Initiatives	Actions	Facilitator	Timeline
<b>Initiative # 1:</b> Effectively align and implement the district curriculum with the skills and expectations outlined in the Massachusetts Curriculum Frameworks.	<ul style="list-style-type: none"> <li>Continue to sustain integration and application of standards by grade level and department.</li> <li>Develop and implement a system of peer-to-peer observation and instructional rounds.</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 science at all grade levels in the rollout of the 2016 Massachusetts Science and Technology/Engineering Framework.</li> </ul>	Assistant Superintendent	2016-2018 (Ongoing)
<b>Initiative #2:</b> Develop and sustain a clear district-wide vision of inclusive practices to support exceptional instruction and student achievement.	<ul style="list-style-type: none"> <li>Create and sustain Professional Learning Communities (PLC) at each school to support a collaborative and reflective culture focused on teaching and learning.</li> <li>Support and schedule ongoing PLC training for faculty.</li> <li>Support continued PLC training and participation in protocols for administrative team.</li> <li>Schedule PLC meetings: minimum of two times per month.</li> <li>Establish PLC priority topics via collaboration with teachers.</li> <li>Create opportunities and encourage informal peer observation.</li> <li>Create schedules and provide coverage that supports and encourages common planning and collaboration.</li> <li>Implement teacher leadership of PLCs.</li> </ul>	Assistant Superintendent	2016-2018 (Ongoing)
<b>Initiative #3:</b> Develop and implement a multi-year strategy for technology integration to enhance teaching and learning.	<ul style="list-style-type: none"> <li>Define the technical resources and services needed to support the next generation classroom and incorporate into the sustainable technology plan.</li> <li>Define expectations for district-wide technology integration.</li> <li>Define, outline, and prioritize strategies supporting clear expectations for HPS vision of technology integration (e.g., V2020, Middle School Specialists).</li> <li>Support and train teachers on best instructional practices and opportunities made available through a variety of opportunities.</li> <li>Using state and national technology standards review and align our K-12 district-wide technology curriculum.</li> <li>Evaluate and redesign skill based pathway(s) to computer science and technology related careers at secondary school level.</li> <li>Leverage the capacity of Aspen, and current on-site software, to increase and enhance the use of data to inform instruction.</li> <li>Provide training and utilize Aspen Organization/Tracking to maximize effectiveness.</li> </ul>	STEM Director	2016-2018 (Ongoing)

<p><b>Initiative #4:</b> Develop, expand, and sustain a comprehensive assessment system to support exceptional teaching and student learning.</p>	<ul style="list-style-type: none"> <li>▪ Common assessments will align with the Massachusetts Curriculum Frameworks skills and expectations.</li> <li>▪ Establish consistent and collaborative data teams in English language arts (ELA) and math at all levels.</li> <li>▪ Implement and evaluate current district-wide District Determined Measures (DDM) plan.</li> <li>▪ Use data from common and interim assessments to determine effective implementation of the Massachusetts Curriculum Frameworks and make adjustments where necessary.</li> <li>▪ Continue to implement universal benchmark screenings and progress monitoring in accordance with the Massachusetts Tiered System of Support (MTSS).</li> </ul>	<p>Assistant Superintendent</p>	<p>2016-2018 (Ongoing)</p>
<p><b>Initiative #5:</b> Increase the effectiveness of the Professional Development Committee to support exceptional instruction and student achievement.</p>	<ul style="list-style-type: none"> <li>▪ Deliver annual communication to recruit Committee participants each September.</li> <li>▪ Develop teacher leaders and maximize Professional Development (PD) impact using Hanover Public Schools (HPS) staff expertise.</li> <li>▪ Conduct annual survey of professional staff to help identify priorities and needs – and share results.</li> <li>▪ Schedule quarterly meetings of the full Committee.</li> <li>▪ Publish and share PD and mentoring information.</li> <li>▪ Create and publish a calendar of PD for the year based on priorities determined by teacher feedback and district objectives.</li> <li>▪ Provide opportunities for leadership and innovation for PD Committee members.</li> <li>▪ Evaluate sessions; use educator feedback to adjust and design sessions matched to individual and group needs.</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>▪ Successfully utilize the <i>SmartPD</i> platform to schedule, provide information, and access to differentiated opportunities for staff focused on individual needs and areas of expertise.</li> </ul>	<p>Assistant Superintendent</p>	<p>2016-2018 (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
<b>Initiative #1:</b> Sustain sufficient funding to support competitive salaries and employee benefits.	<ul style="list-style-type: none"> <li>Maintain open communication with town officials, School Committee, and employee associations to support fair and sustainable compensation.</li> <li>Work with town officials and support efforts to control insurance costs.</li> <li>Work with town officials to <b>maintain and improve</b> flexible spending accounts.</li> <li>Maintain tuition reimbursement as a benefit for professional staff.</li> <li>Support staff participation in professional organizations and budget accordingly.</li> <li>Work collaboratively with employee associations to efficiently address contractual issues and actively seek mutually beneficial outcomes.</li> </ul>	Superintendent	2016-2018 (Ongoing)
<b>Initiative #2:</b> Enhance and advance the town-wide human resource department.	<ul style="list-style-type: none"> <li>Create efficiencies for HR processes and increase educational programs and access to information to all 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.).</li> <li>Maintain two way communication and shared leadership with Town Manager and Town Finance Director.</li> </ul>	Business Manager/HR Supervisor	2016-2018
<b>Initiative #3:</b> Strengthen and sustain a system-wide team oriented, collaborative culture and climate for all employees.	<ul style="list-style-type: none"> <li>Establish student focused priorities and objectives and stick to them.</li> <li>Take staff feedback (surveys, messages, meetings, etc.) seriously and provide appropriate responses through open channels of communication.</li> <li>Encourage and schedule informal peer observation.</li> <li>Continue and sustain Educator Evaluation process with fidelity focused on teacher and administrator improvement through support, coaching, and honesty.</li> <li>Support and sustain teacher led PLCs.</li> <li>Schedule regular and recurring district wide social events (family holiday party, concerts, etc.)</li> <li>Schedule and sustain annual "college pride day" across the district.</li> <li>Work collaboratively with employee associations to amicably address disputes between employees.</li> <li>Provide concise and consistent communication to staff to share information about student and staff accomplishments.</li> <li>Provide concise and consistent communication to staff on district issues to reduce misinformation, rumors, and address areas of concern.</li> <li>Offer exit interviews to employees leaving HPS to gather data and to understand reasons for departure.</li> </ul>	Superintendent	2016-2018 (Ongoing)

<b>Initiative #4:</b> Provide opportunities for leadership development and internal advancement.	<ul style="list-style-type: none"> <li>▪ Identify and encourage aspiring administrators to pursue and apply for internal leadership opportunities when available.</li> <li>▪ Provide support to staff enrolled in administrator development/certification programs with internships and professional development opportunities.</li> <li>▪ Create teacher leadership opportunities within established committees and encourage and consider innovative ideas for possible pilot programs at all levels.</li> <li>▪ Provide incentives for teacher leadership including faculty led professional development.</li> </ul>	Principal(s)	2016-2018 (Ongoing)
<b>Initiative #5:</b> Develop and expand new teacher mentoring and professional development programs.	<ul style="list-style-type: none"> <li>▪ Maintain induction program for all new teachers focused on skill development along with operational issues.</li> <li>▪ Develop and implement a topic based professional development program for new teachers that has both district and building based components.</li> <li>▪ Schedule and implement a monthly calendar for mentors and protégés to attend events and/or discuss prescribed topics together.</li> <li>▪ Schedule and implement multiple peer observations for new teachers along with pre and post observation discussions with the veteran teacher and mentor.</li> <li>▪ Solicit feedback from participating teachers; use information to strengthen the district-wide structure and individual supports provided within the system.</li> </ul>	Assistant Superintendent	2016-2018 (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
<b>Initiative #1:</b> 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"> <li>Provide monthly budget updates for School Committee meetings.</li> <li>Provide quarterly reporting on revolving accounts including special town articles.</li> <li>Hold public Budget Subcommittee meetings during annual budget development.</li> <li>Provide regular updates on budget issues to all staff members.</li> <li>Attend all requested Finance Advisory Committee meetings.</li> <li>Maintain communication with Town Manager and Town Finance Director on budget issues.</li> <li>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.)</li> </ul>	Business Manager	2016-2018 (Ongoing)
<b>Initiative #2:</b> Develop and promote a long-term plan for sustainable technology resources and services for school and town departments.	<ul style="list-style-type: none"> <li>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.</li> <li>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 2017).</li> <li>Share the plan with both the School Committee and Board of Selectmen for public dissemination.</li> <li>Incorporate the plan into annual budgets and advocate accordingly.</li> <li>Strategize with key decision makers on both short-term opportunities and multi-year needs to bring all recurring expenses under the HPS operating budget.</li> </ul>	Director of Technology Operations	2016-2017
<b>Initiative #3:</b> 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"> <li>Where appropriate, evaluate and develop in district programs to better support and retain students in district.</li> <li>Evaluate and support staffing and resource needs that ensure compliance with state and federal requirements to mitigate legal costs and prevent service lapses.</li> <li>Perform annual needs assessment of schedules and assignments for all support personnel that service individual students and programs to maximize efficiency.</li> <li>Maximize access to Circuit Breaker funding by investing time at Department of Elementary and Secondary Education (DESE) training sessions and accurate file management.</li> <li>Regularly report to School Committee spending trends and their impact on Circuit Breaker funding and town articles approved to support special education.</li> </ul>	Student Services Director, Business Manager	2016-2018 (Ongoing)

<b>Initiative #4:</b> Develop and sustain funding to support ongoing maintenance of equipment for the Food Service program.	<ul style="list-style-type: none"> <li>▪ Evaluate and identify current equipment needs based on operational and food safety standards.</li> <li>▪ Develop, publish, and execute a food service equipment replacement plan for individual buildings based on operational and safety standards in conjunction with Town Facilities Department.</li> <li>▪ Explore grant possibilities for large equipment replacement.</li> <li>▪ Evaluate current food costs, compare with industry standards and surrounding town information to recommend possible increase in meal costs.</li> </ul>	Food Services Director/Business Manager	2016-2018
---	--	---	-----------

## 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
<b>Initiative #1:</b> Increase attendance, awareness, and increase school/community pride for HPS athletics.	<ul style="list-style-type: none"> <li>▪ Distribute schedules for all teams and promote games and events through all school and community access communication systems.</li> <li>▪ Create opportunities for youth sports groups to attend games and be recognized.</li> <li>▪ Create partnerships for local sponsorship to increase student attendance at events.</li> <li>▪ Develop a sustainable plan for partnerships (clinics, mentoring, etc.) with youth sports groups to increase contact and accessibility with HHS athletes. (In collaboration with the Office of Family and Community Engagement.)</li> </ul>	Athletic Director	2016-2018 (Ongoing)
<b>Initiative #2:</b> Develop systems that support programs and services that address health and wellness issues.	<ul style="list-style-type: none"> <li>▪ Integrate "Director of Clinical Services" into all wellness activities and initiatives. Develop and implement community outreach programming/communication on behavioral health issues.</li> <li>▪ Sustain the District Wellness Committee to recommend and implement programs, events, and to report out activities to School Committee.</li> <li>▪ Implement the Massachusetts General Hospital (MGH) Education Initiative.</li> <li>▪ Develop and implement mental health programs, speaker series, and educational initiatives to support students and families.</li> <li>▪ Develop and implement opportunities to engage students in hands on projects related to nutrition (herb gardens, student designed meals, etc.).</li> <li>▪ Partnership with South Shore Medical Center and Youth Coalition on health and wellness issues (suicide prevention, nutrition).</li> </ul>	Health Services Coordinator, Director of Clinical Services	2016-2018 (Ongoing)
<b>Initiative #3:</b> Increase attendance at HPS cultural events and increase community pride.	<ul style="list-style-type: none"> <li>▪ Maintain and expand a Hanover Performing Arts Company to support an aligned, branded, and sustainable drama and performing arts program at all grade levels.</li> <li>▪ Promote performances, shows, celebrations, and special events through all school and community access communication systems.</li> <li>▪ Create opportunities for student, youth, and senior citizen groups to attend performances and events and be recognized.</li> <li>▪ Collaborate with community groups on special events. (e.g., annual Senior Dinner).</li> <li>▪ Sustain <b>and grow</b> 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.</li> <li>▪ <b>Incorporate school group's merchandise in the on-line school store.</b></li> </ul>	FACE Director	2016-2018 (Ongoing)



<b>Initiative #4:</b> Enhance recurring and consistent two-way communication with families and community members on district news, events, and accomplishments.	<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 (2016-2017).</li> <li>▪ Maintain updated, uniform, and current school and district calendars.</li> <li>▪ Improve and maintain a current, easy to navigate, and interactive website.</li> <li>▪ Maximize and consistently utilize Aspen as a primary communication tool between teachers, students, and families for academic and school information.</li> <li>▪ Create and broadcast “how to” tutorials for families to help them make more effective use of Aspen.</li> </ul>	Superintendent, HHS Principal, STEM Director	2016-2018 (Ongoing)
<b>Initiative #5:</b> Evaluate interest levels, trends, resources, and partners to increase enrichment offerings at all levels through the Family and Community Engagement (FACE) Office.	<ul style="list-style-type: none"> <li>▪ Perform annual participation survey and review of each on-budget extracurricular activity and make recommendations for activities to support.</li> <li>▪ Create partnerships within each school to provide enrichment opportunities to support the work being done in the classroom.</li> <li>▪ Engage and support the Hanover Parent Advisory Council (PAC) to develop and promote programs for families, staff, and community. (e.g. SNAP, Unified Sports)</li> <li>▪ 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).</li> <li>▪ Develop and implement evening educational programs for parents and children to attend together (e.g., family culinary course, adventures in forensics, etc.).</li> <li>▪ Implement middle school extracurricular/interscholastic program for field hockey and volleyball.</li> <li>▪ Evaluate need for increased offerings in the arts and recruit teachers/community members to lead clubs and activities.</li> </ul>	FACE Director	2016-2018 (Ongoing)
<b>Initiative #6:</b> Develop and implement an efficient system to grow, promote, and track community service hours for HPS students.	<ul style="list-style-type: none"> <li>▪ Integrate a Google Form in Aspen to submit, track, and notify students/families regarding community service hours.</li> <li>▪ Implement a comprehensive “bulletin board” in Aspen with current service opportunities.</li> <li>▪ Annually analyze data to share and celebrate with the community.</li> </ul>	FACE Director/ HHS Administration	2016-2018

## 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
<b>Initiative #1:</b> Increase educational partnership with SRO.	<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> </ul>	HHS Associate Principal/Security Liaison	2016-2018
<b>Initiative #2:</b> Maintain ALICE (Alert, Lockdown, Inform, Counter, Evacuate) strategies.	<ul style="list-style-type: none"> <li>Renew trainer level certification for administrators at each level and stay current on best practices.</li> <li>In partnership with HPD, continue training with all HPS staff and students on ALICE strategies and empowerment options using classroom and active situation drills.</li> <li>In partnership with HPD, incorporate classroom visits to review ALICE response options.</li> <li>Incorporate ALICE strategies in new teacher/employee orientation through ALICE e-learning module.</li> <li>Solidify response options for safety situations that do not involve an active shooter (bomb threat)</li> </ul>	HHS Associate Principal/Security Liaison	2016-2018 (Ongoing)
<b>Initiative #3:</b> Increase education and awareness of bus, bike, and car safety.	<ul style="list-style-type: none"> <li>Partner with Distractology 101 to offer realistic simulations to teenage drivers to increase awareness of the dangers of distracted driving.</li> <li>In collaboration with HPD, offer age-appropriate workshops focused on safe driving, bike safety, and bus safety.</li> <li>Investigate partnerships with outside organizations to strengthen the focus on safety in each of these areas.</li> </ul>	HHS Associate Principal/Security Liaison	2016-2017
<b>Initiative #4:</b> Maintain consistent communication between HPS, HPD, District Attorney's (DA) Office, and families.	<ul style="list-style-type: none"> <li>Follow Memorandum of Understanding (MOU) with HPD and communicate on all issues that impact MOU.</li> <li>Maintain communication with DA's office, attend DA roundtable meetings, and review all notifications from DA's office (and communicate to staff as appropriate).</li> <li>Provide clear information and communication with parents/guardians when situations arise at school that require a response from public safety agencies.</li> <li>Provide clear and current information on security protocols, safety procedures, and programs targeted to these issues.</li> </ul>	Superintendent	2016-2018 (Ongoing)