

Superintendent's Goals for 2015-2016

Mid – Year Progress Report: January 6, 2016

Goal 1: Student Learning Goal – To Successfully Implement Vision2020

Strategic Objective 1: Teaching and Learning

DESE Evaluation Standard I (Indicators A, B, C, D, E)

In collaboration with district administrators, the V2020 Team, and the Technology Department; 1) the Envisions program (K-5) and CMP3 (6-8) will be fully implemented and evaluated throughout the school year, and 2) K-8 teachers will receive training on strategies and techniques to effectively utilize the new interactive technology to support and improve instruction.

Goal Summary: To implement V2020 – both curriculum and technology

1. Provide training and support for K-8 teachers to implement the math curriculum and opportunities to effectively analyze data (starting with FY '15) to best inform instruction.
2. Provide training and support for all K-8 teachers to effectively utilize interactive technology.
3. Provide regular opportunities for feedback, evaluation, and adjustment.
4. Strategically manage the V2020 budget to best support successful and sustainable implementation for both training and capital needs.
5. Provide a year-end report for community review.

Key Actions:

1. Provide both operational and instructional training at the start of the '15-'16 school year along with dedicated math coach/administrator support for teachers during the rollout process (Fall).
2. Evaluate progress, analyze data, and solicit feedback during pre-scheduled Professional Development (PD) and Professional Learning Community (PLC) time to best support teachers with instructional strategies and technology utilization (All Year).
3. Provide quarterly progress reports to School Committee.
4. Hold evening sessions for parents at both the elementary and middle school levels to provide training on the curriculum and answer questions (December).
5. Evaluate training, hardware, and software needs to support implementation and incorporate those needs into budget planning. (All Year)
6. Provide a year end progress report presentation for School Committee and community members that reviews '15-'16 and provides goals for '16-'17 (June).

Mid Year Update: Presently, this goal is progressing and the action plan is being followed.

Implementing a new program is challenging but our teachers are working very hard to make it successful.

- Mrs. St. Ives (along with our math coaches, administrators, and Mr. Reiber) has been evaluating assessment data to identify areas of strength and opportunities for growth.

- There has been ongoing professional development K-8 for instructional practice and technology integration that will continue all year with Pearson trainers along with our own staff (the full District PD schedule on our website is being updated and will be live the week of January 4th).
- As we approach the mid year point, we have an increased understanding of the technology requirements, opportunities, and limitations and are working to support our teachers with the training and instructional tools to best serve our students.
- We have committed to computer based PARCC assessments for the spring that will afford our students and teachers the opportunity to take these tests in a format that will be required in the future and also the opportunity to challenge ourselves as a district to successfully implement this process district wide.

Goal 2: District Improvement Goal – To Support Leadership Development and Succession Planning

Objective 2: Human Capital

DESE Evaluation Standard II (Indicator B)

In collaboration with the Leadership Team, we will; 1) Identify and encourage potential leadership candidates (teachers) to participate in training, committee work, and faculty led PD sessions, and 2) Create opportunities for current administrators to increase their capacity as leaders in order to best prepare the district for continuity of progress should turnover occur at the administrative level.

Goal Summary: To encourage and develop leadership candidates from within the HPS teaching ranks and to provide mentoring for current administrators to grow as leaders to support succession planning and sustainability.

1. Encourage and recruit teachers to participate in Committees and to lead topic based professional development.
2. Encourage and support teachers to seek administrative licensure.
3. Encourage and support administrators to advance professionally via training and continuing education.
4. Offer regular opportunities, and provide dedicated time, for teachers and administrators to participate in shared leadership experiences, decision-making, and strategy development.

Key Actions:

1. Recruit teacher volunteers for standing committees: PD, Technology, Safety & Security, Anchor TV, etc. Encourage participation from new staff members (September).
2. Develop, schedule, and implement PD sessions that afford teachers and administrators the time needed to work together on instructional and operational decision-making and improvement (Schedule: September, Work: All Year).
3. Encourage teachers to pursue licensure by inviting organizations (MSSAA) that offer administrator programs to present information to staff.
4. Support teachers and administrators currently taking part in practicums for academic and/or licensure advancement (by serving as mentors and supervisors) to ensure a strong internal leadership candidate pool for future vacancies (All Year).
5. Meet monthly with Central Office and school based administrators to engage in district wide instructional rounds and collaboratively identify focus areas to support instruction.
6. Conduct exit interviews with administrators who leave the district to gather data about the leadership experience in Hanover and to inform this development process and opportunities for growth.

Mid Year Update: This goal continues to develop and there are plans to move forward in the months ahead in many areas. Overall, this goal is on track.

- Committees are either in place or developing. Our approach to technology leadership and visioning is evolving and changes will take place throughout the year.

- Teacher led PD is being implemented and facilitated at all levels and more is planned for the winter and spring. All PD sessions are evaluated and responses are shared with staff for ongoing improvement.
- The full administrative team is meeting monthly for training on instructional rounds. Teacher training and participation will take place in the spring.
- Exit interviews were conducted with departing administrators earlier this year.
- Teachers and administrators pursuing advanced licensure are working with supervisors on required hours for practicums.

Goal 3: District Improvement – To Reduce Reliance on Free Cash for Operational Expenses

Strategic Objective 3: Sustainable Funding

DESE Evaluation Standard II (Indicator E)

In collaboration with the Business Manager, Leadership Team, School Committee, and Town Officials/Committees, we will identify, develop, and act upon opportunities to incrementally reduce HPS reliance on Free Cash by 10% (\$50,000 for FY '17) that has been required to fund recurring special education tuition expenses.

Goal Summary: To evaluate options and strategically reduce HPS reliance on Free Cash to fund operational expenses (presently special education tuitions).

1. Strategize with key decision makers on both short-term opportunities and incremental multi-year adjustments to bring all recurring expenses under the HPS operating budget.
2. Strategically utilize Circuit Breaker funding, grants, and savings opportunities within operational budget lines to fund special education tuitions while retaining sufficient emergency reserve (approx. \$200,000) in the Circuit Breaker account.
3. Maintain open two-way dialogue with Town Manager, Finance Director, and Town Boards/Committees on strategies to reduce reliance on Free Cash.
4. Provide quarterly reports to School Committee and community.

Key Actions:

1. In collaboration with the Director of Student Services and Business Manager, perform a consistent cost benefit analysis to ensure every HPS student attending out of district schools receives the best services possible and that services and programming to help students with special needs stay in our schools whenever possible (Ongoing).
2. Constantly monitor all expense/salary accounts to identify areas of potential savings in contracted services, transportation, staffing levels (and hours), tuitions, etc. (Ongoing)
3. Maintain open channels of communication with Town Manager throughout the year on the potential availability of FY 2016 Chapter 70 funding made available after the state budget is finalized for possible special Town Meeting action (December-May).
4. During budget preparation for FY 2017, maintain an open dialogue with School Committee, Town Manager, and Town Boards/Committees on various strategies and options to gradually close the expense “gap” and make the budget “whole” over time (December-May).
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).
6. Provide clear and consistent information on the progress towards this goal via School Committee and the Town Manager to keep the decision makers and the community well informed for overall budget approval (along with Town Articles if needed) at Town Meeting.

Mid Year Update: Presently, this goal is on track as we analyze and project the FY 2017 budget. Dr. Raab and I will continue to keep the Committee, Town Officials, and the community updated as we move forward with the budget planning process. Due to the fluid nature of special education expenses, this goal won't be fully measurable until we are closer to Town Meeting.

Goal 4: District Improvement Goal – To Fully Implement a District Wide Performing Arts Program for All Students K-12

Objective 4: Community Engagement

DESE Evaluation Standard III (Indicators A, B)

In collaboration with the Office of Family and Community Engagement (FACE), parents, community supporters, and administrators, we will; 1) Creatively “brand” the district performing arts program to provide a unified identity, 2) Centralize all operational and financial management of the performing arts program under the FACE Office, and 3) Offer all students the opportunity to participate in well resourced theatrical productions (in multiple capacities) at each school.

Goal Summary: To develop and support an exceptional K-12 performing arts program in Hanover.

1. Centralize operations to ensure consistency, efficiency, and strategic financial management.
2. Create opportunities for all students to participate in ways that support their areas of interest (acting, music, technical support, marketing, etc.).
3. Create a distinctive “brand” for the program that will be recognizable throughout the community.
4. Increase opportunities and accessibility for community involvement and attendance.
5. Identify, create, and implement revenue and support sources (“friends of” group, fundraising events, sponsorship opportunities, etc.).
6. Identify and invest in capital needs to support the program.

Key Actions:

1. Finalize an organizational and business plan that consolidates financial operations (August – September).
2. Finalize and communicate branding process (name, logo, colors) for program (August – September).
3. Retain technical advisor to evaluate sound, lights, stage requirements, etc. to recommend solutions for equipment and infrastructure needs (September).
4. In collaboration with the Business Manager and Facilities Department, will explore funding opportunities to invest in improved equipment where needed.
5. Perform six productions (one from each school – two at HHS – one summer production) under the operational management of the FACE Office.
6. Participate in at least one regional festival (HHS).
7. Along with parents and community members, create a “Friends of Hanover Performing Arts” organization to support and promote the program through fundraising and volunteerism.

Mid Year Update: Thanks to the hard work, creativity, and energy of our FACE Office staff and supporting cast, this program is very well positioned for a sustainable future.

- To support this goal, the FACE Office has re-organized and assigned leadership roles to ensure operational accountability and future creative development.

- The “Hanover Performing Arts Company” is now the adopted name of our drama/theater program district wide and will be branded and promoted as such.
- The Hanover Cultural Council has again provided generous support (\$4,000 grant) to upgrade sound equipment at HHS for all performances.
- A sound engineer is working with FACE staff to make recommendations on equipment upgrades and other opportunities to maximize our current resources.

Goal 5: District Improvement Goal – To Successfully Integrate the School Resource Officer into the Operations and Culture of HPS

Objective 5: Safety and Security

DESE Evaluation Standard II (Indicator A), Standard III (Indicator A)

In collaboration with the Hanover Police Department and Leadership Team, we will effectively integrate the School Resource Officer (SRO) into the daily routine of the HPS and utilize the expertise of the SRO (and the HPD) to further support our staff and students in all school safety and security initiatives.

Goal Summary: During the 2015-2016 school year, the SRO will become well known and recognized by the HPS community as an important resource for protecting and supporting students, staff, and families.

1. Maintain visibility in each school and at school events.
2. Collaborate with District Security Liaison and Leadership Team to review and support all safety and security drills and training for students and staff.
3. Establish routines and expectations for response times and areas of support that are clearly understood by administrators and public safety officials.

Key Actions:

1. Maintain high visibility in each school and receive formal introduction to staff and students (September).
2. Will regularly attend events (open houses, curriculum nights, conferences, etc.) attended by parents and families (All Year).
3. Support a clear and pragmatic rollout of the “Raptor” visitor ID system and assist in the finalization of security protocols for successful implementation and maintenance of this process (All Year).
4. Support all schools with ALICE, fire, medical emergency, and other safety drills (All Year).
5. In collaboration with the District Security Liaison and HPD Leadership, provide mid-year and year-end progress reports for the School Committee and community.

Mid Year Update: Thanks to Officer Voelkel and the support from the HPD, this goal is actively being met. All of the above actions are taking place, and Officer Voelkel’s presence in all of our schools has been very well received by staff and students.

- A mid year update will be presented to SC on January 20th with feedback from district leadership representatives.
- Along with the original goals and action plan, Officer Voelkel’s ability to support our staff and families with “out of school” issues has exceeded our expectations.

Goal 6: Professional Practice Goal(s): To Participate in Meaningful Professional Development Opportunities

- 1) New Superintendent Induction Program Year III**
- 2) MASBO – MASS Finance Seminars**
- 3) Serve as mentor for HPS candidate in Mass Teachers 21 Superintendent Licensure Program**

DESE Evaluation Standard IV (Indicator D)

Will complete year three of the Superintendent Induction Program, attend financial seminars alongside the Business Manager, and serve as a mentor for a current administrator pursuing his superintendent license.

Key Actions:

Goal 1: Induction Program Year III

1. Attend all daylong sessions and required workshops.
2. Complete all assignments.
3. Consult with my assigned coach at least monthly.
4. Report progress to School Committee during self-evaluation process (May).

Goal 2: Attend Finance Seminars

1. Attend at least two seminars/conferences/webinars sponsored by MASS or MASBO related to school finance and budget development with the Business Manager to ensure mutual understanding of current issues.
2. Include interested administrators whenever possible to support previous Goal 2 (Leadership Development)

Goal 3: Mentoring

1. Provide guidance for candidate's pre-practicum and practicum (500 hrs. required of candidate) to support his work towards Superintendent licensure.
2. Meet with candidate on regular basis along with Program Supervisor.
3. Sign off on progress reports for the candidate as he works through the practicums.
4. Support the professional growth of this candidate by including him in meetings, trainings, and events that will offer deeper insight on the job of the Superintendent (and Assistant Superintendent).

Mid Year Update: Presently, this goal and sub-goals are being met.

- Attending all cohort sessions locally and at statewide level.
- Will be attending budgeting/finance sessions sponsored by MASS/MASBO during budget prep process. Mentees to be included in budget planning sessions.
- Presently serving as mentor for 2 administrators in their practicum work for DESE superintendent licensure and meeting with their advisor quarterly.