

# Leadership Team Accomplishments Aligned to the District Strategic Objectives: YEAR END UPDATE

June 17, 2015

The **STANDARD** designation after each bullet aligns as closely as possible with the four standards as defined in the DESE rubric for superintendent evaluation

## Objective 1: Teaching and Learning

- Increased and improved collaboration and communication between schools and levels through professional development opportunities to better support effective alignment of curriculum, instructional practice, and equitable educational experiences for students and staff. **STANDARD IV**
- All grade levels have developed and/or identified two common assessments and determined administration schedule. **STANDARD I**
- Successfully conducted Professional Learning Community (PLC) leadership and faculty training and scheduled dedicated time at each level to provide at least two meetings per month. **STANDARD I**
- Redistribution of student learning time to accommodate tiered intervention and opportunity for collaboration among and between teachers (PreK-8). **STANDARD II**
- Developed and implemented peer training on differentiated instruction and inclusive practices, ultimately providing in house expertise and embedded support for staff. **STANDARD I**
- Completed the Vision 2020 vetting and piloting process to support exceptional instruction and student achievement in mathematics aligned to Common Core State Standards (CCSS). **STANDARD I**
- Professional development (PD) opportunities designed to support standard deconstruction, best practices and alignment to CCSS. **STANDARD IV**
- Successful implementation of “pilot” peer observation program at HHS. Approximately 85% of teachers and counselors have participated in the initial phase of this initiative. **STANDARD IV**
- ELA data teams have been established at both elementary schools and are currently being scheduled and facilitated in alignment with our ELA benchmarks. This model will be mirrored at the middle school and then repeated for the area of math, PreK-8. (After the adoption of our new K-8 program.) **STANDARD I**
- Developed and conducted faculty designed and facilitated PD opportunities for staff at all levels. This model will be extended to summer offerings and expanded upon next year. **STANDARD IV**
- Successful use of evaluation data from individual PD sessions and annual survey to guide follow-up and district-wide priorities for future sessions. Survey results were shared with staff to support the commitment to communication, transparency, and response to feedback. **STANDARD IV**
- Re-organized full and half day Kindergarten to significantly increase instructional time, reduce scheduling challenges, and promote equity for all K students by eliminating PM Kindergarten and lengthening the instructional day. **STANDARD I, III**

## Objective 2: Human Capital

- Successfully hired Principal for HMS, Special Education Administrator at HMS, HHS Humanities Director (pending), Center-Sylvester Assistant Principal (pending), Cedar School Assistant Principal, Assistant to the Superintendent, and multiple teaching and support positions. **STANDARD II**
- Successfully negotiated a three-year contract with the HTA in less than five months in a collaborative, transparent, and trusting environment with mutually beneficial and strategic outcomes. **STANDARD II**
- Reorganized positions to address high priority needs using current staff to maximize operational and financial resources. **STANDARD II**
- Created district-wide and building based comprehensive mentoring program including monthly sessions, peer observations, and time for reflection and collaboration. **STANDARD IV**
- The Professional Development Committee successfully produced a district-wide annual PD Calendar and completed a PD Handbook that will both be published on our district website by August 2015. **STANDARD IV**

## Objective 3: Sustainable Funding

- Demonstrated commitment to collaborative budget development, transparency, and communication on financial and educational objectives. Successfully obtained our requested operating budget. **STANDARD II, STANDARD III, STANDARD IV**
- During the course of FY '15, we have maintained a high level of transparency regarding the creation of the FY '16 budget as well as maintenance of the FY '15 budget. Through collaborative relationship building, we have enjoyed an excellent rapport with the leadership from the Town of Hanover including the Town Manager, Town Finance Director, the Selectmen, and the Town Advisory Board. The committee was kept informed on the progress of the FY '15 budget throughout the year. Further, the School Committee was kept informed and updated on the development of the Vision 2020 project budget and timeline. **STANDARD II**
- Working closely with Town and School officials throughout the year, the Director of Technology did a thorough review of the technology infrastructure of all town departments. The FY '16 technology budget reflects this review with major changes to the scope of the technology budget for next year. We've increased the technology expense budget by approx. \$100,000 and secured funding for an additional \$100,000 in hardware at the Annual Town Meeting in May, 2015. In addition, as a result of the Vision 2020 initiative, \$200,000 has been allocated to provide every classroom K-8 with projector and iPad. Thus, the Town of Hanover has a technology budget that is funded to meet the ongoing needs of 21<sup>st</sup> Century School System and Town. **STANDARD II**
- Through careful budget management this year, we are in a position to provide sustainable funding through circuit breaker from year to year. It is our goal to use a portion of the Circuit Breaker funds to prepay tuitions for FY '16 thus reducing our reliance on Town Meeting for Special Education funding. In addition, Special Education Director has conducted an ongoing review of all of our Out of District Special Education placements

attempting to integrate as many students back into the district as possible. Here in Hanover, we have approx. 17 Out of District placements, which is well below the 1% threshold established by the Commonwealth. **STANDARD II, III**

- On May 4, 2015, the Town of Hanover voted to approve the Vision 2020 project in the amount of \$600,000. Currently, the bids for the technology portion of the project have come in and been awarded under budget. The School Department is currently negotiating the best prices for the curriculum materials and professional development needed to fully implement the Vision 2020 initiative. All projections point toward a September 1 completion date for the technology installation and curriculum purchase. **STANDARD I, II**
- This year we've been able to institute an athletic fee family cap at \$1,000 per family. For FY 16, after careful review of the operating budget, we've been able to reduce the user fee by 25%. As a result, the cost per sport will be \$200 for regular sports and \$260 for premium sports of Hockey, Basketball, and Football. New clubs and activities were also added at the high school including the debate club, rotary club, and aviation club. The FACE program has also increased enrollment and opportunities for extra curricular activities through its extensive summer enrichment program and school year programs. **STANDARD II, III**
- Fiscal year 2015 was the first year of with a combined technology department across the school and town departments. After multiple meetings with department heads to review existing assets, the Director of Technology created a one-year plan to address immediate needs. The funding for that plan was included in the budget for FY2016 and a special town article. Both were approved at Town Meeting and the plan will be implemented beginning July 1. During FY2016 the Director of Technology will expand upon that one-year plan to define regular renewal rates for software, hardware, network infrastructure, and services. **STANDARD II**
- The Director of Technology met monthly with the district-wide Technology Committee to discuss the technical resources needed for the next generation classroom. Together, the team agreed that increased adoption of Google Drive across the district and the addition of projectors and iPads in our K-8 classrooms are critical building blocks that will support future technology efforts. Multiple professional development opportunities for Google Drive have been provided to staff and the new classroom equipment will be funded as part of Vision 2020 for the start of next school year. The team also agreed that a review and re-alignment of the K-12 technology curriculum is required before making future classroom technology decisions. That curriculum review will be added as an initiative to **Objective 1: Teaching & Learning**. **STANDARD I, II, III**

#### **Objective 4: Community Engagement**

- Held fun staff and community events (holiday party, football tailgate, staff/student basketball game, frequent awards ceremonies) with very high attendance. **STANDARD III**
- Successfully implemented district drama/theater program for all four schools with participation exceeding 250 students. Produced full musical productions for each school for first time in Hanover history along with a dramatic performance at HHS (14 performances with attendance exceeding 4,000). Unified production and business operations to support creative and theatrical directors and performers. **STANDARD III**
- Successfully revitalized attendance and engagement for HHS athletics events with increased communication, family oriented promotions, business sponsorships, and increased

opportunities for interaction with HHS student-athletes and Hanover youth sports teams.

**STANDARD III**

- Successfully developed and implemented a district “Pro-Shop” to sell seasonal Hanover merchandise both on-line and in person (Salmond FACE office and at school events). Revenues exceeded expenses and realized a modest profit in our first year. **STANDARD III**
- Successfully implemented the Massachusetts General Hospital Education Initiative. Professional development surveys about the sessions have been extremely positive.

**STANDARD III**

- The administration has promoted the use of Aspen’s teacher gradebook and student/parent portal since February 2014. Those efforts have resulted in a significant increase in usage at both the middle school and high school. The following are some key usage statistics since September 1, 2014:

**STANDARD III**

- a. Students: over 200,000 page views of current academic progress
  - i. 2013-2014 school year: 66,000 page views
- b. Parents: over 70,000 page views of current academic progress
  - i. 2013-2014 school year: 30,000 page views
- c. Teachers: over 60,000 page views of the gradebook score grid
  - i. 2013-2014 school year: 57,000 page views

## **Objective 5: Safety and Security**

- Increased collaboration between HPS and the Hanover PD. Safety and Security Committee establishment of a MOU with HPD and ongoing training on improved emergency protocols (see report). **STANDARD II, STANDARD III, STANDARD IV**
- Successfully worked with the HPD, Town Manager, School Committee, Selectmen, and Advisory Board to support and fund a School Resource Officer for the HPS beginning in September 2015. **STANDARD IV**
- All buildings K-8 have been equipped with cameras and electronic locking security systems at all main and/or high traffic exterior doors. All staff were provided access cards with appropriate access rights and given training on how to use them. The Hanover Police’s high school access cards were updated to provide district level access. As a result, all visitors can be clearly seen by the secretaries in each building and have a vocal conversation prior to allowing access to the building.
- On October 14, 2014, all Hanover Public School employees participated in a full-day A.L.I.C.E. training, including a classroom session and active shooter drills. Over the following weeks, all students in the Hanover Public Schools received age-appropriate training in these same strategies. The A.L.I.C.E response options have empowered staff and older students to make life-saving decisions in the event of a violent intruder in our schools.

## **Special Projects: Center/Sylvester School Building Construction & Elementary School Configuration**

- School Configuration Subcommittee has held several meetings and has shared historical and current school configurations and potential options of elementary school alignment.