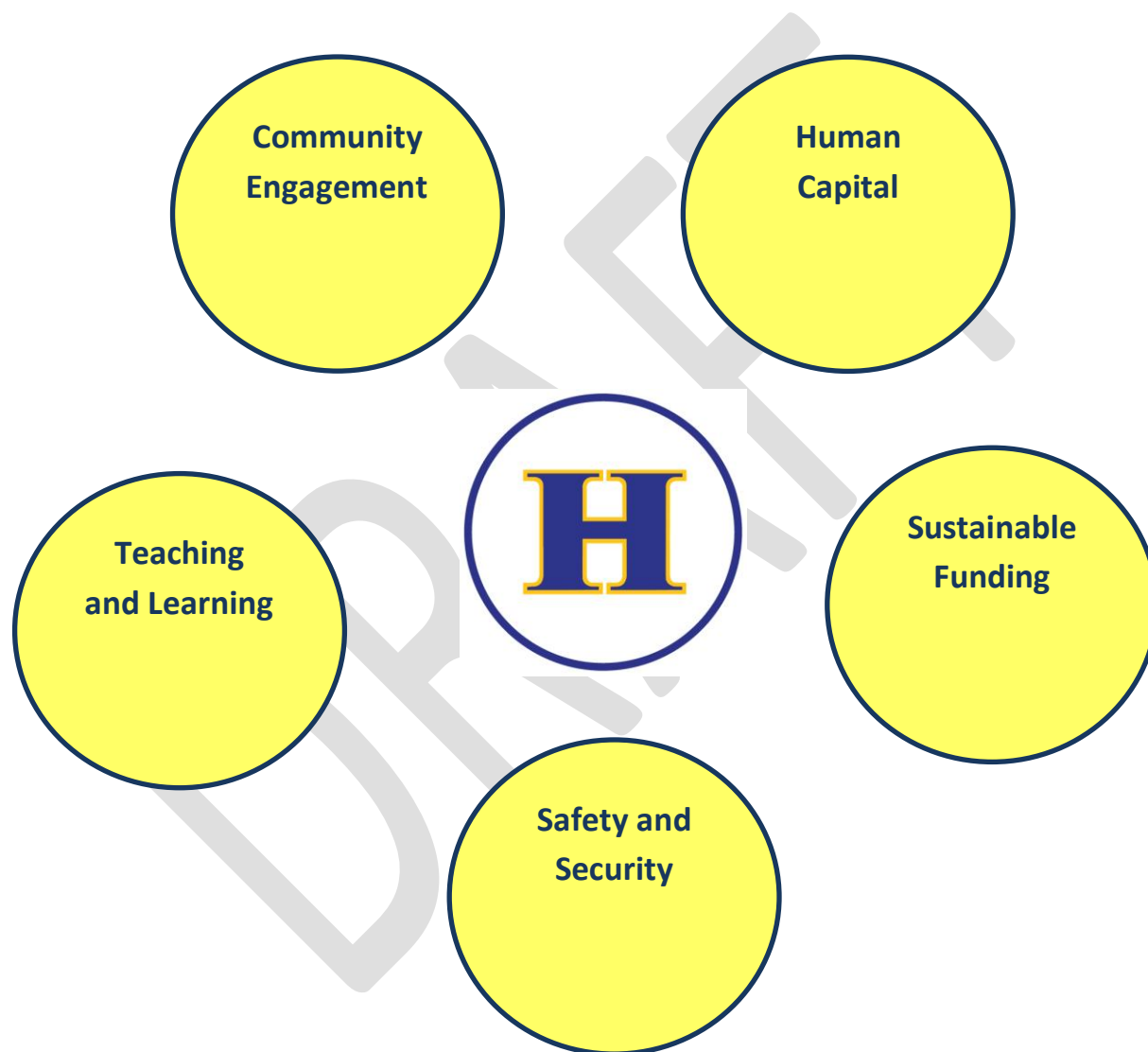


# Hanover Public Schools

## Strategic Objectives: 2015-2017



# 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 is essential to ensure student achievement.)**

Initiatives	Potential Actions
<b>Initiative # 1:</b> To effectively align and implement the district curriculum with the skills and expectations outlined in the Common Core State Standards.	<ul style="list-style-type: none"> <li>▪ Ongoing deconstruction of standards by grade level and department.</li> <li>▪ Develop a system of peer-to-peer observation and instructional rounds.</li> <li>▪ Inclusive practices will support the continued implementation of the CCSS.</li> <li>▪ The Vision 2020 curriculum and instruction initiative will adhere to the skills and expectations of the CCSS.</li> <li>▪ Common assessments will align with the CCSS skills and expectations.</li> <li>▪ District professional development will incorporate the CCSS skills and expectations.</li> <li>▪ Technology will continue to enhance the implementation of the CCSS.</li> </ul>
<b>Initiative #2:</b> To 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 PLC's at each school to support a collaborative and reflective culture focused on teaching and learning.</li> <li>▪ Conduct PLC leadership team training: August 2014.</li> <li>▪ Conduct PLC training for faculty: September/October 2014.</li> <li>▪ Schedule PLC meetings minimum 2x/month.</li> <li>▪ PLC priority topics established via collaboration with teachers: Fall '14.</li> <li>▪ Schedule and implement peer training on DI September 2014.</li> <li>▪ District-wide training on methods of collaboration September/October 2014</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>▪ Teacher leadership of PLC's: Spring '15.</li> </ul>
<b>Initiative #3:</b> To sustain and expand the <i>Vision 2020</i> curriculum and instruction initiative to support exceptional instruction and student achievement.	<ul style="list-style-type: none"> <li>▪ Complete math pilot stage of the process in FY 2015.</li> <li>▪ Regularly evaluate outcomes and teacher feedback to determine the Math program best suited to needs of our students and community.</li> <li>▪ Hold community forum to enhance communication, respond to questions, and establish expectations for students and families.</li> <li>▪ By using data and communicating the fidelity of the evaluation process, we will work with School Committee and town officials to secure the resources and funding for a minimum commitment of five years.</li> <li>▪ Evaluate hardware and software needs to support recommended programs and incorporate those needs into the procurement and roll-out plan.</li> </ul>
<b>Initiative #4:</b> To sustain and expand a comprehensive assessment system to support exceptional teaching and student learning.	<ul style="list-style-type: none"> <li>▪ Establish consistent and collaborative data teams in ELA and Math at all levels.</li> <li>▪ Effectively utilize current district-wide DDM plan.</li> <li>▪ Establish student growth scales to correlate with DDM plan.</li> <li>▪ Use data from common assessments to determine effective implementation of the Common Core State Standards and make adjustments where necessary.</li> <li>▪ Develop, revise and implement new ELA assessment schedule including benchmark and progress monitoring assessments.</li> <li>▪ Develop, revise and implement new Math assessment schedule including benchmark and progress monitoring assessments.</li> <li>▪ Maximize Aspen X2 and current on-site software to support and enhance effectiveness and to serve as a model for other districts.</li> </ul>
<b>Initiative #5:</b> Sustain and increase the effectiveness of the Professional Development Committee to support exceptional instruction and student achievement.	<ul style="list-style-type: none"> <li>▪ Deliver annual communication to recruit participants each September.</li> <li>▪ Develop teacher leaders and maximize PD impact using HPS staff expertise.</li> <li>▪ Conduct annual survey of professional staff to help identify priorities and needs – and share results.</li> <li>▪ At a minimum, hold quarterly meetings of the full Committee.</li> <li>▪ Create and publish a calendar of PD for the year.</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>▪ Provide training and utilize Aspen Organization/Tracking to maximize effectiveness.</li> </ul>

## Objective 2: Human Capital

To recruit, develop, and retain committed, motivated, talented, collaborative and creative leaders, 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	Potential Actions
<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 implement 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>Create efficiencies for HR processes and increase information to employees on benefits (403(b) plans, MTRS and PC Retirement, EAP, wellness, MIIA workshops, etc.).</li> <li>Work collaboratively with employee associations to efficiently address contractual issues and actively seek mutually beneficial outcomes.</li> </ul>
<b>Initiative #2:</b> Strengthen and sustain a system-wide team oriented, collaborative culture and climate for all employees.	<ul style="list-style-type: none"> <li>Offer praise and say thank you.</li> <li>Listen.</li> <li>Take staff feedback (surveys, messages, meetings, etc.) seriously and provide feedback and 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>Evaluate opportunities for job-alike experiences.</li> <li>Support and sustain teacher led PLCs.</li> <li>Evaluate and strengthen the new teacher mentoring program.</li> <li>Regular and recurring district wide social events (family holiday party, concerts, etc.)</li> <li>Evaluate the possibility of a Hospitality Committee to organize staff activities and events (ie: sports leagues, community book reads, Habitat for Humanity, 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>Consistently communicate that a truly student focused culture must be supported by a system wide team that believes in this vision.</li> </ul>
<b>Initiative #3:</b> Create organized leadership development opportunities for HPS staff.	<ul style="list-style-type: none"> <li>Encourage staff to pursue and apply for internal leadership opportunities when available.</li> <li>Survey staff to measure interest in a district based leadership development program.</li> <li>Create teacher leadership opportunities within established committees and encourage and consider innovative ideas for possible pilot programs at all levels.</li> </ul>
<b>Initiative #4:</b> Establish sustainable recruiting practices.	<ul style="list-style-type: none"> <li>In collaboration with staff, establish a defined strategy for recruiting excellent educators at all levels.</li> <li>Develop relationships with colleges in strategic subject areas.</li> <li>Evaluate creating incentives for recruiting successful candidates.</li> <li>Formalize a staffing needs plan for the following year beginning each January.</li> </ul>
<b>Initiative # 5:</b> Retain talented and committed staff in all areas.	<ul style="list-style-type: none"> <li>Evaluate attrition rates for the past five year to look for trends and identify opportunities keep talented staff in Hanover.</li> <li>Extend exit interviews to all employees leaving the district for any reason to gather data on the reasons for attrition.</li> <li>Clearly communicate to all staff that is OK to ask for support if they are feeling dissatisfied or uncomfortable with their role in the system.</li> </ul>

## Objective 3: Sustainable Funding

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	Potential Actions
<b>Initiative #1:</b> Sustain transparency regarding financial statements and budget management issues during the year and during the annual budget development process.	<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 distributed to all staff members.</li> <li>Attend all requested Finance Advisory Committee meetings.</li> <li>Maintain communication with Town Manager and Town CFO on budget issues.</li> <li>Provide reports to School Committee on student successes related to investment in academic and extracurricular resources. (ie: V2020, club advisors, etc.)</li> </ul>
<b>Initiative #2:</b> Secure and sustain funding for renewable, replacement, and upgraded technology resources/services for school and town departments.	<ul style="list-style-type: none"> <li>Develop a town-wide, three year strategy that identifies capital, infrastructure, and software requirements.</li> <li>Pursue opportunities to consolidate health services and Special Ed into Aspen X2.</li> <li>Meet 2x/year with Town Manager to review technology needs and funding status.</li> <li>Schedule time to attend Town Department Head meeting(s) to discuss technology needs for capital planning and long-term strategy.</li> <li>Schedule and present a technology status report at School Committee and Board of Selectmen meeting(s).</li> </ul>
<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>Provide a monthly review of all Special Education out of district placements and transportation needs for students.</li> <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 requirement 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 DESE training sessions and accurate file management.</li> <li>Regularly report to School Committee the spending trends and impact on Circuit Breaker funding and any town articles approved to support special education.</li> </ul>
<b>Initiative #4:</b> Secure funding to procure and implement Vision 2020 for 2015-2016 school year.	<ul style="list-style-type: none"> <li>Identify the best mathematics program(s) for Hanover and negotiate the best cost/benefit agreement with the selected publisher.</li> <li>Evaluate funding opportunities: one-time purchase, installments, upgrades, etc. and prepare options for consideration.</li> <li>Provide detailed reports on project development, the collaborative evaluation process, pilot programs, and cost benefit for School Committee, Town Manager, Selectmen, and Advisory Board.</li> <li>Promote value for our students and overall community to key constituent groups and garner support to bring a funding article for a vote at May 2015 Town Meeting.</li> </ul>
<b>Initiative #5:</b> Develop and sustain funding to support and advance HPS athletics, extracurricular, and enrichment opportunities for all students.	<ul style="list-style-type: none"> <li>Develop, publish, and execute a 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.).</li> <li>Establish and sustain a "school store" to promote and sell HPS apparel and merchandise with a professional and efficient on-line sales and delivery system.</li> <li>Athletics: Evaluate and identify options to reduce reliance on revolving funds to support core programs.</li> <li>Athletics: Evaluate and identify options to lower or cap user fees.</li> <li>Extracurricular: Perform annual participation review of each on-budget extracurricular activity and make recommendations for activities to support.</li> <li>Extracurricular and Enrichment: Recruit and engage sponsors to fund and/or participate in new extracurricular/enrichment activities.</li> </ul>

## 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	Potential Actions
<b>Initiative #1:</b> Increase attendance, awareness, and increase school/community pride for HPS athletics.	<ul style="list-style-type: none"> <li>Promote and sell HHS athletics season passes for students and community members with discounted admissions.</li> <li>Effectively share 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>Developed a sustainable plan for partnerships (clinics, mentoring, etc.) with youth sports groups to increase contact and accessibility with HHS athletes.</li> </ul>
<b>Initiative #2:</b> Develop systems that support programs and services that address health and wellness issues.	<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>Implement the MGH Education Initiative</li> <li>Recruit participants for FACTS</li> <li>Develop and implement mental health programs, speaker series, and educational initiatives to support students and families.</li> <li>Evaluate opportunities to improve school lunches and create opportunities to engage students (herb garden, student designed meals, etc.)</li> </ul>
<b>Initiative #3:</b> Increase attendance and increase school/community pride at HPS cultural events.	<ul style="list-style-type: none"> <li>Promote and develop a system wide "theater company" to support an aligned, branded, and sustainable drama and performing arts program supported by enrichment activities.</li> <li>Effectively 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>Schedule and implement student/community open microphone events.</li> <li>Collaborate with community groups on special events. (ie: annual Senior Dinner).</li> </ul>
<b>Initiative #4:</b> Create and deliver a variety of educational opportunities for all members of the community.	<ul style="list-style-type: none"> <li>Develop and implement evening adult education programs.</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>Communicate and encourage participation from members of the community for speaker series events.</li> <li>Engage Hanover PAC to support and promote programs for families, staff, and community.</li> <li>To provide a forum for community members and organizations to request support from HHS students in the form of community service arrangements.</li> </ul>
<b>Initiative #5:</b> Develop and enhance recurring and consistent two-way communication with families and community members on academics, district news, events, and accomplishments.	<ul style="list-style-type: none"> <li>Implement "Let's Talk" service to gather feedback and data on district and school based issues and ideas.</li> <li>Develop and distribute recurring and comprehensive district wide e-newsletter to share information on district initiatives, programs, events, and accomplishments.</li> <li>Maintain updated, uniform, and current school and district calendars.</li> <li>Maintain and improve a current, easy to navigate, and interactive website.</li> <li>Maximize and consistently utilize Apsen X2 as a primary communication tool between teachers, students, and families for academic and school information.</li> </ul>
<b>Initiative # 6:</b> Evaluate interest levels, trends, resources, and partners to increase enrichment offerings for students at all levels through the FACE Office.	<ul style="list-style-type: none"> <li>Review participation rates and analyze trends.</li> <li>Survey students, parents, and staff to identify opportunities for enrichment activity growth, removal, and re-design to ensure maximum effectiveness of resources.</li> <li>Working with community partners and staff, develop and pilot new enrichment activities at all levels in response to expressed interests and ideas.</li> <li>Explore opportunities for HHS students to participate and lead enrichment activities to support their community service obligation.</li> </ul>

## 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	Potential Actions
<b>Initiative #1:</b> Install, provide training, and implement upgraded building access and camera systems at elementary and middle schools.	<ul style="list-style-type: none"> <li>Work with Town Facilities Department and Project Manager to ensure equipment is properly installed and functioning according to previously developed safety and access plan.</li> <li>Establish building access and public access protocols and effectively communicate these plans.</li> <li>Ensure HPD and HFD have access to facilities for emergencies and inspections.</li> <li>Review access protocols and make adjustments to ensure that all plans and process are working to maximum effectiveness.</li> </ul>
<b>Initiative #2:</b> Maintain consistent communication between HPS, HPD DA's Office, and families.	<ul style="list-style-type: none"> <li>Follow Memorandum of Understanding 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 requires 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>
<b>Initiative #3:</b> Implement ALICE strategies.	<ul style="list-style-type: none"> <li>Partner with HPD to maintain trainer level certification for administrators at each level and stay current on best practices.</li> <li>In partnership with HPD, train all HPS staff on ALICE strategies and empowerment options using classroom and active situation drills.</li> <li>Train students using age appropriate activities and lessons.</li> <li>Host community forums to share information and accept feedback.</li> </ul>
<b>Initiative #4:</b> Maintain current technology to support safe and secure campuses.	<ul style="list-style-type: none"> <li>Evaluate effectiveness of current technology (cameras, locking systems, alarm systems, etc.) and make recommendations for improvements where necessary.</li> <li>Evaluate and implement communication systems that provide increased sharing of information in the event of an emergency or critical incident.</li> </ul>
<b>Initiative #5:</b> Increase personnel supports to maintain secure campuses and respond to emergencies.	<ul style="list-style-type: none"> <li>Work with Town Manager and HPD to secure support and funding for a school resource officer.</li> <li>Evaluate options for funding sources to support supervisory staffing on campus at HHS for after school events.</li> </ul>

## Special Project: Center/Sylvester School Building Construction

Objective	High Level Benchmarks
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"> <li>Work with School Building Committee, Town Project Management, and MSB A to evaluate options and arrive at a feasibility plan.</li> <li>Through targeted education and consistent communication, engage the greater community to support the project both financially and in spirit.</li> <li>Work with architects and a selected construction company to build, and ultimately open the school for our students as soon as possible.</li> </ul>