

# EXECUTIVE SUMMARY: October 8, 2014

## Strategic Objectives: 2015-2017

### Objective 1: Teaching & Learning

(Teaching and learning in a collaborative environment is 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 Common Core State Standards (CCSS).	<ul style="list-style-type: none"> <li>Develop and sustain inclusive practices to support the continued implementation of the CCSS.</li> <li>Ensure district professional development will incorporate the CCSS skills, expectations, and strategies for differentiation of instruction for all students.</li> </ul>	Assistant Superintendent	2015-2017
<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>Schedule and implement peer training on Differentiated Instruction: September 2014.</li> </ul>	Assistant Superintendent	2015
<b>Initiative #3:</b> Develop and implement the <i>Vision 2020</i> curriculum and instruction initiative to support exceptional instruction and student achievement in mathematics.	<ul style="list-style-type: none"> <li>Complete math pilot stage of the process in FY 2015.</li> <li>Decide which program to recommend and communicate that decision to all stakeholders.</li> </ul>	Assistant Superintendent	2015
<b>Initiative #4:</b> Develop, expand and sustain 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 English language arts (ELA) and math at all levels.</li> <li>Implement and evaluate current district-wide District Determined Measures (DDM) plan.</li> </ul>	Assistant Superintendent	2015-2016
<b>Initiative #5:</b> Increase the effectiveness of the Professional Development Committee to support exceptional instruction and student achievement.	<ul style="list-style-type: none"> <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> </ul>	Assistant Superintendent	2015

## Objective 2: Human Capital

(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> </ul>	Superintendent	2015-2017
<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>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> </ul>	Superintendent	2015-2017
<b>Initiative #3:</b> Provide opportunities for leadership development and internal advancement.	<ul style="list-style-type: none"> <li>Create teacher leadership opportunities within established committees and encourage and consider innovative ideas for possible pilot programs at all levels.</li> </ul>	Principal(s)	2015-2017
<b>Initiative #4:</b> Develop and expand new teacher mentoring and professional development programs.	<ul style="list-style-type: none"> <li>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.</li> </ul>	Assistant Superintendent	2015-2017

## Objective 3: Sustainable Funding (Initiatives Adjusted Annually)

(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> </ul>	Business Manager	2015
<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>Construct a town-wide, multi-year plan that specifies renewal rates for software, hardware, network infrastructure, and services.</li> </ul>	Director of Technology	2015

<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> </ul>	Director of Pupil Personnel Services	2015
<b>Initiative #4:</b> Secure funding to procure and implement <i>Vision 2020</i> mathematics program for 2015-2016 school year.	<ul style="list-style-type: none"> <li>Promote the value of <i>Vision 2020</i> for all students to the community and garner the support to secure an affirmative vote at May 2015 Town Meeting.</li> </ul>	Superintendent	March 2015
<b>Initiative #5:</b> 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"> <li>Athletics: Evaluate and identify options to reduce reliance on revolving funds to support core programs.</li> <li>Extracurricular and Enrichment: Recruit and engage sponsors to fund and/or participate in new extracurricular/enrichment activities.</li> </ul>	a) Athletic Director  b) FACE Director	2015

## Objective 4: Community Engagement

(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>Develop a sustainable plan for partnerships (clinics, mentoring, etc.) with youth sports groups to increase contact and accessibility with HHS athletes.</li> </ul>	Athletic Director	2015
<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> </ul>	Health Services Coordinator	2015-2016
<b>Initiative #3:</b> Increase attendance at HPS cultural events and increase community pride.	<ul style="list-style-type: none"> <li>Promote performances, shows, celebrations, and special events through all school and community access communication systems.</li> </ul>	FACE Director	2015-2016
<b>Initiative #4:</b> Develop and 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>Maximize and consistently utilize Aspen as a primary communication tool between teachers, students, and families for academic and school information.</li> </ul>	Superintendent  Director of Technology	2015-2017
<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> </ul>	FACE Director	2015-2017

## Objective 5: Safety and Security

(There is nothing more important than keeping our students and staff safe every day.)

Initiatives	Actions	Facilitator	Timeline
<b>Initiative #1:</b> Install, provide training, and implement upgraded building access and camera systems at elementary and middle schools in 2014.	<ul style="list-style-type: none"> <li>Review access protocols and make adjustments to ensure that all plans and process are working to maximum effectiveness.</li> </ul>	Business Manager	Fall 2014
<b>Initiative #2:</b> Implement ALICE (Alert, Lockdown, Inform, Counter, Evacuate) strategies in 2014.	<ul style="list-style-type: none"> <li>In partnership with HPD, train all HPS staff on ALICE strategies and empowerment options using classroom and active situation drills.</li> </ul>	HHS Assistant Principal/Security Liaison	Fall 2014
<b>Initiative #3:</b> Increase personnel support 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> </ul>	Superintendent	2015
<b>Initiative #4:</b> Maintain consistent communication between HPS, HPD District Attorney's (DA) Office, and families.	<ul style="list-style-type: none"> <li>Provide clear and current information on security protocols, safety procedures, and programs targeted to these issues.</li> </ul>	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"> <li>Work with School Building Committee, Town Project Management, and Massachusetts School Building Authority (MSBA) to evaluate options and arrive at a feasibility plan.</li> </ul>	Superintendent	2017-2018
Evaluate the benefits of town wide, grade-level elementary schools for Hanover.	<ul style="list-style-type: none"> <li>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.</li> </ul>	Superintendent	2015-2016