

Hanover Public Schools

Strategic Objectives: 2015-2017

Progress Report: June 17, 2015



Progress Report – June 2015

Green = Complete

Blue = Ongoing/On-Track

Red = Not Yet Underway or Being Revised

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 | Actions | Facilitator | Timeline |
|---|--|--------------------------|-----------|
| Initiative # 1: 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">Continue and sustain deconstruction of standards by grade level and department.Develop and implement a system of peer-to-peer observation and instructional rounds.Develop and sustain inclusive practices to support the continued implementation of the CCSS.Ensure the <i>Vision 2020</i> curriculum and instruction initiative will adhere to the skills and expectations of the CCSS.Common assessments will align with the CCSS skills and expectations.Ensure district professional development will incorporate the CCSS skills, expectations, and strategies for differentiation of instruction for all students. | Assistant Superintendent | 2015-2017 |
| Initiative #2: Develop and sustain a clear district-wide vision of inclusive practices to support exceptional instruction and student achievement. | <ul style="list-style-type: none">Create and sustain Professional Learning Communities (PLC) at each school to support a collaborative and reflective culture focused on teaching and learning.Conduct PLC leadership team training: August 2014.Conduct PLC training for faculty: September/October 2014.Schedule PLC meetings: minimum of twice per month.Establish PLC priority topics via collaboration with teachers: Fall 2014.Schedule and implement peer training on Differentiated Instruction: September 2014.Schedule district-wide training on methods of collaboration: September/October 2014Create opportunities and encourage informal peer observation.Create schedules and provide coverage that supports and encourages common planning and collaboration.Implement teacher leadership of PLCs: Spring 2015. | Assistant Superintendent | 2015 |

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| Initiative #3: 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"> Complete math pilot stage of the process in FY 2015. Evaluate outcomes and teacher feedback to determine the math program best suited to needs of our students and community. Hold community forum to enhance communication, respond to questions, and establish expectations for students and families. Decide which program to recommend and communicate that decision to all stakeholders. Use data to support the fidelity of the evaluation process in order to encourage the School Committee and town officials to secure the resources and funding for a minimum commitment of five years. Evaluate hardware and software needs to support recommended programs and incorporate those needs into the procurement and roll-out plan. | Assistant Superintendent | 2015 |
| Initiative #4: Develop, expand and sustain a comprehensive assessment system to support exceptional teaching and student learning. | <ul style="list-style-type: none"> Establish consistent and collaborative data teams in English language arts (ELA) and math at all levels. Implement and evaluate current district-wide District Determined Measures (DDM) plan. Establish student growth scales to correlate with DDM plan. Use data from common assessments to determine effective implementation of the Common Core State Standards and make adjustments where necessary. Develop, revise and implement new ELA assessment schedule including benchmark and progress monitoring assessments. Develop, revise and implement new math assessment schedule including benchmark and progress monitoring assessments. Leverage the capacity of Aspen, and current on-site software, to increase and enhance the use of data to inform instruction. | Assistant Superintendent | 2015-2016 |
| Initiative #5: Increase the effectiveness of the Professional Development Committee to support exceptional instruction and student achievement. | <ul style="list-style-type: none"> Deliver annual communication to recruit participants each September. Develop teacher leaders and maximize Professional Development (PD) impact using Hanover Public Schools (HPS) staff expertise. Conduct annual survey of professional staff to help identify priorities and needs – and share results. Schedule quarterly meetings of the full Committee (minimum). Create and publish a calendar of PD for the year. Provide opportunities for leadership and innovation for PD Committee members. Evaluate sessions; use educator feedback to adjust and design sessions matched to individual and group needs. Develop and schedule PD opportunities targeted at general education teachers focused on inclusive practices and identify key trainers and “go to” staff. Provide training and utilize Aspen Organization/Tracking to maximize effectiveness. | Assistant Superintendent | 2015 |

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 |
|---|--|----------------|-----------|
| Initiative #1: Sustain sufficient funding to support competitive salaries and employee benefits. | <ul style="list-style-type: none">▪ Maintain open communication with town officials, School Committee, and employee associations to support fair and sustainable compensation.▪ Work with town officials and support efforts to control insurance costs.▪ Work with town officials to implement flexible spending accounts.▪ Maintain tuition reimbursement as a benefit for professional staff.▪ Support staff participation in professional organizations and budget accordingly.▪ Create efficiencies for HR processes and increase information to 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.).▪ Work collaboratively with employee associations to efficiently address contractual issues and actively seek mutually beneficial outcomes. | Superintendent | 2015-2017 |

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| Initiative #2: Strengthen and sustain a system-wide team oriented, collaborative culture and climate for all employees. | <ul style="list-style-type: none"> ▪ Offer praise and say “thank you”. ▪ Listen. ▪ Establish student focused priorities and objectives and stick to them. ▪ Take staff feedback (surveys, messages, meetings, etc.) seriously and provide appropriate responses through open channels of communication. ▪ Encourage and schedule informal peer observation. ▪ Continue and sustain Educator Evaluation process with fidelity focused on teacher and administrator improvement through support, coaching, and honesty. ▪ Support and sustain teacher led PLCs. ▪ Schedule regular and recurring district wide social events (family holiday party, concerts, etc.) ▪ Schedule and sustain annual “college pride day” across the district. ▪ Work collaboratively with employee associations to amicably address disputes between employees. ▪ Provide concise and consistent communication to staff to share information about student and staff accomplishments. ▪ Provide concise and consistent communication to staff on district issues to reduce misinformation, rumors, and address areas of concern. ▪ Offer exit interviews to employees leaving HPS to gather data and to understand reasons for departure. ▪ Evaluate attrition rates for the past five years to look for trends and identify opportunities to keep talented staff in Hanover. | Superintendent | 2015-2017 |
| Initiative #3: Provide opportunities for leadership development and internal advancement. | <ul style="list-style-type: none"> ▪ Identify and encourage aspiring administrators to pursue and apply for internal leadership opportunities when available. ▪ Provide support to staff enrolled in administrator development/certification programs with internships and professional development opportunities. ▪ Create teacher leadership opportunities within established committees and encourage and consider innovative ideas for possible pilot programs at all levels. | Principal(s) | 2015-2017 |
| Initiative #4: Develop and expand new teacher mentoring and professional development programs. | <ul style="list-style-type: none"> ▪ Evaluate recruiting strategies and seek partnerships with colleges to help hire the most talented candidates. ▪ Maintain a summer induction program for all new teachers focused on skills development along with operational issues. ▪ 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. ▪ Schedule and implement a monthly calendar for the mentors and protégés to attend events and/or discuss prescribed topics together. ▪ Schedule and implement multiple peer observations for new teachers along with pre and post observation discussions with the veteran teacher and mentor. | Assistant Superintendent | 2015-2017 |

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 |
|--|--|--------------------------------------|----------|
| Initiative #1: 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"> Provide monthly budget updates for School Committee meetings. Provide quarterly reporting on revolving accounts including special town articles. Hold public Budget Subcommittee meetings during annual budget development. Provide regular updates on budget issues distributed to all staff members. Attend all requested Finance Advisory Committee meetings. Maintain communication with Town Manager and Town Chief Financial Officer (CFO) on budget issues. 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.) | Business Manager | 2015 |
| Initiative #2: Develop and promote a long-term plan for sustainable technology resources and services for school and town departments. | <ul style="list-style-type: none"> Meet with leaders across school and town departments to review existing assets and identify needs. Define the technical resources and services needed to support the next generation classroom. Construct a town-wide, multi-year plan that specifies renewal rates for software, hardware, network infrastructure, and services. Share the plan with both the School Committee and Board of Selectmen. Incorporate the plan into the proposed budget for FY2016. | Director of Technology | 2015 |
| Initiative #3: 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"> Where appropriate, evaluate and develop in district programs to better support and retain students in district. Evaluate and support staffing and resource needs that ensure compliance with state and federal requirements to mitigate legal costs and prevent service lapses. Perform annual needs assessment of schedules and assignments for all support personnel that service individual students and programs to maximize efficiency. Maximize access to Circuit Breaker funding by investing time at Department of Elementary and Secondary Education (DESE) training sessions and accurate file management. Regularly report to School Committee spending trends and their impact on Circuit Breaker funding and town articles approved to support special education. | Director of Pupil Personnel Services | 2015 |

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| Initiative #4: Secure funding to procure and implement <i>Vision 2020</i> mathematics program for 2015-2016 school year. | <ul style="list-style-type: none"> ▪ Negotiate the best possible contract to support all of resources identified in the Vision2020 math recommendation with the selected publisher. ▪ Working with the Town Manager and CFO, evaluate and develop funding options including: one-time purchase, installments, upgrades, etc. and prepare recommendations. ▪ Provide detailed reports on project development, the collaborative evaluation process, pilot programs, and cost benefit for School Committee, Town Manager, Selectmen, and Advisory Board. ▪ 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. | Superintendent | March 2015 |
| Initiative #5: 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"> ▪ 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.). ▪ Develop and communicate protocols for targeted fundraising goals. ▪ Athletics: Evaluate and identify options to reduce reliance on revolving funds to support core programs. ▪ Athletics: Evaluate and identify options to lower or cap user fees. ▪ Extracurricular and Enrichment: Recruit and engage sponsors to fund and/or participate in new extracurricular/enrichment activities. | <p>a) Athletic Director</p> <p>b) FACE Director</p> | 2015 |

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 |
|---|---|-----------------------------|-----------|
| Initiative #1: Increase attendance, awareness, and increase school/community pride for HPS athletics. | <ul style="list-style-type: none"> Promote and sell Hanover High School (HHS) athletics season passes for students and community members with discounted admissions. Distribute schedules for all teams and promote games and events through all school and community access communication systems. Create opportunities for youth sports groups to attend games and be recognized. Develop a sustainable plan for partnerships (clinics, mentoring, etc.) with youth sports groups to increase contact and accessibility with HHS athletes. | Athletic Director | 2015 |
| Initiative #2: Develop systems that support programs and services that address health and wellness issues. | <ul style="list-style-type: none"> Sustain the District Wellness Committee to recommend and implement programs, events, and to report out activities to School Committee. Implement the Massachusetts General Hospital (MGH) Education Initiative. Develop and implement mental health programs, speaker series, and educational initiatives to support students and families. Develop and implement opportunities to engage students in hands on projects related to nutrition (herb gardens, student designed meals, etc.). | Health Services Coordinator | 2015-2016 |
| Initiative #3: Increase attendance at HPS cultural events and increase community pride. | <ul style="list-style-type: none"> Develop and implement a system wide "theater company" to support an aligned, branded, and sustainable drama and performing arts program. Promote performances, shows, celebrations, and special events through all school and community access communication systems. Create opportunities for student, youth, and senior citizen groups to attend performances and events and be recognized. Schedule and implement student/community open microphone events. Collaborate with community groups on special events. (e.g., annual Senior Dinner). Establish and sustain an on-line "HPS Gear 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. | FACE Director | 2015-2016 |

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 |
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| Initiative #1: Install, provide training, and implement upgraded building access and camera systems at elementary and middle schools in 2014. | <ul style="list-style-type: none"> Work with Town Facilities Department and Project Manager to ensure equipment is properly installed and functioning according to previously developed safety and access plan. Establish building access and public access protocols and effectively communicate these plans. Ensure Hanover Police Department (HPD) and Hanover Fire Department (HFD) have access to facilities for emergencies and inspections. Review access protocols and make adjustments to ensure that all plans and process are working to maximum effectiveness. | Business Manager | Fall 2014 |
| Initiative #2: Implement ALICE (Alert, Lockdown, Inform, Counter, Evacuate) strategies in 2014. | <ul style="list-style-type: none"> Partner with HPD to maintain trainer level certification for administrators at each level and stay current on best practices. In partnership with HPD, train all HPS staff on ALICE strategies and empowerment options using classroom and active situation drills. Train students using age appropriate activities and lessons. Host community forums to share information and accept feedback. Incorporate ALICE strategies in new teacher/employee orientation. | HHS Assistant Principal/Security Liaison | Fall 2014 |
| Initiative #3: Increase personnel support to maintain secure campuses and respond to emergencies. | <ul style="list-style-type: none"> Work with Town Manager and HPD to secure support and funding for a school resource officer. Evaluate options for funding sources to support supervisory staffing on campus at HHS for after school events. | Superintendent | 2015 |
| Initiative #4: Maintain consistent communication between HPS, HPD District Attorney's (DA) Office, and families. | <ul style="list-style-type: none"> Follow Memorandum of Understanding (MOU) with HPD and communicate on all issues that impact MOU. Maintain communication with DA's office, attend DA roundtable meetings, and review all notifications from DA's office (and communicate to staff as appropriate). Provide clear information and communication with parents/guardians when situations arise at school that requires a response from public safety agencies. Provide clear and current information on security protocols, safety procedures, and programs targeted to these issues. | 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">▪ Work with School Building Committee, Town Project Management, and Massachusetts School Building Authority (MSBA) to evaluate options and arrive at a feasibility plan.▪ Develop and deliver targeted information and provide consistent communication to engage the greater community to support the project both financially and in spirit.▪ Work with architects and a selected construction company to build, and ultimately open the school for our students as soon as possible. | Superintendent | 2017-2018 |
| Evaluate the benefits of town wide, grade-level elementary schools for Hanover. | <ul style="list-style-type: none">▪ Schedule School Configuration Committee meetings to frame the issues and create a strategy for information sharing and community outreach.▪ 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.▪ Work with school and town officials during Center/Sylvester feasibility process on to evaluate all possible options for elementary school alignment. | Superintendent | 2015-2016 |