

# Hanover Public Schools

## Strategic Objectives: 2022-2024

10/12/22

### 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.

Initiatives	Timeline	Actions	Facilitator
<b>Initiative # 1:</b> Improve outcomes for students receiving special education services.	2022-2023	<ul style="list-style-type: none"><li>• Examine all District scheduling and course selection processes updating/revising as necessary in the best interest of all students.</li><li>• Leverage expert consultation to provide corrective measures and strengthen both process and outcome throughout the Special Education Process.</li><li>• Expand supervision and alignment of Special Education oversight focusing on transitions between buildings.</li><li>• Provide formal and informal specialized professional development for all Special Education faculty by leveraging in-house and contracted experts.</li></ul>	Director of Student Services, Assistant Director of Student Services, Special Education Administrators

<p><b>Initiative # 2:</b> Implement evidence-based literacy instruction to advance student outcomes.</p>	<p>2022-2024</p>	<ul style="list-style-type: none"> <li>● Implement a comprehensive literacy program grounded in the Science of Reading.</li> <li>● Continued partnership with the Massachusetts General Hospital (MGH) Institute of Health Professions Written Expressive Language and Literacy Collaborative (WELL) to implement a structured writing approach.</li> <li>● Continue partnership with Landmark School focusing on language-based literacy planning, professional capacity, and program development.</li> <li>● Continue to train and certify special education and reading teachers in the Orton-Gillingham (OG) approach to reading instruction.</li> <li>● Evaluate and refine building based tiered instruction schedules, programming, and resources based on updated Multi-Tiered Systems of Support (MTSS) guidelines.</li> </ul>	<p>Assistant Superintendent, Leadership Team</p>
<p><b>Initiative # 3:</b> Enhance teacher leadership opportunities through personalized mentoring and differentiated support focused on curricular development.</p>	<p>2022-2024</p>	<ul style="list-style-type: none"> <li>● Implement department head structure. Department heads, instructional coaches and administrators, outline and document a formal curriculum review cycle, forward facing public documents, examination of all courses, and identification of achievement gaps.</li> <li>● Develop collaborative pairings of teachers, departments heads, instructional coaches, and administrators to support district and individual goal setting, data analysis, planning, feedback, and reflection in specific content areas. Provide opportunities for interdependent work and joint responsibility for student achievement.</li> <li>● Continue to promote, foster, and provide opportunities for instructional leadership and collaborative discourse focused on effective instructional practices (Instructional Support Team (IST), Professional Learning Communities (PLCs), grade level meetings, and department meetings) for staff and administrators.</li> </ul>	<p>Assistant Superintendent, Leadership Team</p>

<b>Initiative # 4:</b> Provide structured programs and training to enhance diversity awareness, equity, belonging, and inclusion opportunities for all students.	2022-2024	<ul style="list-style-type: none"> <li>Assess, plan, and provide support and resources for the social emotional needs of students, including curricular programs K-12.</li> <li>Support the goals of the <i>Better Together Team</i> to provide/suggest professional development for staff, and educational programming for students.</li> <li>Support educators with delivering culturally responsive instruction to students through a district cultural calendar, i.e., building awareness of holidays and cultural celebrations falling within the academic year.</li> </ul>	Assistant Superintendent, Leadership Team
<b>Initiative # 5:</b> Provide a contemporary approach to focused professional development and coaching for all staff.	2022-2024	<ul style="list-style-type: none"> <li>Develop and facilitate professional development opportunities that enhance instructional practices, engage all students, and accommodate diverse learning styles, needs, and interests and create data-based goals and objectives on Individual Education Plans (IEPs).</li> <li>Expand training, professional development, and expectations for comprehensive implementation of instruction grounded in the Science of Reading.</li> <li>Grow and support educator-led professional development workshops.</li> <li>Develop priority topics based on educator feedback.</li> <li>Ensure all Professional Learning Communities focus on effective instructional practices - vertically and horizontally align expectations, roles, and agendas.</li> </ul>	Assistant Superintendent, Leadership Team
<b>Initiative # 6:</b> Improve student performance using analytics to strategically inform instruction, curriculum, and experiences at each level.	2022-2024	<ul style="list-style-type: none"> <li>Analyze standardized assessment data to inform strategies to improve student performance on state and national assessments (MCAS, PSAT, SAT, AP) to increase higher education opportunities for students as well as the overall academic profile of the District.</li> <li>Create a support structure for our “at risk” cohort (Success Cohort) to increase MCAS and SAT scores at HHS.</li> <li>Develop early college partnerships (UMASS, Quincy College, Massasoit) as part of a regional consortium.</li> <li>Engage administrators, instructional coaches, department heads, and teachers in an ongoing, organized, and collaborative process to evaluate assessment data to improve student outcomes.</li> </ul>	Assistant Superintendent, Leadership Team

		<ul style="list-style-type: none"> <li>Develop and maintain assessment data meetings and progress monitoring schedules.</li> </ul>	
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## Objective 2: Human Capital

To recruit, develop, and retain diverse, committed, motivated, talented, collaborative and creative administrators, teachers, and support personnel to ensure a culture of teamwork and educational excellence.

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> Create a robust coaching and teacher leadership program within each school.	2022-2024	<ul style="list-style-type: none"> <li>Support Department Heads by providing training, time, and support to create instructional/curricular documents and resources.</li> <li>Evaluate current specialist positions to ensure depth of support and training for all staff members.</li> <li>Fully integrate coaching and math/reading specialist positions to provide district-wide support for educators.</li> <li>Engage HPS teachers and staff in enrichment opportunities by recruiting faculty to lead/teach in our Family and Community Engagement (FACE) programs.</li> </ul>	Superintendent, Director of Student Services, Business Manager, Principals
<b>Initiative #2:</b> To recruit and retain highly qualified staff	2022-2024	<ul style="list-style-type: none"> <li>Evaluate salary and benefit options for support staff and substitute positions to better support recruiting and retention of these important roles.</li> <li>Identify and provide internship/mentoring opportunities for aspiring teacher leaders and administrators.</li> <li>Provide and support specialized training/certifications for both general education and special education teachers to create more staff with certifications to support various special education and other student services.</li> <li>Look for opportunities to increase racial and cultural diversity of our staff.</li> <li>Review compensation/benefits packages for regional communities to ensure Hanover stays competitive for talented professionals.</li> </ul>	Superintendent, Leadership Team

### 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.

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> Strategically utilize federal funding to support health and safety requirements and academic recovery for all students.	2022-2024	<ul style="list-style-type: none"> <li>Utilize funding strategies for all Health and Safety expenses using funding sources that maximize federal programs and preserve local budget and Town Meeting article funds to the greatest extent possible.</li> <li>Utilize federal recovery funding for literacy programs that support recovery and evidence based practices to support all students K-8.</li> <li>Utilize federal recovery funding to support consultant partnerships and training with our outside partners (Landmark, MGH Institute of Health Professionals) to support literacy, special education, and other academic priorities.</li> </ul>	Superintendent, Business Manager, Principals
<b>Initiative #2:</b> Evaluate and increase capacity for wi-fi and sustainable hardware and infrastructure.	2022-2024	<ul style="list-style-type: none"> <li>Support the Town-Wide Technology Advisory Committee by providing data to create a multi-year strategy regarding future priorities.</li> <li>Along with the Director of Technology Operations, maintain a five year budget plan for hardware, network, and software needs.</li> <li>Evaluate and adjust staffing levels and technical areas of expertise, and communicate needs on an annual basis during budget planning in collaboration with the Town-Wide Tech Committee.</li> </ul>	Superintendent, Business Manager, Technology Director/Staff, Principals
<b>Initiative #3:</b> Design and develop an interactive/automated finance and personnel management systems to improve employee	2022-2024	<ul style="list-style-type: none"> <li>Complete development and fully implement digital accounts payable processes for all school based expenses that interfaces with Town finance systems.</li> <li>Design and implement a fully interactive personnel management and payroll system that is designed to automate HR/Payroll function for end users (employees) and HR/Payroll staff to improve accuracy and efficiency.</li> <li>Evaluate opportunities to integrate various finance functions using technology platforms and processes that interact to improve transparency and efficiency.</li> </ul>	Superintendent, Business Manager, Principals

services and budget planning/strategy.			
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## Objective 4: Communication & Community Engagement

To provide exceptional communication of all events, programs, and initiatives throughout the community.

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> 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 and events, HPS athletics, and community service.	2022-2024	<ul style="list-style-type: none"> <li>• Create a district led HPS Family Support Network (ie. Family SEL education, health and wellness programs, community resources, HPS introduction for 0-3 year old families).</li> <li>• Identify local businesses for district-wide partnerships to support events, initiatives and fundraising across the district.</li> <li>• Develop integrated service learning opportunities that foster a culture of understanding and empathy and connect our students to the community and beyond. Investigate PTA/PTO partnership in support of school-based projects.</li> </ul>	FACE Director, Principals

<p><b>Initiative #2:</b> Develop systems that support programs and services that address health and wellness issues.</p>	<p>2022-2024</p>	<ul style="list-style-type: none"> <li>● District-Wide Wellness Committee: <ul style="list-style-type: none"> <li>○ Strategically restructure the Committee to include a district-wide Wellness Administration Team, building-based teams and district-wide subcommittees for Stress Management, Social/Emotional Wellness, Safety/Security, Better Together Team, Nutrition, Health Education and Physical Education/Wellness.</li> <li>○ Evaluate current practices and expand/improve work in all areas that bring value and support to our school community.</li> <li>○ Collaborate with the Massachusetts Department of Public Health to implement the goals of the Comprehensive School Health Services Program.</li> <li>○ Evaluate factors contributing to chronic absenteeism and make recommendations for improvement.</li> <li>○ Expand and support the school nurses' work involving case management for students with complex health needs/chronic absenteeism.</li> <li>○ Conduct an assessment of the current health/wellness curriculum, identify voids, and seek opportunities to augment the curriculum.</li> <li>○ Formalize training, professional development and ongoing coaching for per diem nursing staff.</li> </ul> </li> <li>● Expand work around social/emotional wellness (Calm-Classroom, Anxiety Management, Stress Management) to the community: <ul style="list-style-type: none"> <li>○ Continue and expand partnership with Youth Health Connection, identify staff to regularly attend meetings and report back to the Wellness Committee.</li> <li>○ Continue to provide free ImPact testings and improve process through centralization of implementation and storage/sharing of test results.</li> <li>○ Continue to develop and promote our Health Office portal for students and families and efficiency between HPS programs.</li> </ul> </li> </ul>	<p>FACE Director, Director of Health Services, Director of Clinical Services</p>
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<p><b>Initiative #3:</b> Develop a multi-dimensional communication strategy that delivers content to multiple audiences using a variety of platforms.</p>	<p>2022-2024</p>	<ul style="list-style-type: none"> <li>● Reconvene the Communications Strategy Team to evaluate best practices and to explore enhancements to our existing platforms (Aspen, HPS Website)</li> <li>● Maximize the capacity and use of all current resources (Aspen, District Calendars, School Messenger, etc.) as the primary communication tools for students, families, teachers and staff with user friendly support and timely content.</li> <li>● Explore the development of an HPS communication App.</li> <li>● Create a set of district norms and expectations for website management of content.</li> <li>● Identify and train building based website/social media managers.</li> <li>● Maintain the HPS website and social media accounts with current content and timely news updates generated from School Messenger.</li> <li>● Create a protocol to ensure the proper access and use of all official HPS social media accounts.</li> <li>● Leverage platform for students, families, staff and community members to share positive feedback and celebrate the contributions made to students educational experiences.</li> <li>● Implement use of the Health Master Family Portal for the communication of confidential health information.</li> </ul>	<p>FACE Director, Health Services Coordinator, Director of Communications, Information, and Media</p>
<p><b>Initiative #4:</b> Develop and maintain a sustainable online platform to communicate availability and use of HPS and town buildings and fields.</p>	<p>2022-2024</p>	<ul style="list-style-type: none"> <li>● Develop new workflows for internal users (schools, town buildings &amp; fields) to request/reserve building and/or field space.</li> <li>● Improve accessibility to workflows with website enhancements that align with the school and town websites.</li> <li>● Review current fee structure for facilities, equipment and field usage.</li> <li>● Evaluate platforms for use by external community users.</li> <li>● Anticipated project completion 4/1/23, with evaluation, modification, and monitoring throughout the 2023-2024 school year.</li> </ul>	<p>Business Manager, FACE Director, Director of Communications, Information, and Media</p>



<p><b>Initiative #5:</b> Develop a comprehensive database management system that provides streamlined registration processes, financial integration, and enhanced communication capabilities for school and community organizations.</p>	<p>2022-2024</p>	<ul style="list-style-type: none"> <li>• Develop objectives and project timeline with software program developers.</li> <li>• Collaborate with town Finance Director, School Business Manager, and program developer to integrate a payment processor platform that meets municipal requirements.</li> <li>• Create a functional FACE website consistent with HPS/town website on program software framework.</li> <li>• Design and build online forms to capture information necessary to facilitate and manage program enrollment, participation and tracking.</li> <li>• Identify and transfer existing operational data such as customer accounts, payment history, program information, pricing structures and service details to the new platform.</li> <li>• Configure all FACE programs for online registration and payment.</li> <li>• Build an ecommerce site for the Hawk's Nest managed and administered through the FACE business portal.</li> <li>• Configure online store including product details, presentation, logo options inventory and online ordering.</li> <li>• Replace existing FACE and Hawk's Nest websites with new program platform sites and update links on school and town websites.</li> </ul>	<p>FACE Director</p>
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## Objective 5: Safety and Security

To evaluate opportunities and take practical actions 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.

Initiatives	Timeline	Actions	Facilitator
<b>Initiative #1:</b> Provide enhanced safety training for staff, students, and the community.	2022-2024	<ul style="list-style-type: none"> <li>Collaborate with HPD to educate the HPS community on Alert, Lockdown, Inform, Counter and Evacuate (ALICE) drills with a focus on supporting more independent decision-making capacity.</li> <li>Incorporate ALICE strategies in new teacher/employee orientation as well as the substitute teacher training manual.</li> <li>Continue district-wide emergency response drills, inclusive of before and after school activities and programs and staff.</li> <li>Revise Hanover Schools Emergency Operations Plan (SEOP) to ensure current information, policies, and protocols are incorporated to be inclusive of both before and after school activities and programs.</li> </ul>	District Security Liaison, SRO
<b>Initiative #2:</b> Maintain partnerships developed by the Health and Safety Committee to address district-wide staff and student needs.	2022-2024	<ul style="list-style-type: none"> <li>Hold scheduled meetings with the Health and Safety Committee to provide both short term and long term safety objectives.</li> <li>Partner with our district-wide Wellness Committee to pool resources and expertise targeting our high needs cohort including ESL, homeless, bullied, and chronically absent students. Work to create a process for tracking as well as connection with individual school based nurses focusing on challenges associated with chronic absenteeism.</li> </ul>	District Security Liaison, SRO, Health Services Coordinator, Director of Clinical Services

<p><b>Initiative #3:</b> Implement RAD training for all HHS girls and the community.</p>	<p>2022-2024</p>	<ul style="list-style-type: none"> <li>• Secure additional program materials to allow for increased enrollment and trainer capacity.</li> <li>• Collaborate with HPD to expand upon Rape Aggression Defense (RAD) training in frequency ensuring access for all HHS female students prior to graduation as well as district-wide staff members.</li> <li>• Offer free RAD training to the community in both individual and parent/guardian and student format.</li> <li>• Develop safety training for students before graduation.</li> <li>• Survey participants collecting feedback for improvement.</li> </ul>	<p>District Security Liaison, SRO, HHS Administration</p>
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