

***2018-2020  
School Improvement Plan***



Principal: Michael Oates

School: Cedar Elementary School

Co-Chair: Erin McAvay

Members: Nikki Simmons, Laura Chase, Michelle Pevarnek, Scott Hutchison & Richard Hutchison

Date Submitted to School Committee: September 21, 2018

Date Approved by School Committee: \_\_\_\_\_

**Hanover Public Schools**  
***“The mission of Hanover Schools is to guide every student to thrive in a global society.”***  
**2018-2020 SCHOOL IMPROVEMENT PLAN**

**GOAL #1: To continue to enhance literacy instruction and improve student learning outcomes so that each of our students will reach and exceed their individual capacity to become skilled and enthusiastic readers.**

RATIONALE	ACTIVITIES
<p><b>Literacy – Read 2700</b></p> <p>Providing student learning experiences that lead to the adoption of lifelong learning habits is the aspiration of all educators. Perhaps nowhere is this more rewarding or evident than in the joy that students can experience in losing themselves in a good book. In order for students at every ability level to experience this, we are adopting the workshop model - the most powerful pedagogy for creating enthusiastic readers for life. Our high expectations for these outcomes are grounded in research that shows students become exceptional readers, writers, and thinkers when exposed to the essential components of a comprehensive literacy program.</p> <p>Research shows that a lab classroom model combined with impactful instructional coaching is the most effective way to make enduring improvements in teacher practice. As a result of a collaborative approach, our staff will share in exemplar professional learning experiences, and employ a significant depth of knowledge about how to use balanced literacy instruction. This strong foundation in literacy skills sets up students for success as they move toward career and college pathways.</p>	<p><b>Literacy – Read 2700</b></p> <ol style="list-style-type: none"> <li>1. Complete literacy analysis and outline a plan for improved instructional practices for all students.</li> <li>2. Continue collaborative work and teacher training on best practices in the area of reading at the elementary level.</li> <li>3. Update and create diverse classroom libraries that pair with student abilities and foster student choice.</li> <li>4. Partner with expert consultants to coach and enhance reading instruction.</li> <li>5. Provide teachers with opportunities to share and collaborate with colleagues.</li> <li>6. Train academic coaches and reading specialists to support the work going on in classrooms.</li> <li>7. Extend literacy work into the content areas utilizing coaches and reading specialists.</li> <li>8. Audit technology, equipment, and digital resources that support the literacy work.</li> </ol>

TIMELINE	EVIDENCE OF COMPLETION	REVIEW STATUS
<ul style="list-style-type: none"> <li>2018-2020 School Years</li> </ul>	<ol style="list-style-type: none"> <li>Implementation of Readers Workshop model and Balanced Literacy</li> <li>Curriculum Design Updates</li> <li>Student Progress Monitoring</li> </ol>	<p>(To be completed September 2019) For each piece of evidence, indicate progress as follows: 1. Completed, 2. Not Completed (explain) or 3. Ongoing (explain)</p>

RESOURCE NEEDS	BUDGET COSTS
<ul style="list-style-type: none"> <li>Update Classroom Libraries</li> </ul>	<ul style="list-style-type: none"> <li>To be determined and planned for following audit of needs and current resources</li> </ul>

## Hanover Public Schools

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### 2018–2020 SCHOOL IMPROVEMENT PLAN

**GOAL #2: To build capacity within our school district so that our professional staff can continue to grow and learn.**

RATIONALE	ACTIVITIES
<p><b>Professional Development</b></p> <p>The Hanover School system aspires to exceed our current instructional capacity, and strengthen our inclusive culture of literacy, to deliver research based, impactful, effectively aligned, comprehensive literacy skills and strategies for students of all abilities; pre-kindergarten through graduation. To support this work, we will implement teacher centered training to raise the instructional capacity of HPS staff. This increased capacity, in turn, will support the development of exceptional readers, writers, and thinkers by incorporating the essential components of a balanced literacy program.</p> <p>Along with enhancing instruction through targeted professional development beginning in September 2018, this strategy and action plan represents a responsible and measured approach to target significant long-range improvements in literacy at all levels. We believe that we can increase the skill level for students of all abilities by strategically elevating instructional practice through investment in our faculty.</p>	<p><b>Professional Development</b></p> <ol style="list-style-type: none"><li>1. Expand our professional capacity through professional development focused on balanced literacy practices.</li><li>2. Partner with TLA, coaches, reading specialists, and leadership teams to provide meaningful and sustainable professional coaching and staff development.</li><li>3. Establish lab classroom model.</li><li>4. Focus this work within our established Professional Learning Communities by continuously promoting teacher leadership.</li><li>5. Expand and refine the Instructional Rounds model to support this process.</li><li>6. Support opportunities for teacher-led professional development.</li><li>7. Continue to increase our professional capacity to refine current practices and expand instructional application while utilizing technology.</li><li>8. Create a through line of instructional practice utilizing Google Suites Training in grades K-12.</li></ol>

TIMELINE	EVIDENCE OF COMPLETION	REVIEW STATUS
<ul style="list-style-type: none"> <li>2018-2020 School Year</li> </ul>	<ol style="list-style-type: none"> <li>Documented trainings and feedback</li> <li>Teacher feedback on implementation</li> </ol>	<p>(To be completed September 2019) For each piece of evidence, indicate progress as follows: 1. Completed, 2. Not Completed (explain) or 3. Ongoing (explain)</p>

RESOURCE NEEDS	BUDGET COSTS
<ul style="list-style-type: none"> <li>No additional resources needed at this time</li> </ul>	<ul style="list-style-type: none"> <li>No additional budget costs at this time</li> </ul>

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**2018–2020 SCHOOL IMPROVEMENT PLAN**

**GOAL #3: Successful Implementation of Elementary School Consolidation: PK-1; 2-4**

RATIONALE	ACTIVITIES
<p><b>School Consolidation</b></p> <p>The consolidation of our two elementary schools under a town-wide model affords our students, staff, and families an opportunity to reshape our education programs, enrichment and social experiences, and provide access and equity for all elementary students.</p> <p>In year one (2018-2019) we will focus our work to identify all opportunities and challenges related to the elementary school reconfiguration including operational and fiscal issues, appropriate staffing levels and programming, understanding and strengthening culture and climate, safety and security strategies, as well as managing the logistics related to the multiple phases of moves.</p> <p>In year two (2019-2020) we will focus our work on curriculum alignment and strengthening a collaborative culture.</p>	<p><b>School Consolidation</b></p> <ol style="list-style-type: none"> <li>1. Establish a transportation subcommittee to prepare for the transportation of students in September 2019, under the direction of the Assistant Superintendent for Business and Finance.</li> <li>2. Establish a transition team that includes representation from both schools that will look at school culture and events that includes parents, teachers, and the PTA.</li> <li>3. Establish a subcommittee that can review technology for grades PK-1 and 2-4 in the fall of 2018.</li> <li>4. In collaboration with the Superintendent, Assistant Superintendents, and Special Education Director, plan for staffing patterns based on enrollment, and service delivery from October 2018- January 2019.</li> <li>5. Evaluate facilities and infrastructure at Cedar School for supporting early childhood needs.</li> <li>6. Through Professional Development days, provide time for grade level alignment at each grade level, K-4.</li> </ol>

TIMELINE	EVIDENCE OF COMPLETION	REVIEW STATUS
<ul style="list-style-type: none"> <li>• 2018-2019 Phase 1</li> <li>• 2019-2020 Phase 2</li> </ul>	<ol style="list-style-type: none"> <li>1. Successful transition of students and staff to both elementary schools</li> </ol>	<p>(To be completed September 2019) For each piece of evidence, indicate progress as follows. 1. Completed 2. Not completed (explain) 3. Ongoing (explain)</p>

RESOURCE NEEDS	BUDGET COSTS
<ul style="list-style-type: none"> <li>• Facility and infrastructure needs at Cedar School currently under evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Facility and infrastructure needs possibly addressed through town article at May 2019 Town Meeting</li> <li>• No additional school department budget costs at this time</li> </ul>

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### 2018–2020 SCHOOL IMPROVEMENT PLAN

**GOAL #4: To evaluate every opportunity and take every practical action to increase school safety and to maintain secure campuses prepared for emergencies.**

RATIONALE	ACTIVITIES
<p><b>Safety and Security</b></p> <p>The Hanover Public Schools and the Hanover Police Department have successfully implemented the School Resource Officer (SRO) model. The Hanover Public Schools SRO continues to use the “triad approach,” as endorsed by the National Association of School Resource Officers, to accomplish the following:</p> <ul style="list-style-type: none"><li>• Serve the students of Hanover as part teacher, part counselor, and part officer</li><li>• Enhance the level of safety and security in our schools</li><li>• Serve as a mentor to the children of Hanover</li><li>• Be present or available to each Hanover Public School on a daily basis</li></ul> <p>Hanover Public Schools and the Hanover Police Department will focus on phase two of the integration of the SRO in all Hanover Public Schools, with a strategic focus on building the educational component of the partnership. Both parties will continually monitor and evaluate the progress of this goal.</p> <p>As part of their continued mission to increase school safety, the Hanover Police Department has committed to increasing the visibility of day shift officers in all schools.</p>	<p><b>Safety and Security</b></p> <ol style="list-style-type: none"><li>1. Seek out opportunities for educational collaboration on safety and security, criminal justice, law, health and wellness, and decision-making.</li><li>2. Sustain rotating schedule with each school, allowing for SRO presence at events during and after school hours.</li><li>3. Continue the work of the SRO as a trainer for ongoing ALICE school safety training and incorporate classroom visits to review safety plans with students.</li><li>4. Continue partnership with SRO through involvement in student meetings, intervention team meetings, and safety meetings.</li><li>5. Increase education and awareness of bus, bike, and car safety for students K-12.</li><li>6. Monitor, evaluate, and revise the progress of these goals on an ongoing basis.</li><li>7. Increase presence of the day shift officers in every school in the district, supported by the HPD.</li><li>8. Install and update security camera systems in all buildings.</li><li>9. Train designated building representatives to</li></ol>



	successfully operate the new security cameras.
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<b>TIMELINE</b>	<b>EVIDENCE OF COMPLETION</b>	<b>REVIEW STATUS</b>
<ul style="list-style-type: none"> <li>2018-2020 School Years</li> </ul>	<ol style="list-style-type: none"> <li>Faculty, student, and parent feedback</li> <li>Data collection related to collaboration with SRO</li> <li>Anecdotal evidence of SRO integration</li> </ol>	<p>(To be completed September 2019) For each piece of evidence, indicate progress as follows: 1. Completed, 2. Not Completed (explain) or 3. Ongoing (explain)</p>

<b>RESOURCE NEEDS</b>	<b>BUDGET COSTS</b>
<ul style="list-style-type: none"> <li>No additional resources needed at this time</li> </ul>	<ul style="list-style-type: none"> <li>No additional budget costs at this time</li> </ul>