

Hanover Public Schools

Strategic Objectives: 2019-2021



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
Initiative # 1: Provide personalized mentoring and differentiated support for all teachers.	2019-2021	<ul style="list-style-type: none"> • Participate in a dialogical model (partner) of coaching through the impact cycle. Collaborative pairs of staff and administrators will walk through goal setting, data analysis, planning, observations, feedback, and reflection. • Participate in public teaching and guided visits. • Provide opportunities for interdependent work and joint responsibility for student achievement. • Continue to promote, foster, and provide opportunities for instructional leadership and collaborative discourse (PLCs, Instructional Rounds, EdCamp, grade level meetings, and department meetings) for both staff and administrators. • Utilize current and evolving technology to enhance personalized opportunities for professional learning through webinars, educational coursework, classroom educational technology such as Google Classroom, flipped classrooms, foreign language based speaking and listening platforms, Albert.io, etc. • Adhere to the timelines of the teacher evaluation system and follow-up with observation in the classroom with post conference to allow for conversation, feedback, and coaching. 	Assistant Superintendent, Leadership Team
Initiative # 2: Provide a contemporary approach to focused professional development and coaching for all staff.	2019-2021	<ul style="list-style-type: none"> • Continue to develop and facilitate PD opportunities that enhance instructional practices that engage all students and accommodate diverse learning styles, needs, and interests. • Maintain established district mentoring program for onboarding teachers through consistent contact and effective assignment of teacher mentors. • Continue to grow and support educator-led professional development workshops. • Utilize SmartPD to allow all faculty members to track professional development activities, expand their professional network, and provide regional opportunities. • Expand teacher-directed Instructional Rounds work, under the direction of district coaches, by scaffolding and building upon the previous years' focal points. • Ensure all Professional Learning Communities focus on instructional practices - align expectations, roles and agendas. • Expand efforts to collect feedback on all professional development activities to ensure quality and guide future efforts aimed at improving teaching and learning. • Continue to expand training, professional development and expectations under READ2700. • Provide differentiated opportunities to elevate instructional practices, e.g., workshops, conferences, study groups, webinars. 	Assistant Superintendent, Leadership Team

<p>Initiative # 3: Improve student performance using analytics to strategically inform instruction, curriculum, and experiences at each level.</p>	<p>2019-2021</p>	<ul style="list-style-type: none"> • Engage administrators, coaches, and teachers in an ongoing, organized, and collaborative process to evaluate assessment data (both standardized and internal) to guide and focus our work to improve student outcomes. • Utilize standardized and internal assessment data to inform strategies to increase student performance on high stakes tests (SAT, AP, MCAS) with measurable outcomes that impact higher education opportunities for students and the overall academic profile of the District. • Continue to utilize and grow in-district data experts that support assessment and analysis and lesson development. • Design effective and rigorous standards-based units of instruction that reflect high expectations regarding content, quality and effort of work. • Use technology to develop the mechanics within Aspen and Google Classroom to share and track the data relevant to student progress. • Focus on the vertical alignment of academic, co-curricular, and extra-curricular experiences among schools. • Provide opportunities for self-reflection and goal setting for all students. 	<p>Assistant Superintendent, Leadership Team</p>
<p>Initiative #4: Effectively align and implement the district curriculum with the revised standards as outlined in the Massachusetts Curriculum Frameworks.</p>	<p>2019-2021</p>	<ul style="list-style-type: none"> • Extend and strengthen inclusive practices to support the continued implementation of the Massachusetts Curriculum Frameworks. • Review and enhance academic content and course requirements within HHS Connect, Read 2700, and the HMS instructional design work, capitalizing on student interest ensuring academic success. • Develop, support, and communicate expectations for the implementation of ELA curriculum units to enhance literacy for all students. • Integrate the updated History and Social Science Frameworks across content in all grades. • Track and monitor the implementation of revised standards by establishing benchmarks for full adoption, evaluating needs for materials, and maintaining and refining their usage. • Ensure district professional development for differentiation of instruction for all students within the Massachusetts Curriculum Frameworks. • Leverage and extend professional development opportunities through PLCs and Instructional Rounds to foster higher order thinking skills for all students by grade level, and discipline, to employ equitable grading practices, and to assign relevant and productive homework assignments. • Expand the training, certification, and level of expertise of current staff with specialized programs to meet the individual needs of all students. 	<p>Assistant Superintendent, Leadership Team</p>

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.

Initiatives	Timeline	Actions	Facilitator
Initiative #1: Evaluate the option of providing childcare for Hanover employees.	2019-2021	<ul style="list-style-type: none"> • Perform a cost benefit analysis on developing a childcare program for HPS/Town employees. • Evaluate options for the space required to house a program in the Town. • Prepare a cost benefit analysis and potential options for School Committee during the 2019-2020 school year for future consideration. • Review state regulations for licensed child care. 	Assistant Superintendent for Business & Finance
Initiative #2: Evaluate all personnel issues and staffing requirements to adequately and efficiently meet the needs of the district.	2019-2021	<ul style="list-style-type: none"> • Evaluate student enrollment at each grade level K-12 and assign staff to maintain appropriate class sizes in each grade supported by annual budget appropriation. • Evaluate all specialists (art, PE, music, media, etc.) and Health Services staff to ensure that these essential classes and student medical needs are met. • Evaluate all special education staff (teachers, specialists, support staff) to ensure both an appropriate and an efficient staffing model to support student needs within a sustainable funding strategy. • Provide clear and consistent communication to School Committee, families and staff throughout the budget process to ensure understanding of any changes and rationale. 	Superintendent, Assistant Superintendent for Business & Finance, Principals

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
Initiative #1: Complete a comprehensive review of Capital Needs of the district to include both interior and exterior spaces.	2019-2021	<ul style="list-style-type: none"> • Prepare proposals (annually) for the School Committee to put forward Town Meeting Articles that support capital needs for the School District. • Maintain annual meetings with Principals to develop lists of Capital Needs and actions. • Conduct an annual needs assessment of all interior spaces and prioritize needs in each area. • Collaborate annually with the Town of Hanover Facilities Department and Department of Public Works to review the capital plan regarding exterior spaces and make recommendations for a five year improvement plan. 	Assistant Superintendent for Business & Finance
Initiative #2: Continue to develop and promote a long-term plan for sustainable technology resources and services for school and town departments.	2019-2021	<ul style="list-style-type: none"> • Actively participate in Information Technology Study Committee to effectively communicate needs of the School Department and advocate accordingly. • Develop and maintain a strategic plan for the renewal and replacement of capital resources to maximize value in partnership with Information Technology Study Committee. • Participate in monthly meetings with Department Heads across school and town departments to review and troubleshoot existing challenges, maximize current resources, and strategically identify areas to improve. • Adjust Technology Department staffing levels as needed utilizing both current staff with multiple roles and contracted services to respond to seasonal service needs. • Incorporate technology requirements into annual budgets. • Implement and adjust as needed the three year plan that was recommended at the May 2019 Town Meeting. Year one included upgrade of cabling to support improved WiFi and VOIP. Year one also includes WiFi upgrades at Hanover High School and Hanover Middle School along with a new phone system for Hanover Middle School and Cedar School (complete). Year two includes WiFi upgrades at Cedar School, Council on Aging, HPD and HFD along with new VOIP phones at HHS. Year three includes new VOIP phones at Town Hall, COA, HPD and HFD along with a comprehensive town switch upgrade. 	Director of Technology Operations, Assistant Superintendent for Business & Finance
Initiative #3: Collectively look at HR strategies to defray costs to employees.	2019-2021	<ul style="list-style-type: none"> • Evaluate all employee benefits and explore opportunities to defray costs to both employees and the town without the reduction in service. • Collect data on percentage of employees who access benefits and assess actual cost to employees and the Town to support strategic hiring, employee retention, long term liability, and collective bargaining. • Review all benefit plans and service delivery for efficiency and the ability to meet the needs of our employees. 	Assistant Superintendent for Business & Finance

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.

Initiatives	Timeline	Actions	Facilitator
Initiative #1: Develop systems that support programs and services that address health and wellness issues.	2019-2021	<ul style="list-style-type: none"> • District Wide Wellness Committee: <ul style="list-style-type: none"> ◦ Strategically restructure the Committee to include a district-wide Wellness Admin Team, building-based teams and district-wide subcommittees for Stress Management, Social/Emotional Wellness, Safety/Security, Anti-Bias Leadership, Nutrition, Health Education and Physical Education/Wellness (FY 2020). ◦ Evaluate current practices and expand/improve work in all areas that bring value and support to our school community. • Collaborate with the Massachusetts Department of Public Health to implement the goals of the Comprehensive School Health Services Program: <ul style="list-style-type: none"> ◦ Evaluate factors contributing to chronic absenteeism and make recommendations for improvement. ◦ Expand and support the school nurses' work involving case management for students with complex health needs/chronic absenteeism. ◦ Support the goals of the Anti-Bias Leadership Team to implement a needs assessment, provide professional development for staff and educational programming for students to address issues around diversity, equity and inclusion. ◦ Conduct an assessment of the current health/wellness curriculum, identify voids, and seek opportunities to augment the curriculum. ◦ Support the per-diem nursing staff through expanded training, professional development and ongoing coaching. • Expand work around social/emotional wellness (Calm-Classroom, Anxiety Management, Stress Management). • Continue and expand partnership with Youth Health Connection, identify staff to regularly attend meetings and report back to Wellness Committee. • Continue to provide free ImPact testings and improve process through centralization of implementation and storage/sharing of test results. • Introduce new Health Office portal for students and families. Utilize portal to securely communicate protected health information with families. 	Health Services Coordinator, Director of Clinical Services

Initiative #2: Develop a multi-dimensional communication strategy that delivers content to multiple audiences using a variety of platforms.	2019-2021	<ul style="list-style-type: none"> • Establish a Communications Strategy Team responsible for developing sustainable best practices that meet the needs of growing audiences and diverse delivery platforms. • 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. • Rebrand “Anchor TV” to include a comprehensive array of current events, topics and accomplishments in shorter, more frequent segments. • Develop, implement and maintain a district podcast series to inform the community about district initiatives, student and professional success as well as relevant educational topics. • Maintain the HPS website and Social Media accounts with current content and timely news updates generated from School Messenger. • Create a protocol to ensure the proper access and use of all official HPS Social Media accounts. • Develop a platform for students, families, staff and community members to share positive feedback and celebrate the contributions made to students educational experiences. • Implement use of the Health Master Family Portal for the communication of confidential health information. 	FACE Director, Health Services Coordinator
Initiative #3: Develop and maintain a sustainable online platform to communicate availability and use of HPS buildings.	2019-2021	<ul style="list-style-type: none"> • Work in collaboration with the Hanover Facilities Department to develop and implement the Dude Solutions online request and scheduling platform for HPS building use. • Foster strong working relationships with all town departments through a shared vision of serving as community resources. • Raise awareness in the community for the availability and use of space in HPS buildings for community meetings, events, etc. • Provide ongoing training for HPS staff, community groups, and community members for the use of the Dude Solutions platform. 	FACE Director

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
Initiative #1: Increase safety training for staff, students and the community.	2019-2021	<ul style="list-style-type: none"> • Collaborate with HPD to expand and differentiate student and staff ALICE drills to support more independence and decision-making capability. • Incorporate ALICE strategies in new teacher/employee orientation as well as the substitute teacher training manual. • Explore options for collaboration with community partners introducing ALICE response options to their employees. • Enhance district-wide emergency response drills, inclusive of both before and after school activities and programs. • Offer CPR and First Aid Trainings to all town employees and the greater community. • Review and revise the 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. 	District Security Liaison, SRO
Initiative #2: Implement RAD training for all HHS girls and the community.	2019-2021	<ul style="list-style-type: none"> • Secure additional program materials to allow for increased enrollment and trainer capacity. • Collaborate with HPD to expand upon RAD trainings in frequency ensuring access for all HHS female students prior to graduation as well as District-wide staff members. • Offer free RAD training to the community in both individual and parent/guardian and student format. • Develop safety training for students before graduation. • Survey participants collecting feedback for improvement. 	District Security Liaison, SRO
Initiative #3: Enhance educational practices on prevention of vaping/e-cigarettes and substance abuse.	2019-2021	<ul style="list-style-type: none"> • Investigate strategies to prevent vaping and substance abuse. • Provide students and families support and information regarding the public health issue of vaping and substance abuse. • Create and promote a marketing campaign involving visuals, videos, and guest speakers in partnership with the South Shore Tobacco Coordinator. • Work with Health teachers within the district to align vaping and substance abuse curriculum. • Partner with district/community health officials to provide information, support and resources to students and families who are dealing with substance abuse. • Revisit the policy on vaping, tobacco, and substance abuse, and investigate options for a restorative approach to consequences. 	District Security Liaison, SRO, Health Services Coordinator, Director of Clinical Services