

# **2019 – 2021 School Improvement Plan**

## **Cedar Elementary School**



Principal: Michael Oates

School: Cedar Elementary

School Council Co-Chair: Christine Rodday

School Council Members: Nora Wright, Michael Emond, Jessica Busa, and Carol McGinnis

Date Submitted to School Committee: 11/8/2019

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

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 CEDAR SCHOOL IMPROVEMENT PLAN

**GOAL #1: Advance and improve coaching and mentoring for teachers.**

**Theory of Action:** By collaborating to provide personalized mentoring, and differentiated support for all teachers, it will increase the expertise and capacity of our staff resulting in improved student outcomes.

<b>Actions</b>
<ul style="list-style-type: none"><li>• Collaborative pairings of staff and administrators will participate in a dialogical model (partner) of coaching through the impact cycle. Pairs will walk through goal setting, data analysis, planning, observations, feedback, and reflection. A schedule will be developed which outlines daily visits for administrators.</li><li>• Expand partnership with expert consultants to provide additional training for academic coaches and reading specialists to support our literacy model and all additional expectations under READ2700, including administrative formal sessions modeling and facilitating learning walks.</li><li>• Provide teachers with opportunities to share and collaborate with colleagues including participation in public teaching and guided visits.</li><li>• Continue to promote, foster, and provide opportunities for instructional leadership and collaborative discourse (PLCs, Instructional Rounds, EdCamp, and grade level meetings).</li><li>• Use technology to enhance personalized opportunities for professional learning through webinars, educational coursework and classroom edtech such as Google Classroom.</li></ul>

<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>

<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• Fountas &amp; Pinnell Benchmark Assessment Systems (BAS) and the Dynamic Indicators of Basic Early Literacy Skills (DIBELS) growth data will be analyzed to evaluate student progress</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 CEDAR SCHOOL IMPROVEMENT PLAN

**GOAL #2: Advance and improve professional development and peer mentoring for all staff.**

**Theory of Action:** By engaging in a contemporary approach to focused professional development and coaching, the expertise and capacity of our staff will increase and result in improved student outcomes.

Actions
<ul style="list-style-type: none"><li>• Develop and facilitate embedded PD opportunities that expand professional capacity resulting in enhanced instructional practices that engage all students and accommodate diverse learning styles, needs, and interests including Guided Visits for every staff member. Create a second cohort of lab teachers while continuing to support Cohort 1.</li><li>• Continue to grow educator-led professional development workshops and utilize Smart PD to expand our professional network and provide opportunities for regional colleagues.</li><li>• Under the direction of district coaches, expand teacher directed Instructional Rounds work, scaffolding previous years’ focal points, which were centered around students ability to apply taught strategies to make their thinking visible when answering constructed response questions.</li><li>• Enhance Professional Learning Communities cohorts with a renewed focus on instructional practices - align expectations, roles and agendas.</li><li>• In collaboration with Assistant Superintendent, expand upon efforts to collect feedback on PLCs, teacher collaboration time, and professional development to ensure a quality product and guide future collaborative efforts aimed at improving teaching and learning.</li><li>• Continue partnership with Teaching and Learning Alliance (TLA) and Landmark to expand training, professional development and READ2700 expectations focusing on aligned curriculum calendars and instructional practices. This will include specialized training for our District-wide Instructional Coaches and Reading Specialists elevating their knowledge of adult learning.</li><li>• Continue to elevate instructional practices by providing formal training through workshops, conferences, study groups, and webinars.</li></ul>

Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• Cost of scheduled training with TLA and Landmark</li></ul>

Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Review staff professional development evaluations</li><li>• Develop and adjust professional development calendar/activities</li><li>• Monitor and guide agendas from Professional Learning Communities (PLC)</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

## Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

### 2019-2021 CEDAR SCHOOL IMPROVEMENT PLAN

#### **GOAL #3: Improve student performance based on relevant and timely data.**

**Theory of Action:** By strategically and intentionally using data to inform instructional and curricular decisions priorities will be set based on student need therefore resulting in improved student outcomes.

Actions	
<ul style="list-style-type: none"><li>• Incorporate self-reflection and goal setting in conferencing, at a developmentally appropriate level, for each student as part of our literacy work.</li><li>• Continue to utilize and grow Cedar data experts that support assessment and analysis and lesson development through formal training, adoption of an aligned protocol for meetings created by our Instructional Support Team, PLC discussions and research, and expert consultants. Strengthen data team meetings to utilize data to inform instructional decisions including: updated data meeting protocols, staff trainings, and follow up.</li><li>• Provide updated training and communicate consistent and aligned expectations and support for our Response to Intervention (RTI) Model.</li><li>• Teachers, coaches, and consultants will design effective and rigorous standards-based units of instruction that reflect high expectations regarding content, quality and effort of work.</li><li>• Use data from school based assessments, organized in Aspen and Google, to share results, inform instruction, adjust curriculum, and plan for personalized learning experiences for all students. Ensure annual training for new staff on DIBELS/BAS, Foundations including reboot for all staff.</li><li>• Research, train and implement new Dyslexia Screener K-1.</li><li>• Focus on vertical alignment of experiences between schools beginning with the peer mentoring partnership with HHS to support phonics instruction.</li><li>• Develop and maintain consistent systems for tracking data and progress monitoring for all students.</li></ul>	
Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>
Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Thoroughly analyze multiple data points, including but not limited to: Fountas &amp; Pinnell Benchmark Assessment Systems (BAS) and the Dynamic Indicators of Basic Early Literacy Skills (DIBELS) benchmark and progress monitoring to guide instructional decisions</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 CEDAR SCHOOL IMPROVEMENT PLAN

**GOAL #4: Ensure vertical and horizontal alignment of expectations and experiences for students.**

**Theory of Action:** By effectively aligning and implementing the district curriculum with the revised standards as outlined in the Massachusetts Curriculum Frameworks, all students will be provided with equitable experiences and opportunities to improve student outcomes.

Actions	
<ul style="list-style-type: none"><li>• Extend and strengthen inclusive practices to support the continued implementation of the Massachusetts Curriculum Frameworks.</li><li>• Develop, support, and communicate expectations for the implementation of updated ELA curriculum calendars and units.</li><li>• Train, implement, and provide embedded support for Foundations Reboot (K-3).</li><li>• Implement district wide assessment schedule and elicit feedback from staff.</li><li>• Integrate the updated history and social science framework across content in all grades.</li><li>• Leverage and extend professional development opportunities through PLCs and Instructional Rounds to foster higher order thinking skills for all students.</li><li>• Extend literacy work into the content areas utilizing coaches and reading specialists.</li></ul>	

Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>

Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Data will be collected through classroom observations, lesson plans and professional and student learning goals set by teachers</li><li>• Attendance at hosted lab visits, Cedar lab visits, coaching sessions and workshops will be gathered and analyzed</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 CEDAR SCHOOL IMPROVEMENT PLAN

**GOAL #5: Increase school safety and maintain campus security.**

**Theory of Action:** By continuing to enhance training for staff, students and the community, we will increase school safety and maintain a Cedar campus that is secure and prepared for emergencies.

<b>Actions</b>	
<ul style="list-style-type: none"><li>• In partnership with HPD, expand and differentiate staff ALICE drills to support more independence and decision-making capability.</li><li>• Support new teachers and substitutes by reinforcing ALICE strategies shared in new teacher/employee orientation and the substitute teacher training manual.</li><li>• Support and participate in district-wide emergency response drills including before and after school activities and programs.</li><li>• Staff participation in CPR and First Aid Trainings.</li></ul>	
<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>
<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• Review staff professional development evaluations</li><li>• In partnership with HPD, develop and adjust professional development calendar/activities</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

## Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

### 2019-2021 CEDAR SCHOOL IMPROVEMENT PLAN

#### **GOAL #6: To develop and brand Cedar School as an early learning center.**

**Theory of Action:** By providing a developmentally appropriate, rich learning environment, we will meet or exceed the individual social-emotional, physical, language, and educational needs of our students.

<b>Actions</b>
<ul style="list-style-type: none"><li>• Provide in district support to individual classroom teachers through professional development, coaching and training (Instructional Support Team).</li><li>• Complete development and publishing of early learning center vision, mission, and shared core values statements.</li><li>• In partnership with our DESE coach, provide expanded Positive Behavior Supports (PBS) training to new staff, specialists, and support personnel.</li><li>• Create and distribute monthly PBS Leadership Team newsletter highlighting elements of the program in school and showcase strategies for families to utilize at home.</li><li>• Evaluating best practices for this age group, we will make determinations about the scope of homework, the best use of technology, movement breaks, and other issues related to early learning.</li><li>• Introduce a school-wide video reading series for teachers to share favorite stories and effective read-along strategies with children and families utilizing various digital and social media outlets.</li><li>• Redesign the Behavior Intervention Team model to support the social emotional and behavioral needs of all students.</li><li>• Through the election process, expand School Council membership to increase participation of parents of preschool age children.</li><li>• Working collaboratively with PTA, customize annual events to provide rich cultural experiences and celebrations that are developmentally appropriate and memorable for our student population.</li><li>• Research, design, educate, and install Sensory Pathways to increase cognitive functioning and reduce sensory seeking behaviors by providing opportunities for frequent engaging movement breaks throughout the school building and day.</li></ul>

<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>

<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• Gather feedback, assess initiatives, and review professional development evaluations</li><li>• Update action plans based on synthesis of feedback</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

# **2019 – 2021 School Improvement Plan**

## **Center Elementary School**



Principal: Jane DeGrenier

School: Center School

School Council Co-Chair: April Sheridan

School Council Members: John Galluzzo, Jacquelyn Porro, Laura Louko, Elizabeth Wilcox, Jill Joy, Alicia DiBara,  
Mark Lancaster, Lori McKenna, Russ Wilson

Date Submitted to School Committee: 11/8/2019

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



Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 CENTER SCHOOL IMPROVEMENT PLAN

**GOAL #1: Advance and improve coaching and mentoring for teachers.**

**Theory of Action:** By collaborating to provide personalized mentoring, and differentiated support for all teachers, it will increase the expertise and capacity of our staff resulting in improved student outcomes.

<b>Actions</b>	
<ul style="list-style-type: none"><li>• 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 as needed.</li><li>• Plan guided visits to classrooms to observe a model lesson. These will be facilitated by the reading teachers/coaches around one school wide goal in reading. Each teacher will have the opportunity to participate in one guided visit.</li><li>• Partner with expert consultants to coach and enhance reading instruction. (Teaching Learning Alliance and Landmark School Outreach)</li></ul>	
<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>
<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• BAS, DIBELS, and i-Ready growth data will be analyzed to evaluate student progress. EOY assessment on the trainings to determine what is needed in the classroom for additional instruction and support continued growth in our reading model</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 CENTER SCHOOL IMPROVEMENT PLAN

**GOAL #2: Advance and improve professional development and peer mentoring for all staff.**

**Theory of Action:** By engaging in a contemporary approach to focused professional development and coaching, the expertise and capacity of our staff will increase and result in improved student outcomes.

<b>Actions</b>	
<ul style="list-style-type: none"><li>• Current lab teachers (Cohort 1) will participate in year two of reader's workshop coaching with 4 formal opportunities to meet as a group and collaborate on their continued work guided by the Teaching and Learning Alliance.</li><li>• Introduce a second cohort of teachers (Cohort 2) into the model and support their work with 2 sessions with TLA and embedded coaching from the reading specialists at the building level, including a guided visit.</li><li>• Train reading specialists to support the work going on in classrooms.</li><li>• All teachers will have an opportunity to participate in a workshop series with TLA.</li></ul>	
<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• Cost of scheduled training with TLA and Landmark</li></ul>
<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• Review staff professional development evaluations</li><li>• Develop and adjust professional development calendar/activities</li><li>• Monitor and guide agendas from Professional Learning Communities (PLC)</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

## Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

### 2019-2021 CENTER SCHOOL IMPROVEMENT PLAN

#### **GOAL #3: Improve student performance based on relevant and timely data.**

**Theory of Action:** By strategically and intentionally using data to inform instructional and curricular decisions priorities will be set based on student need therefore resulting in improved student outcomes.

<b>Actions</b>	
<ul style="list-style-type: none"><li>• Incorporate self-reflection and goal setting in conferencing for each student as part of the reader's workshop model.</li><li>• Develop and maintain consistent systems for tracking data for student progress in special education.</li><li>• Use data from school based assessments to inform instruction, adjust curriculum, and plan for personalized learning experiences for all students.</li><li>• Incorporate the feedback/considerations from instructional rounds and guided classroom visits to inform instruction and student outcomes.</li><li>• Use data from school based assessments, organized in Aspen and Google, to share results, inform instruction, adjust curriculum, and plan for personalized learning experiences for all students. Ensure annual training for all staff on DIBELS/BAS, Foundations, and i-Ready.</li><li>• Research, train and implement a Dyslexia Screener for grade 2. Based on grade level assessments, screening for students in grade 3 and 4 will be recommended through the Student Support Team process, parent, and/or teacher concern.</li></ul>	
<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• Additional consulting for reading</li><li>• Additional staff for reading</li></ul>	<ul style="list-style-type: none"><li>• Under review</li></ul>
<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• Evidence of conferring notes and systems for student goal setting</li><li>• Data meetings with planned outcomes for planned learning for all students</li><li>• Samples of data tracking for special education</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 CENTER SCHOOL IMPROVEMENT PLAN

**GOAL #4: Ensure vertical and horizontal alignment of expectations and experiences for students.**

**Theory of Action:** By effectively aligning and implementing the district curriculum with the revised standards as outlined in the Massachusetts Curriculum Frameworks, all students will be provided with equitable experiences and opportunities to improve student outcomes.

Actions	
<ul style="list-style-type: none"><li>• Across all grade levels incorporate updated ELA curriculum calendars and units.</li><li>• Integrate the updated history and social science framework across content in all grades.</li><li>• Extend literacy work into the content areas utilizing coaches and reading specialists.</li></ul>	

Resource Needs	Budget Costs
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>

Evaluation Plan – FY2020	Progress Review – FY2020
<ul style="list-style-type: none"><li>• Observation of ELA curriculum units being taught at each grade level</li><li>• Schedules, lab classroom plans, and guided visits for literacy work in ELA and all content areas</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 CENTER SCHOOL IMPROVEMENT PLAN

**GOAL #5: Increase school safety and maintain campus security.**

**Theory of Action:** 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.

Actions	
<ul style="list-style-type: none"><li>• In partnership with HPD, provide ongoing staff ALICE drills to support familiarity with the new school building for all staff and increase our collective capacity for independent decision-making capability in an emergency situation.</li><li>• Enhance district-wide emergency response drills, inclusive of both before and after school activities and programs.</li><li>• Provide time annually during inservice for CPR training for staff.</li><li>• Support the restructuring of the Wellness Committee with participation from elementary school staff.</li></ul>	

Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>

Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• In-service agendas and evaluation form</li><li>• Staff participation and feedback from wellness committee</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

# **2019 – 2021 School Improvement Plan**

## **Hanover Middle School**



Principal: Daniel Birolini

School: Hanover Middle School

School Council Co-Chair: Heather Patch

School Council Members: Michelle Gardner, Kevin Dyer, Joan Edgar, Jackie Porro, Jen Rogerson, Gene Reiber

Date Submitted to School Committee: 11/8/2019

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

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 MIDDLE SCHOOL IMPROVEMENT PLAN

**GOAL #1: Advance and improve coaching and mentoring for teachers.**

**Theory of Action:** By collaborating to provide personalized mentoring, and differentiated support for all teachers, it will increase the expertise and capacity of our staff resulting in improved student outcomes.

Actions	
<ul style="list-style-type: none"><li>• Collaborative pairings of staff and administrators will participate in a dialogical (partner) model of coaching through the impact cycle. Pairs will walk through goal setting, data analysis, planning, observations, and reflection.</li><li>• Create a common understanding of exemplary for administrators. Define and share that clear vision with staff. Start a partnership with individual teachers, adopting the three step coaching model, with a commitment to walk-throughs, observations, feedback, and reflection.</li><li>• Continue to utilize the lab classrooms, instructional rounds, and other opportunities to share and improve teaching and learning.</li><li>• Use professional development, staff meetings, and PLCs to observe, create, and collaborate to identify and work towards expert teaching.</li><li>• Administration and teaching staff share in the responsibility of improvement in professional practice, resulting in high student achievement.</li><li>• Continue to promote, foster, and provide instructional leadership opportunities for teachers and administrators to engage in collaborative discourse.</li><li>• Elevate instructional practices by providing formal training through traditional pathways.</li></ul>	
Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>
Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Stakeholder Survey</li><li>• Professional Development Evaluation Forms</li><li>• Student Outcomes – MCAS, i-Ready, benchmark assessments</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

## Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

### 2019-2021 MIDDLE SCHOOL IMPROVEMENT PLAN

#### **GOAL #2: Advance and improve professional development and peer mentoring for all staff.**

**Theory of Action:** By engaging in a contemporary approach to focused professional development and coaching, the expertise and capacity of our staff will increase and result in improved student outcomes.

<b>Actions</b>
<ul style="list-style-type: none"><li>• Continue to develop, locate, and inform staff of PD opportunities to enhance instruction, engage students, and improve outcomes for all learners.</li><li>• Expand opportunities for educator-led professional development workshops, and utilize Smart PD to expand our professional network and provide opportunities for regional colleagues.</li><li>• Continue to pair mentees with teacher leaders as well as continue to build the mentoring program and provide our new teachers with relevant and targeted support.</li><li>• Continue to utilize Coaches, IST, and the building-based Instructional Rounds Team to expand teacher-directed instructional rounds based on analysis of current year and previous year’s data.</li><li>• Enhance Professional Learning Communities at the middle school level with a focus on designing and implementing instruction and intervention plans for student growth.</li><li>• Continue to add teachers, by cohort, embedding training support and expectations for READ2700.</li><li>• Utilize coaching, observation data, teacher identified areas of improvement, and teacher surveys to support teacher’s needs and growth.</li><li>• Continue to elevate instructional practices by providing formal training for faculty and administrators through workshops, conferences, study groups, and webinars.</li></ul>

<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• Cost of scheduled training with TLA and Landmark</li></ul>

<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• Survey</li><li>• Professional Development Evaluation Forms</li><li>• Student Outcomes – MCAS, i-Ready, benchmark assessments</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>



## Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

### 2019-2021 MIDDLE SCHOOL IMPROVEMENT PLAN

#### **GOAL #3: Improve student performance based on relevant and timely data.**

**Theory of Action:** By strategically and intentionally using data to inform instructional and curricular decisions priorities will be set based on student need therefore resulting in improved student outcomes.

Actions	
<ul style="list-style-type: none"><li>• Utilize Administrators, Coaches, IST, Instructional Rounds team, to grow data experts and support the whole staff in assessment literacy and data analysis.</li><li>• Continue to develop and utilize effective and rigorous standards-based units of instruction reflecting high expectations regarding content, quality and effort of work while monitoring student outcomes.</li><li>• Encourage and expand the use of Aspen and Google Classroom to share and track data relevant to student progress.</li><li>• Focus on the vertical alignment of experiences and transitions between Center School and Hanover High School.</li><li>• Incorporate self-reflection and goal setting for students using relevant and timely data.</li></ul>	
Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>
Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Stakeholder Survey</li><li>• Mid-cycle and 2-year review</li><li>• Observation and Walkthrough Data</li><li>• Professional Development Evaluation Forms</li><li>• Student Outcomes – MCAS, i-Ready, benchmark assessments</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 MIDDLE SCHOOL IMPROVEMENT PLAN

**GOAL #4: Ensure vertical and horizontal alignment of expectations and experiences for students.**

**Theory of Action:** By effectively aligning and implementing the district curriculum with the revised standards as outlined in the Massachusetts Curriculum Frameworks, all students will be provided with equitable experiences and opportunities to improve student outcomes.

Actions
<ul style="list-style-type: none"><li>• Extend and strengthen inclusive practices to support the continued implementation of the Massachusetts Curriculum Frameworks.</li><li>• Continue to sustain integration and application of standards by grade level and department while universally designing and developing lessons that capitalize on student interest ensuring academic success.</li><li>• Enhance co-teaching to support and strengthen inclusive practices in the classroom.</li><li>• Review and enhance academic content and course requirements within HHS Connect, Read 2700, and the HMS instructional design work.</li><li>• Integrate the updated history and social science frameworks.</li><li>• Provide opportunities for elementary, middle and high school teachers to collaborate on curriculum and instruction.</li><li>• Ensure district professional development will incorporate the Massachusetts Curriculum Frameworks skills, expectations, strategies, and utilize the Handbook for Inclusive Practice to ensure instruction is universally designed for all students.</li></ul>

Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• Resources for History 5-8</li><li>• Technology (devices)</li></ul>	<ul style="list-style-type: none"><li>• TBD-Reviewing best options for history resources and materials.</li><li>• 4 Chrome Carts (Approximately \$24,000 over 2 years)</li></ul>

Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Collaboration Products</li><li>• Updated Curriculum Design Templates</li><li>• Student Outcomes – MCAS, i-Ready, benchmark assessments</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 MIDDLE SCHOOL IMPROVEMENT PLAN

**GOAL #5: Increase school safety and maintain campus security.**

**Theory of Action:** By continuing to enhance training for staff, students and the community, we will increase school safety and maintain an HMS campus that is secure and prepared for emergencies.

<b>Actions</b>	
<ul style="list-style-type: none"><li>• In partnership with HPD, expand and differentiate student and staff ALICE drills to require more independence and decision-making capability.</li><li>• Incorporate ALICE strategies in new teacher/employee orientation.</li><li>• Incorporate ALICE strategies in substitute teacher training manual.</li><li>• Explore options for collaboration with community partners introducing ALICE response options to their employees.</li><li>• Enhance district-wide emergency response drills, inclusive of both before and after school activities and programs.</li><li>• Support the restructuring and rebranding of the wellness committee.</li></ul>	
<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>
<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• Survey</li><li>• Teacher, Student, Parent, and Safety Security Team feedback</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

# **2019 – 2021 School Improvement Plan**

## **Hanover High School**



Principal: Matthew Paquette

School: Hanover High School

School Council Co-Chair: Sandi Leito

School Council Members: Parent Members: Patti Taylor, Jae Picard; Faculty Members: Jan Curley, Shayle Emerson, Steven Rodday; Student Members: Nicholas Colaw 2020, Emma Gannon 2020, Fiona Hutchison 2021, Shamus Ball 2021; Community Member: Richard Hutchison

Date Submitted to School Committee: 11/8/2019

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

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 HIGH SCHOOL IMPROVEMENT PLAN

**GOAL #1: Advance and improve coaching and mentoring for teachers.**

**Theory of Action:** By collaborating to provide personalized mentoring, and differentiated support for all teachers, it will increase the expertise and capacity of our staff resulting in improved student outcomes.

Actions	
<ul style="list-style-type: none"><li>● Maintain mentoring program for new teachers through consistent contact with guidance, special education, and various subject-area departments.</li><li>● Collaborate as pairs of staff and administrators and walk through goal setting, data analysis, planning, observations, feedback, and reflection as it pertains to improving student performance based on relevant and timely data.</li><li>● Provide opportunities for interdependent work and joint responsibility for student achievement involving the development and administration of department specific common assessments, which mirror high stakes standardized assessments.</li><li>● Promote, foster, and provide opportunities for instructional leadership and collaborative discourse analyzing student performance on department specific common assessments within PLCs, Instructional Rounds, and department meetings.</li><li>● Use technology to enhance personalized opportunities for professional learning through various platforms, including Google, Aspen, and Albert to maximize student-achievement data.</li><li>● 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 as needed to encourage teacher reflection based on student performance on department specific common assessments.</li></ul>	
Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>● No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>● No additional budget costs at this time</li></ul>
Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>● Professional Development Evaluation Forms</li><li>● Self-Assessment Rubrics</li></ul>	<ul style="list-style-type: none"><li>● Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 HIGH SCHOOL IMPROVEMENT PLAN

**GOAL #2: Advance and improve professional development and peer mentoring for all staff.**

**Theory of Action:** By engaging in a contemporary approach to focused professional development and coaching, the expertise and capacity of our staff will increase and result in improved student outcomes.

Actions	
<ul style="list-style-type: none"><li>• Develop and facilitate PD opportunities using specific data protocols to find patterns and trends to create action plans to improve student achievement in identified areas.</li><li>• Use identified patterns and trends in student performance to expand professional capacity resulting in enhanced instructional practices that engage all students and accommodate diverse learning styles, needs, and interests.</li><li>• Grow educator-led professional development workshops to expand recognition and implementation of best practices among and between all departments.</li><li>• Expand teacher-directed Instructional Rounds to examine the scope and sequence of instruction aimed at the development of measurable higher-order thinking skills.</li><li>• Continue to elevate instructional practices by providing formal training for faculty through workshops, conferences, and study groups.</li></ul>	
Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>
Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Monthly Review of Action Plans</li><li>• Student Outcomes – MCAS, PSAT, Albert benchmark assessments</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

## Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

### 2019-2021 HIGH SCHOOL IMPROVEMENT PLAN

#### **GOAL #3: Improve student performance based on relevant and timely data.**

**Theory of Action:** By strategically and intentionally using data to inform instructional and curricular decisions priorities will be set based on student need therefore resulting in improved student outcomes.

<b>Actions</b>	
<ul style="list-style-type: none"><li>• Incorporate self-reflection and goal setting in conferencing, at a developmentally appropriate level, for each student using relevant and timely data.</li><li>• Increase opportunities for students to enhance literacy skills through reader workshop models building upon the district <i>Read 2700</i> initiative.</li><li>• Increase opportunities for students to enhance problem-solving skills through improvement science from the Better Math Teaching Network research.</li><li>• Continue to utilize and grow data experts to support school-wide analysis of Albert-based assessments as well data from Naviance, MCAS, PSAT, SAT and AP.</li><li>• Teachers, coaches, and consultants will design effective and rigorous standards-based units of instruction that reflect high expectations regarding content, quality and effort of work.</li><li>• Use data from school based assessments, organized in Aspen and Google, to share results, inform instruction, adjust curriculum, and plan for personalized learning experiences for all students.</li><li>• Focus on the vertical alignment of experiences between schools beginning with the peer mentoring partnership to support phonics instruction at Cedar Elementary School and math and ELA instruction at Hanover Middle School.</li></ul>	
<b>Resource Needs – FY2020</b>	<b>Budget Costs – FY2020</b>
<ul style="list-style-type: none"><li>• SAT preparation resources</li></ul>	<ul style="list-style-type: none"><li>• Under review</li></ul>
<b>Evaluation Plan</b>	<b>Progress Review</b>
<ul style="list-style-type: none"><li>• Professional Development Evaluation Forms</li><li>• Feedback through Collaborative Pairing of Staff and Administrators</li><li>• Student Outcomes – MCAS, PSAT, Albert benchmark assessments</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>

Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

2019-2021 HIGH SCHOOL IMPROVEMENT PLAN

**GOAL #4: Ensure vertical and horizontal alignment of expectations and experiences for students.**

**Theory of Action:** By effectively aligning and implementing the district curriculum with the revised standards as outlined in the Massachusetts Curriculum Frameworks, all students will be provided with equitable experiences and opportunities to improve student outcomes.

Actions	
<ul style="list-style-type: none"><li>• Extend and strengthen inclusive practices to support the continued implementation of the Massachusetts Curriculum Frameworks.</li><li>• Develop, support, and communicate expectations for the implementation of ELA curriculum units for Reader’s Workshop.</li><li>• Incorporate improvement science techniques to enhance best practices aimed at improving problem-solving across math and science classes.</li><li>• Integrate the updated history and social science framework across content in all grades.</li><li>• Leverage and extend professional development opportunities through PLCs and Instructional Rounds to foster higher-order thinking skills for all students.</li><li>• Provide opportunities for middle and high school teachers to collaborate on curriculum and instruction.</li></ul>	

Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>

Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Collaboration Products</li><li>• Library and Organization of Classroom Resources</li><li>• Student Outcomes – MCAS, PSAT, Albert benchmark assessments</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>



## Hanover Public Schools

*“The mission of Hanover Schools is to guide every student to thrive in a global society.”*

### 2019-2021 HIGH SCHOOL IMPROVEMENT PLAN

#### **GOAL #5: Increase school safety and maintain campus security.**

**Theory of Action:** By increasing safety training for staff, students, and the community, implementing RAD training for all girls at HHS, and providing educational opportunities for all students regarding the dangers of vaping and substance abuse, we will increase school safety and maintain campus security.

Actions	
<p>Safety Training:</p> <ul style="list-style-type: none"><li>• In partnership with HPD, expand and differentiate student and staff ALICE drills to support more independence and decision-making capability.</li><li>• Offer CPR and First Aid Trainings through our Healthcare Occupations class.</li><li>• 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.</li><li>• In collaboration with HPD, expand upon RAD trainings in frequency ensuring access for all HHS female students prior to graduation.</li><li>• Offer free RAD training to interested to the community in individual, parent/guardian, and student format.</li></ul> <p>Substance Abuse Education:</p> <ul style="list-style-type: none"><li>• Investigate strategies to prevent vaping and substance abuse.</li><li>• Provide students and families support and information regarding the public health issue of vaping and substance abuse.</li><li>• Work with Health teachers within the district to align vaping and substance abuse curriculum.</li><li>• Partner with district/community health officials to provide information, support, and resources to students and families dealing with substance abuse.</li><li>• Revisit the policy on vaping, tobacco, and substance abuse, and investigate options for a restorative approach to consequences.</li></ul>	
Resource Needs – FY2020	Budget Costs – FY2020
<ul style="list-style-type: none"><li>• No additional resource needs at this time</li></ul>	<ul style="list-style-type: none"><li>• No additional budget costs at this time</li></ul>
Evaluation Plan	Progress Review
<ul style="list-style-type: none"><li>• Survey participants collecting feedback for improvement</li></ul>	<ul style="list-style-type: none"><li>• Based on data analysis, priority focus areas will be reviewed and adjusted as necessary</li></ul>