

Superintendent's Goals for 2021-2022

Presented to School Committee 10/13/2021

DRAFT 1.0

Goal 1: District Improvement - Literacy

Strategic Objectives: Teaching and Learning, Human Capital, Sustainable Funding, Community Engagement

DESE Evaluation Standard I (Indicators A, B, C, and E)

Key Collaborators: Assistant Superintendent, Director of Student Services, District Leadership, Instructional Support Team

Goal Summary: Under the leadership of the Assistant Superintendent for Curriculum and Instruction, we will learn, prepare, evaluate, select, finance, and implement a science-based literacy program in kindergarten through grade 8 continuing to strengthen overall programming, instructional practices, and student outcomes.

Key Actions:

Fall 2021:

1. Ongoing research and program evaluation of curricula grounded in the science of reading that will include collaborating with other high performing districts engaged in this work.
2. Utilize a literacy leadership team to review and select pilot materials.
3. Expand our partnership with the Landmark School focusing on Language-Based Programming (LBP), district-wide alignment, and professional development for all Special Education faculty.
4. Provide teachers with professional learning to support the implementation of a formal word study program in grades 4 and 5, strengthening alignment of high-quality instructional materials K-5.
5. Pilot the *EarlyBird* dyslexic screener at Cedar School based on Student Intervention Team (SIT) identification.
6. Develop and implement a partnership with the Institute for Multisensory Education (IMSE) and Kent State University through participation in a Tier I Orton Gillingham research study.
7. Implement the *Heggerty* and *Lively Letters* programs in preschool.
8. Increase the capacity and availability of our HPS Instructional Coaching model at Center and Hanover Middle Schools (Secure weekly designated coaching blocks for reading specialists/instructional coaches using a student-centered coaching model).

Winter 2021 - 2022:

1. Establish a strategic partnership with Massachusetts General Hospital Institute of Health Professions (MGH)/ Written Expressive Language and Literacy Collaborative (WELL) and implement a structured writing approach in grades 4 and 5.
2. Provide training of the Framing Your Thoughts (Tier 2 and 3) Writing Program for Cedar, HMS, and HHS Special Education teachers and staff.
3. Implement the *Foundations* program in preschool.
4. Determine and pilot two literacy programs K-8.

Spring 2022:

1. Select literacy program, procure materials, secure funding (ARPA), and communicate a strategy to train and support staff on implementation of a new literacy program for September 2022.
2. Review, evaluate, and determine the next phase of work with Landmark, IMSE, and MGH/WELL initiatives.

Goal 2: District Improvement – Special Education Program Evaluation and Student Intervention Teams

Strategic Objectives: Teaching and Learning, Sustainable Funding, Human Capital, Community Engagement

DESE Evaluation Standards I, II, III, and IV (multiple indicators)

Key Collaborators: Director of Student Services, District Leadership Team, School-Based Special Education Administrators, Outside Program Reviewer, Members of the School Community

Goal Summary: To engage the school community in a comprehensive program review of the district's special education programs and services. To evaluate and improve the Student Intervention Team (SIT) process.

Key Actions:

I. Program Evaluation

Under the leadership of the Director of Student Services, an independent program evaluator will conduct a comprehensive study to identify the extent to which the special education programming is consistently and effectively implemented across the district and the extent to which parents are confident and informed about current practice.

Fall 2021:

1. Evaluator will engage in a program evaluation that includes a data and file review, stakeholder interviews, and program observations.

Winter 2021 - 2022:

1. Evaluator will provide an executive summary report that includes commendations and recommendations.
2. Director of Student Services will present the final report.

3. Leadership team will create an action plan based on findings.

Spring 2022:

1. Implementation of the action plan.

II. Student Intervention Teams

Under the leadership of the Director of Student Services, the Student Intervention Team (SIT) process will be analyzed and improved to ensure consistency of data analysis, instructional practices and communication across the four schools.

Fall 2021:

1. Review and evaluate current SIT documents and procedures.
2. Create and implement district-wide SIT meeting protocols that include member roles and responsibilities, the data collection process, meeting scheduling practices, progress monitoring methods and materials sharing.

Winter 2021 - 2022:

1. Establish system of storing and sharing individual student SIT history with relevant service providers utilizing our current student information system.
2. Provide staff training.
3. Implement new SIT procedures.

Spring 2022:

1. Evaluate the implementation of the new SIT process and make changes and adjustments as necessary.

III. Parent Support Network (PSN)

Under the leadership of the Director of Student Services, and faculty representatives across the district, this new group will provide support and networking for parents as their child enters the Individual Education Program (IEP), moves from grade to grade, and develops as a learner, with the ultimate goal of strengthening relationships, collaboration, and communication between home and school.

Fall/Winter 2021 - 2022:

1. Recruit faculty representatives.
2. Share the Parent Support Network plan with stakeholders (teachers, support staff, administration, School Committee and SEPAC).
3. Develop and publish Parent Support Network goals, objectives and group norms.
4. Conduct the first Parent Support Network meeting.

Winter/Spring 2022:

1. Conduct two additional Parent Support Network meetings.
2. Evaluate the implementation of the Parent Support Network and make changes and adjustments as necessary.

Goal 3: Pandemic Management: Keep Schools Open for the Duration of the School Year

Strategic Objectives: Health and Safety, Teaching and Learning, Community Engagement

DESE Evaluation Standard IV (Indicators A, C, D, E)

Key Collaborators: Director of Health Services, Superintendent, Leadership Team, Nurses, Town Public Health Officials, Town EMA Team, Hanover Fire Department, DESE/MA DPH

Goal Summary: To keep schools open at all times and to leverage every option for testing to ensure as many students and staff as possible safely attend school each day.

Key Actions:

September to June:

1. To accurately and effectively monitor and evaluate all COVID cases for in-school exposures and to take effective measures to mitigate spread within all school sponsored activities.
2. To continue to partner with MIH, Hanover BOH, and DESE to ensure the most comprehensive and active testing programs and protocols allowed by state and local public health officials are available to all students, staff, and families.
3. To advocate at the state and local level for expanded “test and stay” options to ensure Hanover students are given every opportunity to stay in school using the most current testing protocols and resources available.
4. To conduct weekly safety testing (pooled testing) to measure COVID presence within our school population and to take actions to mitigate spread with the least disruption to school attendance and school related activities.
5. To use all resources and options available to prevent any closures at the building, classroom, team, etc. at all levels.
6. To ensure each school has the human (nurses and support staff) and material resources (PPE and testing supplies) necessary to support our health services team.
7. To provide frequent, accurate, and transparent information for the HPS community regarding all COVID issues including masks, testing, school based issues, and to respond to community questions and concerns with accuracy and transparency.
8. To implement timely, accurate, and efficient protocols (including accessing MIIS) for obtaining student and staff vaccination data that preserves confidentiality and provides District Health Services staff with information necessary to respond to DESE/DPH requirements.
9. To ensure that the Leadership Team, in collaboration with the appropriate local and state public health officials, provides the School Committee with the data and guidance required to make informed decisions on all COVID related issues under local control.

Goal 4: Branding and Integration of Hawk Mascot and Merchandise

Strategic Objectives: Community and Family Engagement

DESE Evaluation Standard III

Key Collaborators: FACE Director, Superintendent, Principals, Parent and Athletic Organizations

Goal Summary: To mainstream the Hawk brand and image into all school and community based activities and events and to increase the merchandising and marketing capacity of the “Hawks Nest” school store.

Key Actions:

Fall/Winter 2021:

1. To schedule *Sylvester* the Hawk mascot to appear at school events: HHS athletics, school visits, pep rallies, and other community activities.
2. To secure the inventory, artwork, equipment, and staff to develop and produce a complete line of clothing, accessories, and strategic partners (e.g. Rustic Marlin) that appeals to a wide range of customers.
3. To collaborate with HHS students to develop and implement a holiday marketing strategy for the Hawk’s Nest.
4. To develop fundraising partnerships with school and community groups (HPTA, HHS/HMS Clubs, HHS Athletics, etc).
5. To continue to develop partnerships with school and community organizations and departments to serve as the supplier of school and town branded apparel, accessories and gear.

Winter/Spring 2022:

1. To determine an updated schedule and staff requirements for the “Hawk’s Nest” to increase hours of operation and accessibility for the public.
2. To create additional Hawk logos reflective of the age groups at Cedar & Center Schools to be used on school specific apparel and accessories.
3. To develop onsite Hawk’s Nest kiosks at HMS & HHS managed by students and/or building-based groups (Student Council, Business Classes, Band & Chorus, Diversity Club, Be Better Club, etc.)
4. To purchase additional production equipment to broaden the products/services as well as the onsite production capacity of the Hawk’s Nest.
5. To increase the square footage and accessibility of the Hawk’s Nest to provide a quality customer experience.