

Superintendent's Goals for 2016-2017

Approved by School Committee 8/24/16

Goal 1: Student Learning Goal – Explore strategies and options for a potential “academy model” at HHS.

Strategic Objective 1: Teaching and Learning

DESE Evaluation Standard I (Indicators B and E)

In collaboration with the HHS Leadership team and Assistant Superintendent, we will embark on a comprehensive exploration of an “academy model” at Hanover High School to afford future HHS students multiple options for focused pathways within their selected areas of academic interest (for example - engineering, fine arts, bio-medical, public service, etc).

Goal Summary: Evaluate the development of an “academy model” at HHS using a think tank structure to research and explore opportunities that would enhance and personalize the educational experience for all students at HHS.

Key Actions:

1. Define the scope of the evaluation, establish a targeted set of goals and purpose for the work, and set measurable benchmarks for the process (summer).
2. Recruit volunteers (administrators, staff, students, and parents/guardians) to conduct research, solicit feedback, and to function as an organized “think tank” to explore opportunities unique to Hanover and to potentially develop a plan for recommendation (fall/winter).
3. Provide a mid-year report to the School Committee, staff, students, and community on progress (mid-year goals report in January).
4. Develop and present recommendations for School Committee, staff, student, and community review and feedback.
5. Evaluate opportunities to support components of this model at the middle school level. Suggestions include: National Junior Honor Society (NJHS), Junior AP Program, Virtual High School (VHS) courses, and allowing middle school students to take HHS courses for credit.
6. If favorable, move forward on a strategy for eventual implementation. If not favorable, then put process on hold for future consideration (January/February).

Goal 2: District Improvement Goal – To effectively incorporate all school/town technology expenses into the annual School Department operating budget to maximize resources and reduce reliance on free cash.

Strategic Objective 3: Sustainable Funding

DESE Evaluation Standard II (Indicator E)

In collaboration with the Business Manager, Town Manager, Director of Technology Operations, and Town and School Department leaders, we will develop and recommend a strategy to reduce school/town reliance on free cash by incorporating technology expenses into the School Department's operating budget for FY 2018.

Goal Summary: To evaluate options to maximize human and capital resources and strategically reduce HPS reliance on Free Cash to fund technology expenses while maintaining a high level of service for all Hanover employees and residents.

1. In collaboration with school and town officials, develop and follow a multi-year strategic funding and sustainability plan for technology maintenance, replacement, and upgrades.
2. Strategize with key decision makers on both short-term opportunities and multi-year needs to bring all recurring expenses under the HPS operating budget.
3. Maintain open two-way dialogue with Town Manager, Finance Director, and Town Boards/Committees on strategies to reduce reliance on Free Cash.
4. Transparently communicate the reality that moving the expenses doesn't reduce the overall cost to the community. Technology expenses are slightly fluid from year to year but will only increase over time even with exceptional management.

Key Actions:

1. Develop and approve a strategic technology plan with school and town officials (summer '16).
2. Constantly monitor all expense/salary accounts to identify areas of potential savings in contracted services, purchasing power opportunities, and staffing levels required to maintain and improve services to staff and citizens (ongoing).
3. Maintain open channels of communication with Town Manager throughout the year on opportunities to successfully integrate the technology budget by looking at all available opportunities within the current town and school department budget lines (ongoing).
4. Provide a mid year report to School Committee and Board of Selectmen prior to FY '18 budget finalization.
5. Develop a multi-year funding plan in collaboration with the above constituencies that provides guidance and a mutual understanding for financial goals (December-May).

Goal 3: Community Engagement Goal - The Hanover Public Schools will develop organized lines of communication and a strategic partnership between the School Committee, Special Education Parent Advisory Council Leadership Team, and District Administration.

Strategic Objective 4: Community Engagement

DESE Evaluation Standard III (Indicators A and B)

In collaboration with the Director of Student Services, School Committee, SEPAC Leadership Team (Executive Board), and District level Administrators, we will 1) establish processes for consistent and organized communication between the three groups listed above, and 2) establish a structure that includes liaisons to represent each group on educational and operational issues.

Goal Summary: To increase information sharing and formalize relationships between School Committee, SEPAC, and District Administration to enhance communication and to ensure compliance with the statutory (advisory) functions of SEPAC.

1. Establish meeting schedules that includes liaisons from all three groups whenever possible.
2. Schedule annual SEPAC reports to the School Committee that adhere to a predetermined schedule.
3. Establish mutually agreeable protocols for SEPAC representatives to serve in an advisory capacity to the School Committee and Administration on relevant issues.

Key Actions:

1. Meet with Executive Board of SEPAC to establish benchmarks, objectives, and expectations for this collaborative partnership (summer/fall).
2. Administration and School Committee liaisons attend SEPAC Board Meetings (ongoing).
3. Report progress and action plan to School Committee (fall).
4. Schedule an annual report to the School Committee by the SEPAC (December).
5. Collaboratively present a year-end report on progress to the School Committee (April).

Goal 4: Professional Practice Goal: To develop a comprehensive education plan and advocacy strategy for the approval and funding for the Center School Building Project.

Strategic Objective: Special Projects

DESE Evaluation Standard II (Indicator E) and Standard III (Indicator C)

In collaboration with the School Building Committee, school and town officials, staff, parent groups, and other partners to secure the support needed (Special Town Meeting vote and Special Town Election vote) to fund the Center School project within the approval window required by the MSBA.

Goal Summary: To strategically educate the community and advocate for the support needed to fund the Center School building project.

Key Actions:

1. Work with Building Committee, architect, project manager, and school/town officials to finalize proposals and obtain a favorable vote from the MSBA on moving to the project funding phase (July).
2. Develop an educational platform including printed materials, social media, in person presentations, financial estimates, and local tax impact projections to provide the entire community with access to all of the details of the project: educational, operational, and financial (summer).
3. Implement educational strategy and information campaign (late summer, September, October).
4. Provide recurring updates to the School Committee (August – October).
5. Receive favorable votes at both the Special Town Meeting and Special Town Election (September/October).

Note: If the Center School Project is successful, future goals will include transition planning for the opening of “new” Center School, managing change, staffing strategies, evaluating and developing all operational requirements, etc.