

Ellen R. Hathaway
Plan Overview 2019-2022
10/17/2019

Mission				
<i>We are committed to developing lifelong learners of strong character and confidence who, in their unique aspirations, can navigate life with excellence, integrity and community pride.</i>				
Vision				
<i>Inspire excellence through challenging, creative and culturally responsive experiences. Support all students on their individual journey by maximizing their academic and linguistic potential.</i>				
Core Values				
WE BELIEVE:				
<ul style="list-style-type: none"> ● <i>All students are capable of learning.</i> ● <i>Instruction should be adjusted to meet students' needs and learning styles.</i> ● <i>All members of the school community should be held to the highest performance standards.</i> ● <i>Education should be a shared responsibility among students, family, school, and community.</i> ● <i>Cultural differences are an asset to the school community.</i> 				
Theory of Action				
<i>If we design rigorous, well-structured, standards-based lessons provide pedagogical scaffolds, targeted and culturally responsive instruction, then all students will develop the cognitive skills they need to perform at high academic levels.</i>				
Strategic Objectives				
1. High Quality Instruction <i>Increase student achievement by strengthening teaching and learning</i>	2. Effective Student Support Systems <i>Create an inclusive, culturally responsive learning environment</i>	3. Strong Family & Community Engagement <i>Expand partnerships with families and community members to enhance social and emotional learning and academic growth for all learners.</i>	4. Organizational Team Excellence <i>Cultivate and recruit highly skilled workforce</i>	5. Impact Communications <i>Strengthen the reputation and elevate the profile of Ellen R. Hathaway School</i>

Strategic Initiatives				
1.1 <i>1.1 Provide professional development on research-based instructional practices to strengthen teachers' content and pedagogical knowledge (e.g., Accountable Talk, Early Numeracy, Number Strings/Number Talks, Tiered Literacy Academy, Close Reading, Guided Reading)</i>	2.1 <i>2.1 Continue to use the MTSS and PBIS frameworks for academic and behavioral tiered support</i>	3.1 <i>3.1 Implement multiple access points and opportunities for collaboration and partnerships that engage, educate and empower families.</i>	4.1 <i>4.1 Cultivate resilience in staff to improve teacher retention.</i>	5.1. <i>5.1 Create and implement a strategic communications plan that grounded in the school's mission and vision</i>
1.2 <i>1.2 Develop a balanced assessment approach that focuses on formative assessments and adjustment to practice</i>	2.2 <i>2.2 Provide professional development to support teachers in building authentic teacher-student relationships</i>	3.2 <i>3.2 Build and sustain two-way communication using multiple modalities for authentic engagement</i>	4.2. <i>4.2 Build a team culture for all school-based teams</i>	5.2. <i>5.2 Utilize numerous channels, including the press, social media and other tools to market Hathaway School and to disseminate information</i>
1.3 <i>1.3 Implement analysis and inquiry as a major focus of instructional and learning expectations</i>	2.3 <i>2.3 Provide professional development to promote authentic engagement and rigor among culturally and linguistically diverse students</i>			

Outcomes

Outcome 1A: Students will increase their performance in Math, ELA and Science and Technology by a minimum of 3 scaled points per year as measured by 2020, 2021 and 2022 New Generation MCAS test.

Outcome 1B: The ELA achievement gap between Non-EL and EL students will decrease by a minimum of 5% per year as measured by 2020, 2021 and 2022 New Generation MCAS test.

Outcome 1C: The Math achievement gap between students with special needs and non-EL subgroup students will decrease by a minimum of 5% per year as measured by 2020, 2021, and 2022 New Generation MCAS test.

Outcome 1D: Increase the average scaled score of Early Literacy Students (K-2) as measured by Istation using 2019 BOY data as our baseline. The percent of students who meet or exceed grade level benchmark will increase by 5%.

Outcome 2A: Hathaway School teachers, administrators and staff will focus on developing students' social emotional competencies as measured by a 10% decrease in school-wide behavioral referrals.

Outcome 2B: By the 2022 New Generation MCAS test Hathaway School will receive 3 out of 4 points on chronic absenteeism through our family engagement initiatives.

Outcome 3A: 80% of parents/guardians will engage in school events to educate and empower as measured by attendance and family surveys.

Outcome 4A: 100% of staff members will be highly qualified and SEI endorsed.

Outcome 4B: 100% of school-based team meetings will share minutes with all stakeholders on Google Drive.

Outcome 4C: 100% of faculty advisory concerns will be addressed in an efficient and accounts shared with staff.

Outcome 5A: 80% of parents/guardians will engage in school events to educate and empower as measured by attendance and family surveys.

Ellen R. Hathaway Action Plan Template, 2019-2020

(While the Plan Overview is a 3-year outlook, this Action Plan is specifically a 1-year outlook for this SY.)

Strategic Objective: 1. High Quality Instruction - Increase student achievement by strengthening teaching and learning

Strategic Initiative: 1.1 Provide professional development on research-based instructional practices to strengthen teachers' content and pedagogical knowledge (e.g., Accountable Talk, Early Numeracy, Number Strings/Number Talks, Tiered Literacy Academy, Close Reading, Guided Reading)

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Use formal and informal classroom observation data to prioritize professional development needs of staff</i>	<i>Principal</i>	<i>By Nov. 1, 2019</i>	
<i>Create a year-long PD schedule</i>	<i>Principal</i> <i>TLS</i>	<i>By Nov. 1, 2019</i>	
<i>Use formal and informal classroom observation data to create a schedule of coaching cycle</i>	<i>Principal</i> <i>TLS</i>	<i>By Oct. 1, 2019</i>	
<i>Utilize the district's instructional guide's guiding questions for lesson planning as a frame for instructional plan</i>	<i>Principal</i> <i>TLS</i> <i>Classroom Teachers</i>	<i>Ongoing</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Classroom observations and walk-throughs will show evidence of pedagogical and content knowledge gained via PD opportunities and coaching cycles</i>	<i>Principal</i>	<i>Ongoing</i>	
<i>100% of MTSS team members will increase their knowledge of the ELA standards via the Tiered Literacy Academy</i>	<i>Tiered Literacy Academy team</i>	<i>2019-2020 school year</i>	
<i>Lesson plans will reflect thoughtful consideration of the 4 guiding questions</i>	<i>Classroom teachers and support staff</i>	<i>Ongoing</i>	

Strategic Objective: 1. High Quality Instruction - Increase student achievement by strengthening teaching and learning

Strategic Initiative: 1.2 Develop a balanced assessment approach that focuses on formative assessments and adjustment to practice

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Provide PD on assessments for learning i.e., formative assessments</i>	<i>Principal TLS</i>	<i>By Dec. 1, 2019</i>	
<i>Create formative assessments</i>	<i>TLS</i>	<i>Ongoing</i>	

	<i>Classroom Teachers</i>		
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Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Instructional plans will show adjustments based on formative assessment data</i>	<i>Classroom teachers and support staff</i>	<i>Ongoing</i>	

Strategic Objective: 1. High Quality Instruction - Increase student achievement by strengthening teaching and learning

Strategic Initiative: 1.3 Implement analysis and inquiry as a major focus of instructional and learning expectations

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Develop and use open-ended tasks/investigations in Math and essential questions in ELA and Science</i>	<i>TLS Teachers</i>	<i>Ongoing</i>	
<i>School-based learning walks focused on analysis and inquiry</i>	<i>Principal TLS Teachers</i>	<i>Ongoing</i>	

<i>Develop and use open-ended tasks/investigations in Math and essential questions in ELA and Science</i>	<i>TLS Teachers</i>	<i>Ongoing</i>	
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Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Increased teacher and student self-efficacy</i>	<i>Principal</i>	<i>Ongoing</i>	

Strategic Objective: 2. Effective Student Support Systems *create an inclusive, culturally responsive learning environment*

Strategic Initiative: 2.1 *Continue to use the MTSS and PBIS frameworks for academic and behavioral tiered support*

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Grade level teachers and instructional support staff will meet to review progress monitoring data in ELA and early numeracy data in Math to group students for tiered and targeted instruction</i>	<i>Principal TLS</i>	<i>Every six weeks</i>	
<i>Behavior referral data will be logged and analyzed to provide tiered interventions</i>	<i>SAC</i>	<i>Ongoing</i>	
<i>A schoolwide system to recognize students who are meeting behavior expectations will be created</i>	<i>PBIS team</i>	<i>Ongoing</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Student achievement on Early Numeracy, ELA benchmarks, Istation and STAR assessments will increase</i>	<i>TLS Classroom and support teachers</i>	<i>Ongoing</i>	
<i>The number of behavior referrals will decrease</i>	<i>Principal SAC</i>	<i>Ongoing</i>	

Strategic Objective: 2. Effective Student Support Systems *create an inclusive, culturally responsive learning environment*

Strategic Initiative: 2.2 *Provide professional development to support teachers in building authentic teacher-student relationships*

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>All staff will participate in a book study: Culturally Responsive Teaching and the Brain and implement key ideas in the classroom i.e., Five Culturally Responsive Teaching Moves, Ready 4 Rigor Frame</i>	<i>Principal TLS</i>	<i>By June 2020</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>The number of behavior referrals will decrease</i>	<i>Principal</i> <i>SAC</i>	<i>Ongoing</i>	

Strategic Objective: 2. Effective Student Support Systems *create an inclusive, culturally responsive learning environment*

Strategic Initiative: 2.3 *Provide professional development to promote authentic engagement and rigor among culturally and linguistically diverse students*

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>All staff will participate in a book study: Culturally Responsive Teaching and the Brain and implement key ideas in the classroom i.e., Five Culturally Responsive Teaching Moves, Ready 4 Rigor Frame</i>	<i>Principal</i> <i>TLS</i>	<i>By June 2020</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>The number of behavior referrals will decrease</i>	<i>Principal</i> <i>SAC</i>	<i>Ongoing</i>	

Strategic Objective: 3. Strong Family & Community Engagement: *Expand partnerships with families and community members to enhance social and emotional learning and academic growth for all learners.*

Strategic Initiative: 3.1 *Implement multiple access points and opportunities for collaboration and partnerships that engage, educate and empower families.*

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Establish a Parent Teacher Organization</i>	<i>Principal</i>	<i>By October 30, 2019</i>	
<i>Establish a Family Engagement Leadership Team (FELT)</i>	<i>Principal District</i>	<i>By October 30, 2019</i>	
<i>Create multiple opportunities for family engagement e.g., Cultural Night, Math and/or ELA Night</i>	<i>Family Engagement Team</i>	<i>Ongoing</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Student attendance will improve</i>	<i>Office Clerk SAC</i>	<i>Ongoing</i>	

<i>Parents will be better equipped to support their child's academic and social development at home</i>	<i>PTO FELT team</i>	<i>Ongoing</i>	
<i>Attendance at parent-teacher conferences will increase</i>	<i>Classroom Teachers</i>	<i>December</i>	
<i>Disruptive behavior will decrease</i>	<i>SAC</i>	<i>Ongoing</i>	

Strategic Objective: 3. Strong Family & Community Engagement: *Expand partnerships with families and community members to enhance social and emotional learning and academic growth for all learners.*

Strategic Initiative: 3.2 Build and sustain two-way communication using multiple modalities for authentic engagement

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Expand teacher capacity for effective two-way communication e.g., Bloomz</i>	<i>Principal TLS</i>	<i>Ongoing</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Student attendance will improve</i>	<i>Office Clerk SAC</i>	<i>Ongoing</i>	

<i>Disruptive behavior will decrease</i>	<i>SAC</i>	<i>Ongoing</i>	
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Strategic Objective: 4. Organizational Team Excellence: *Cultivate and recruit highly skilled workforce*

Strategic Initiative: 4.1 *Cultivate resilience in staff to improve teacher retention*

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Engage staff in Mindfulness Training</i>	<i>Principal</i>	<i>By June 2020</i>	
<i>Recognize the efforts of staff in Hawks 411</i>	<i>Principal</i>	<i>Ongoing</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Staff attendance and morale will increase</i>	<i>Principal</i>	<i>Ongoing</i>	
<i>Staff turnover will decrease</i>	<i>Principal</i>	<i>Ongoing</i>	

Strategic Objective: 4. Organizational Team Excellence *Cultivate and recruit highly skilled workforce*

Strategic Initiative: 4.2 *Build a team culture for all school-based teams*

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Create team norms and accountability measures including a structure for communicating team decisions to all stakeholders</i>	<i>Principal TLS</i>	<i>By October 1, 2019</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>All staff will be held accountable to helping with all students needs through communication and collaboration.</i>	<i>Principal</i>	<i>Ongoing</i>	

Strategic Objective: 5. Impact Communications - Strengthen the reputation and elevate the profile of Ellen R. Hathaway School

Strategic Initiative: 5.1 Create and implement a strategic communications plan that grounded in the school's mission and vision

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>Marketing ideas will be researched and presented to staff</i>	<i>Principal</i>	<i>Ongoing</i>	
<i>Agreed upon ideas will be implemented</i>	<i>Principal</i>	<i>Ongoing</i>	

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Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Stakeholders will share Hathaway’s mission and vision and be advocates for the school</i>	<i>Principal</i>	<i>Ongoing</i>	

Strategic Objective: 5. *Impact Communications* - Strengthen the reputation and elevate the profile of Ellen R. Hathaway School

Strategic Initiative: 5.2 Utilize numerous channels, including the press, social media and other tools to market Hathaway School and to disseminate information

Process Benchmark <i>What will be done, when, and by whom?</i>	Person Responsible	Date	Status
<i>School’s website will be updated frequently with current events, news, and success stories</i>	<i>Principal</i>	<i>Ongoing</i>	
<i>Continue to utilize Bloomz and all-call system to communicate with staff and community</i>	<i>Principal</i>	<i>Ongoing</i>	

Measuring Impact

Early Evidence of Change Benchmark <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	Person Responsible	Date	Status
<i>Stakeholders will share Hathaway's mission and vision and be advocates for the school</i>	<i>Principal</i>	<i>Ongoing</i>	