

**Ellen R. Hathaway  
Plan Overview 2019-2022**

<b>Mission</b>				
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.				
<b>Vision</b>				
Inspire excellence through challenging, creative, and culturally responsive experiences. Support all students on their individual journeys by maximizing their academic and linguistic potential.				
<b>Core Values</b>				
<b>WE BELIEVE:</b>				
<ul style="list-style-type: none"> <li>● All students are capable of learning.</li> <li>● Instruction should be adjusted to meet students' needs and learning styles.</li> <li>● All members of the school community should be held to the highest performance standards.</li> <li>● Education should be a shared responsibility among students, family, school, and community.</li> <li>● Cultural differences are an asset to the school community.</li> </ul>				
<b>Theory of Action</b>				
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.				
<b>Strategic Objectives</b>				
<b>1. High-Quality Instruction</b> Increase student achievement by strengthening teaching and learning	<b>2. Effective Student Support Systems</b> Create an inclusive, culturally responsive learning environment	<b>3. Strong Family &amp; Community Engagement</b> Expand partnerships with families and community members to enhance social and emotional learning and academic growth for all learners.	<b>4. Organizational Team Excellence</b> Cultivate and recruit a highly-skilled workforce	<b>5. Impact Communications</b> Strengthen the reputation and elevate the profile of Ellen R. Hathaway School
<b>Strategic Initiatives</b>				

	2.1 Continue to use the MTSS and PBIS frameworks for academic and behavioral tiered support	3.1 Implement multiple access points and opportunities for collaboration and partnerships that engage, educate, and empower families.	4.1 Cultivate a positive school culture by establishing and maintaining relationship-building practices and techniques to improve student achievement and teacher retention	5.1 Create and implement a strategic communications plan that is grounded in the school's mission and vision
1.2 Develop a balanced assessment approach that focuses on formative assessments and adjustment to practice using multiple platforms.	2.2 Provide professional development to support teachers in building authentic teacher-student relationships and create a culturally proficient environment			5.2 Utilize numerous channels, including the press, social media, and other tools to market Hathaway School and to disseminate information

**Outcomes**

Outcome 1.A: Students will increase their performance in Math, ELA, and Science and Technology by a minimum of 3 scaled points per year as measured by 2019, 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 2019, 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 2019, 2021, and 2022 New Generation MCAS test.

Outcome 1D: Increase the average scaled score of Early Literacy Students (K-2) as measured by STAR Early Literacy using 2020 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 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 2020-2021

**Strategic Initiative: 1.1 Provide professional development on research-based instructional practices to strengthen teachers' content and pedagogical knowledge (e.g., Standard-Based Instruction, Accountable Talk, Tiered Literacy Academy, Close Reading, Guided Reading, READY Classroom)**

#### Monitoring Progress

Process Benchmark What will be done, when, and by whom?	Person Responsible	Date	Status
Use formal and informal classroom observation data to prioritize professional development needs of staff (1.1)	Principal	By Nov. 1. 2019	
Create a year-long PD schedule (1.1)	Principal TLS	By Nov. 1. 2019	
Use formal and informal classroom observation data to create a schedule of coaching cycle(1.1)	Principal TLS	By Oct. 1, 2019	
Utilize the district's instructional guide's guiding questions for lesson planning as a frame for an instructional plan (1.1)	Principal TLS Classroom Teachers	Ongoing	

Deliver an on-going “Unpacking Standards” professional development using the MA Framework and district curriculum maps as guidance.	Principal TLS Classroom Teachers	Ongoing	
Establishing a school-wide “Unpacking Standards” digital portfolio including unpacked standards, essential goals, objectives, and resources for each standard.	Principal TLS Classroom Teachers	Ongoing	

### Measuring Impact

<b>Early Evidence of Change Benchmark</b> What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Classroom observations and walk-throughs will show evidence of pedagogical and content knowledge gained via PD opportunities and coaching cycles	Principal	On-going	
100% of MTSS team members will increase their knowledge of the ELA standards via the Tiered Literacy Academy	ELA Tiered Literacy Team	On-going	
Lesson plans will reflect thoughtful consideration of the four guiding questions and on-going professional development	Teachers	On-going	

**Strategic Initiative: 1.2 Develop a balanced assessment approach that focuses on formative assessments and adjustment to practice using multiple platforms.**

### Monitoring Progress

<b>Process Benchmark</b> What will be done, when, and by whom?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>

Provide PD on assessments for learning i.e., formative assessments	Principal TLS	On-going	
Create and establish a school-wide digital data wall	Principal TLS	On-going	
Collect and analyze district and school assessments to adjust instructional practices and close achievement gaps	Principal TLS Teachers	On-going	

### Measuring Impact

<b>Early Evidence of Change Benchmark</b> What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Instructional plans will show adjustments based on formative and summative assessment data	Teachers	On-going	
Conducting monthly data meetings to support teachers with adjusting instructional practices to improve the depth and success of student learning experiences	Principal TLS Teachers	Monthly	
Increased summative and formative assessment scores	Teachers	On-going	

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

#### Monitoring Progress

<b>Process Benchmark</b> What will be done, when, and by whom?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Grade level teachers and instructional support staff will meet to review progress monitoring data in ELA and Math to group students for tiered and targeted instruction	Principal TLS Teachers	Every six weeks	

Behavior referral data will be logged and analyzed to provide tiered interventions	SAC	On-going	
Maintain a schoolwide system to recognize students who are meeting behavior expectations	Principal SAC	On-going	

### Measuring Impact

<b>Early Evidence of Change Benchmark</b> What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Student achievement on ELA and Math benchmarks and STAR assessments will increase	TLS Teachers	On-going	
The number of behavior referrals will decrease	SAC	On-going	

**Strategic Initiative: 2.2 Provide professional development to support teachers in building authentic teacher-student relationships and create a culturally proficient environment**

### Monitoring Progress

<b>Process Benchmark</b> What will be done, when, and by whom?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Conduct a ½ day professional development regarding building a culturally proficient school culture focusing on the five cultural proficiency	TLS	On-going	

### Measuring Impact

<b>Early Evidence of Change Benchmark</b> What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>

Staff and students will implement the five elements of culturally proficient practices	ALL	On-going	
The school culture will continue to be positive and equitable	ALL	On-going	

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

**Monitoring Progress**

<b>Process Benchmark</b> What will be done, when, and by whom?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Maintain a Parent Teacher Organization	Principal	On-going	
Maintain a Family Engagement Leadership Team	Principal	On-going	
Create multiple virtual opportunities for family engagement	Principal & SAC	On-going	

**Measuring Impact**

<b>Early Evidence of Change Benchmark</b> What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Student attendance will improve	Principal & SAC	On-going	
Parents will be better equipped to support their child's academic and social development at home	Principal & SAC	On-going	
Attendance at parent-teacher conferences will increase	Principal & SAC	On-going	
Disruptive behavior will decrease	Principal & SAC	On-going	

**Strategic Initiative: 4.1 Cultivate a positive school culture by establishing and maintaining relationship-building practices and techniques to improve student achievement and teacher retention**

**Monitoring Progress**

<b>Process Benchmark</b> What will be done, when, and by whom?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Recognize the efforts of staff in Hawks 411	Principal	Weekly	
Create team norms and accountability measures including a structure for communicating team decisions to all stakeholders	Principal	On-going	

**Measuring Impact**

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

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

**Monitoring Progress**

<b>Process Benchmark</b> What will be done, when, and by whom?	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
Bi-weekly Bloomz updates and notifications for families	Principal	On-going	
Agreed upon ideas will be implemented	Principal TLS Teachers	On-going	



### Measuring Impact

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

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

### Monitoring Progress

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

### Measuring Impact

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