

# Vision

## All students and educators will:

... learn and continuously grow as independent, confident, resilient, and thoughtful individuals willing to explore new ideas, reflect on progress, and challenge themselves.

... collaborate and thrive in rigorous and differentiated instructional programs to accommodate the differences in styles, needs, and readiness to learn.

... self-evaluate success and opportunities for improvement in a safe and supportive environment that values the welfare and happiness of everyone.

# Values

## Hopkinton Public Schools value:

... continuous learning.

... growth as individuals and as global citizens.

... a safe and respectful environment that nurtures critical thinking, creativity, collaboration, and communication.

Hopkinton Public Schools  
89 Hayden Rowe Street  
Hopkinton, MA 01748

# Strategic Plan Overview

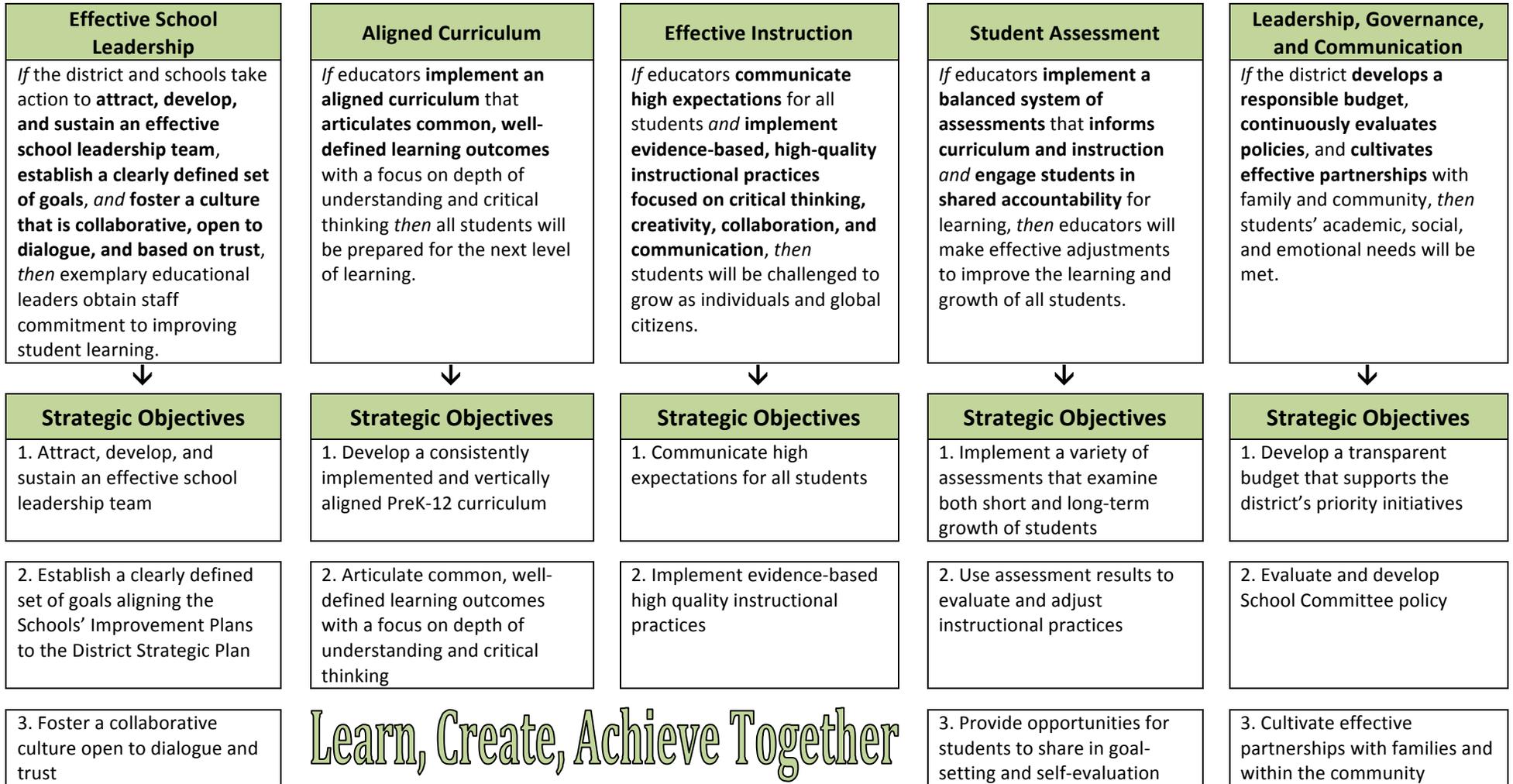
Join the Hopkinton  
School Community as we  
fulfill our mission to

*Learn, Create,  
Achieve  
Together!*



Hopkinton Public Schools

# Strategic Plan Overview



# I. Effective School Leadership

**Theory of Action:** *If the district and schools take action to attract, develop, and sustain an effective school leadership team, establish a clearly defined set of goals, and foster a culture that is collaborative, open to dialogue, and based on trust, then exemplary educational leaders obtain staff commitment to improving student learning.*

## Strategic Objective: 1. Attract, develop, and sustain an effective school leadership team

Priority Initiatives	Action Steps	2017-2018	Responsibility	Budget
<p>A. Attract, develop, and sustain an effective school leadership team</p>	<ul style="list-style-type: none"> <li>i. Review and revise hiring practices to meet district needs</li> <li>ii. Maintain competitive compensation</li> <li>iii. Provide targeted professional development opportunities for administrators</li> <li>iv. Develop succession plan</li> </ul>	<p>Ongoing</p>	<p>Central Office</p>	<p>Implications beyond negotiation percent increase to ensure a succession plan</p>

## Strategic Objective: 2. Establish a clearly defined set of goals aligning the School Improvement Plans to the District Strategic Plan

Priority Initiatives	Action Steps	2017-2018	Responsibility	Budget
<p>A. Finalize the Strategic Plan and ensure alignment with individual School Improvement Plans</p>	<ul style="list-style-type: none"> <li>i. Determine priority initiatives and action steps</li> <li>ii. Develop timeline for each priority initiative</li> <li>iii. Align School Improvement Plans (SIPs) to priority initiatives</li> <li>iv. Identify common planning for PLC work, curriculum work potentially through scheduling of specials</li> <li>v. Align Individual Goal setting with SIP's (August)</li> </ul>	<p>Ongoing</p>	<p>Central Office and Admin Council</p>	<p>Staffing to support priority initiatives.</p> <p>Reading Coach ELL teachers Maintenance Adjustment Counselor</p>

<p>B. Provide and implement targeted Professional Development and Technology Plans that are aligned with stated priority initiatives.</p>	<ul style="list-style-type: none"> <li>i. Develop technology and professional development plans</li> <li>ii. Align the plans with SIP initiatives</li> <li>iii. Align district level funding to support identified priorities</li> </ul>	<p>Create a shared PD calendar outlining PD days, ER Days, Building-Based meetings to plan and coordinate PD efforts</p> <p>Ensure that PD requests are consistent with strategic priorities</p>	<p>Central Office and Admin Council</p>	<p>Building based and district PD budgets supported, in part, by grants.</p>
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**Strategic Objective:**3. Foster a collaborative culture open to dialogue and trust

<p><b>Priority Initiatives</b></p> <p>A. Foster a collaborative culture open to dialogue and trust</p>	<p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>i. Create collaborative Administrative Council agendas and minutes to ensure follow through</li> <li>ii. Prioritize initiatives, assign responsibility, and develop a plan to ensure completion</li> <li>iii. Clearly define roles, responsibilities, and lines of communication</li> <li>iv. Encourage a climate of respectful and constructive disagreement and consensus building</li> </ul>	<p><b>2017-2018</b></p> <p>Ongoing</p> <p>Develop and encourage teacher leaders and teacher collaboration</p> <p>Communicate clear rationale for decisions</p>	<p><b>Responsibility</b></p> <p>Admin Council, Teachers, Parents, Students</p>	<p><b>Budget</b></p> <p>N/A</p>
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## II. Aligned Curriculum

**Theory of Action:** *If* educators **implement an aligned curriculum** that **articulates common, well-defined learning outcomes** with a focus on depth of understanding and critical thinking *then* all students will be prepared for the next level of learning.

**Strategic Objective:**1. Develop a consistently implemented and vertically aligned PreK-12 curriculum

<p><b>Priority Initiatives</b></p> <p>A. Develop a dynamic and clearly articulated PK-12</p>	<p><b>Action Steps</b></p> <ul style="list-style-type: none"> <li>i. Finalize a common, vertically aligned curriculum</li> </ul>	<p><b>2017-2018</b></p> <p>Implement a curriculum mapping tool</p>	<p><b>Responsibility</b></p> <p>Assistant Superintendent,</p>	<p><b>Budget</b></p> <p>Neutral</p>
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	<ul style="list-style-type: none"> <li>ii. Define mastery/proficiency at each grade level and in every subject (map standards backwards)</li> </ul>	<p>outcomes that are the focus of a given lesson (observable behaviors, unpacked elements).</p> <p>Explore the use of DESE Smart Card for SEI endorsed teacher coaching.</p>	ELL Coordinator
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### III. Effective Instruction

**Theory of Action:** *If* educators communicate high expectations for all students *and* implement evidence-based, high-quality instructional practices focused on critical thinking, creativity, collaboration, and communication, *then* students will be challenged to grow as individuals and global citizens.

#### Strategic Objective: 1. Communicate high expectations for all students

Priority Initiatives	Action Steps	2017-2018	Responsibility	Budget
<ul style="list-style-type: none"> <li>A. Educators use student assessment results to establish high expectations</li> </ul>	<ul style="list-style-type: none"> <li>i. Encourage a culture of shared accountability for student success               <ul style="list-style-type: none"> <li>a. Analyze data to plan enrichment/remediation instruction</li> <li>b. Co-teaching model</li> </ul> </li> <li>ii. Embed rigorous learning objectives into assignments that reflect high expectations and ensure students meet expectations</li> <li>iii. Educators consistently adapt materials and instruction to meet the needs of all students               <ul style="list-style-type: none"> <li>a. Co-teaching</li> </ul> </li> <li>iv. Organize and analyze results from a variety of assessments to determine progress toward intended outcomes</li> <li>v. Adjust practice in response to</li> </ul>	<p><b>2017-2018</b></p> <p>Examine the LST process to include analyzing a variety of instructional approaches and measureable results</p> <p>Adjust practice in response to data analysis.</p> <p>Implement appropriate differentiated interventions and enhancements for students in response to assessment results.</p> <p>Articulate high expectations and monitor growth towards the goals multiple times in the year</p>	<p>Principals, Team Chairs, Teachers</p> <p>Teachers</p> <p>Central Office LDT, Principals, Team Chairs, Teachers</p>	<p>Teaching positions to include an additional Reading Coach and ELL teacher</p>

<p>B. Educators encourage all students to appropriately engage with challenging material through effective effort</p>	<p>vi. data analysis. Implement appropriate differentiated interventions and enhancements for students.</p> <p>i. Administrators and educators successfully challenge students' and teachers' ideas about innate ability</p> <p>ii. Educators support students in setting developmentally appropriate growth goals that result in continuous improvement</p> <p>iii. Help build resilience and endurance in our students by establishing a "growth mindset"</p> <p>iv. Students consistently approach challenging material with effective effort</p>	<p>to include Progress Reports and IEP goals</p> <p>Evaluate efficacy of the Co-Teaching model based on student growth.</p> <p>Continue to plan for and provide increased understanding about appropriate levels of paraprofessional support to increase student independence and communicate high expectations.</p> <p>Embed rigorous learning objectives into assignments that reflect high expectations and ensure students meet expectations</p> <p>Share results with students and parents and provide targeted feedback on how to improve</p> <p>Align Evaluation Focus and Goals</p>	<p>Principals, Co-Teachers</p> <p>Director of Pupil Services, Chairs BCBA's</p> <p>Teacher/Student</p> <p>Teachers</p> <p>Admin Council</p>	
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<b>Strategic Objective: 2.Implement evidence-based high quality instructional practices</b>				
<p><b>Priority Initiatives</b></p> <p>A. Educators deliver effective, evidence-based instruction to all students</p>	<p><b>Action Steps</b></p> <p>i. Develop a common understanding of what evidence-based, high quality practices looks like</p>	<p><b>2017-2018</b></p> <p>Revised schedules to Increase time for structured support and</p>	<p><b>Responsibility</b></p> <p>Secondary Principals, Carol</p>	<p><b>Budget</b></p> <p>NA</p>

<p>B. Educators plan learning experiences that ensure opportunities for students to apply critical thinking, creativity, collaboration, and communication skills</p>	<ul style="list-style-type: none"> <li>ii. Develops well-structured lessons with challenging, measurable objectives and appropriate student engagement strategies, pacing, sequence, activities, materials, resources, technologies, and grouping</li> <li>iii. Consistently implement research-based instructional strategies across all content areas</li> <li>iv. Develop schedules that allow for remediation and enrichment</li> </ul>	<p>enrichment, PLCs, and teacher leadership</p> <p>Implement appropriate differentiated interventions and enhancements for students in response to assessment results</p> <p>Implement Preschool Program Recommendations</p> <p>Students self-evaluate (opportunity for improvement), and set goals.</p>	<p>Teachers</p> <p>Karen, Lauren, Consultant</p> <p>Evaluators</p>	
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## IV. Student Assessment

**Theory of Action:** *If* educators **implement a balanced system of assessments** that **informs curriculum and instruction** *and* **engage students in shared accountability** for learning, *then* educators will make effective adjustments to improve the learning and growth of all students.

**Strategic Objective:** 1. Implement a variety of assessments that examine both short and long-term growth of students

<p><b>Priority Initiatives</b></p> <p>A. Implement a balanced system of assessments that include district-determined measures, progress monitoring, benchmark, summative, and formative assessments</p> <p>B. Ensure assessment results are readily accessible to educators, administrators, and families</p>	<p><b>Action Steps</b></p> <p>i. Use diagnostic assessments and progress monitoring to effectively plan instruction</p> <p style="padding-left: 20px;">a. Focus on high needs/low achieving students</p> <p style="padding-left: 20px;">b. Meet the needs of high achieving students</p> <p>ii. Update the HPS Assessment Calendar</p> <p>iii. Provide scheduled time for PLC work</p> <p>i. Establish/refine a means of warehousing student assessment data</p> <p>ii. Add assessment data</p> <p>iii. Share assessment results with relevant stakeholders</p>	<p><b>2017-2018</b></p> <p>Prioritize assessments and how/when they are used with a focus on assessments that provide information that drives instruction.</p> <p>New Student Information System</p>	<p><b>Responsibility</b></p> <p>Admin Council ELT/SML/CTL Summer work</p> <p>District</p>	<p><b>Budget</b></p> <p>Technology and PD</p> <p>NA</p>
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<p><b>Strategic Objective: 2.</b> Use assessment results to evaluate and adjust instructional practices</p>				
<p><b>Priority Initiatives</b></p> <p>A. Use learning data to plan and adjust instruction and evaluate student learning</p>	<p><b>Action Steps</b></p> <p>i. Articulate common grading practices</p> <p>ii. Systematically document data that demonstrates student growth</p> <p>iii. Use learning data to plan instruction and evaluate student learning based on a common understanding of mastery/proficiency</p>	<p><b>2017-2018</b></p> <p>Adjustment to Practice documentation</p> <p>Systematically document data that demonstrates student growth. Use learning data to plan instruction and evaluate student learning</p>	<p><b>Responsibility</b></p> <p>Central Office</p> <p>Principals, Team Chairs, SML's, Teachers</p>	<p><b>Budget</b></p> <p>NA</p>

<p><b>Strategic Objective:3.</b> Provide opportunities for students to share in goal-setting and self-evaluation</p>				
<p><b>Priority Initiatives</b></p> <p>A. Educators support students in</p>	<p><b>Action Steps</b></p> <p>i. Educators and students will work</p>	<p><b>2017-2018</b></p> <p>The new SIS will include a</p>	<p><b>Responsibility</b></p> <p>Evaluators</p>	<p><b>Budget</b></p>

setting developmentally appropriate growth goals that encourage students to challenge their limits in a safe and supportive environment	collaboratively to establish learning goals ii. Provide opportunities for students to take ownership of their work a. Students engage in self-reflection	student and parent portal where student assessment data will be stored  Transition planning and implementation	SML's  Director of Student Services and 2ndary Chairs	
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## V. Leadership, Governance, and Communication

**Theory of Action:** *If the district develops a responsible budget, continuously evaluates policies, and cultivates effective partnerships with family and community, then students' academic, social, and emotional needs will be met.*

### Strategic Objective: 1. Develop a transparent budget that supports the district's priority initiatives

Priority Initiatives	Action Steps	2017-2018	Responsibility	Budget
A. Develop and implement a collaborative budget process and cycle with a district-wide, strategic-plan based focus	i. Prepare a preliminary budget aligned with SIP's and strategic initiatives with a shared vision of district-level priorities	Ongoing	Superintendent, Director of Finance, School Committee	NA
B. School facilities support effective instruction	i. Maintain, update, and address building needs ii. Custodial and Maintenance Plan	Marathon School Opening  Elmwood School SOI  District enrollment committee	School Committee, Superintendent, Director of Finance and Operations, Director of Buildings and Grounds	

### Strategic Objective: 2. Evaluate and develop School Committee policy

Priority Initiatives	Action Steps	2017-2018	Responsibility	Budget
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