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

**Mission**
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.

**Vision**
Inspire excellence through challenging, creative and culturally responsive experiences. Support all students on their individual journey by maximizing their academic and linguistic potential.

**Core Values**

WE BELIEVE:

- All students are capable of learning.
- Instruction should be adjusted to meet students’ needs and learning styles.
- All members of the school community should be held to the highest performance standards.
- Education should be a shared responsibility among students, family, school, and community.
- Cultural differences are an asset to the school community.

**Theory of Action**
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.

**Strategic Objectives**

1. **High Quality Instruction**
   Increase student achievement by strengthening teaching and learning

2. **Effective Student Support Systems**
   Create an inclusive, culturally responsive learning environment

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

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

5. **Impact Communications**
   Strengthen the reputation and elevate the profile of Ellen R. Hathaway School
<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
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</thead>
<tbody>
<tr>
<td>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)</td>
</tr>
<tr>
<td>1.2 Develop a balanced assessment approach that focuses on formative assessments and adjustment to practice</td>
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<tr>
<td>1.3 Implement analysis and inquiry as a major focus of instructional and learning expectations</td>
</tr>
<tr>
<td>2.1 Continue to use the MTSS and PBIS frameworks for academic and behavioral tiered support</td>
</tr>
<tr>
<td>2.2 Provide professional development to support teachers in building authentic teacher-student relationships</td>
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<tr>
<td>2.3 Provide professional development to promote authentic engagement and rigor among culturally and linguistically diverse students</td>
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<tr>
<td>3.1 Implement multiple access points and opportunities for collaboration and partnerships that engage, educate and empower families.</td>
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<td>3.2 Build and sustain two-way communication using multiple modalities for authentic engagement</td>
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<td>4.1 Cultivate resilience in staff to improve teacher retention.</td>
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<td>4.2 Build a team culture for all school-based teams</td>
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<td>5.1 Create and implement a strategic communications plan that grounded in the school’s mission and vision</td>
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<td>5.2 Utilize numerous channels, including the press, social media and other tools to market Hathaway School and to disseminate information</td>
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**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.
### 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)

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<tbody>
<tr>
<td>Use formal and informal classroom observation data to prioritize professional development needs of staff</td>
<td>Principal</td>
<td>By Nov. 1. 2019</td>
<td></td>
</tr>
<tr>
<td>Create a year-long PD schedule</td>
<td>Principal, TLS</td>
<td>By Nov. 1. 2019</td>
<td></td>
</tr>
<tr>
<td>Use formal and informal classroom observation data to create a schedule of coaching cycle</td>
<td>Principal, TLS</td>
<td>By Oct. 1, 2019</td>
<td></td>
</tr>
<tr>
<td>Utilize the district’s instructional guide’s guiding questions for lesson planning as a frame for instructional plan</td>
<td>Principal, TLS, Classroom Teachers</td>
<td>Ongoing</td>
<td></td>
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</table>
### Measuring Impact

<table>
<thead>
<tr>
<th>Early Evidence of Change Benchmark</th>
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<tbody>
<tr>
<td>Classroom observations and walk-throughs will show evidence of pedagogical and content knowledge gained via PD opportunities and coaching cycles</td>
<td>Principal</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>100% of MTSS team members will increase their knowledge of the ELA standards via the Tiered Literacy Academy</td>
<td>Tiered Literacy Academy team</td>
<td>2019-2020 school year</td>
<td></td>
</tr>
<tr>
<td>Lesson plans will reflect thoughtful consideration of the 4 guiding questions</td>
<td>Classroom teachers and support staff</td>
<td>Ongoing</td>
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### 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

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<tr>
<td>Provide PD on assessments for learning i.e., formative assessments</td>
<td>Principal</td>
<td>By Dec. 1, 2019</td>
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<tr>
<td></td>
<td>TLS</td>
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<tr>
<td>Create formative assessments</td>
<td>TLS</td>
<td>Ongoing</td>
<td></td>
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### Measuring Impact

**Early Evidence of Change Benchmark**

What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?

| Instructional plans will show adjustments based on formative assessment data | Classroom teachers and support staff | Ongoing |

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**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

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<tr>
<td>Develop and use open-ended tasks/investigations in Math and essential questions in ELA and Science</td>
<td>TLS Teachers</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>School-based learning walks focused on analysis and inquiry</td>
<td>Principal TLS Teachers</td>
<td>Ongoing</td>
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Develop and use open-ended tasks/investigations in Math and essential questions in ELA and Science | Ongoing

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<td><strong>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</strong></td>
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<td><strong>Person Responsible</strong></td>
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<tr>
<td>Increased teacher and student self-efficacy</td>
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**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**

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<td><strong>What will be done, when, and by whom?</strong></td>
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<tr>
<td><strong>Person Responsible</strong></td>
</tr>
<tr>
<td>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</td>
</tr>
<tr>
<td>Behavior referral data will be logged and analyzed to provide tiered interventions</td>
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<tr>
<td>A schoolwide system to recognize students who are meeting behavior expectations will be created</td>
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<tbody>
<tr>
<td>Student achievement on Early Numeracy, ELA benchmarks, Istation and STAR assessments will increase</td>
<td>TLS Classroom and support teachers</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>The number of behavior referrals will decrease</td>
<td>Principal SAC</td>
<td>Ongoing</td>
<td></td>
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**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

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<tr>
<td>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</td>
<td>Principal TLS</td>
<td>By June 2020</td>
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<td>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</td>
<td>Principal SAC</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td>The number of behavior referrals will decrease</td>
<td>Principal SAC</td>
<td>Ongoing</td>
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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

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<td>Principal TLS</td>
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<td>Principal SAC</td>
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<td>The number of behavior referrals will decrease</td>
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**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.

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<tbody>
<tr>
<td>Establish a Parent Teacher Organization</td>
<td>Principal</td>
<td>By October 30, 2019</td>
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<tr>
<td>Establish a Family Engagement Leadership Team (FELT)</td>
<td>Principal, District</td>
<td>By October 30, 2019</td>
<td></td>
</tr>
<tr>
<td>Create multiple opportunities for family engagement e.g., Cultural Night, Math and/or ELA Night</td>
<td>Family Engagement Team</td>
<td>Ongoing</td>
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<tr>
<td>Student attendance will improve</td>
<td>Office Clerk, SAC</td>
<td>Ongoing</td>
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</table>
Parents will be better equipped to support their child’s academic and social development at home

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<thead>
<tr>
<th>PTO</th>
<th>Ongoing</th>
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<tbody>
<tr>
<td>FELT team</td>
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</table>

Attendance at parent-teacher conferences will increase

| Classroom Teachers | December |

Disruptive behavior will decrease

| SAC | Ongoing |

**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

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<tr>
<td>Expand teacher capacity for effective two-way communication e.g., Bloomz</td>
<td>Principal TLS</td>
<td>Ongoing</td>
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<td>Student attendance will improve</td>
<td>Office Clerk SAC</td>
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Disruptive behavior will decrease

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<th>Strategic Objective: 4. Organizational Team Excellence: Cultivate and recruit highly skilled workforce</th>
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<tr>
<th>Strategic Initiative: 4.1 Cultivate resilience in staff to improve teacher retention</th>
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<tbody>
<tr>
<td>Engage staff in Mindfulness Training</td>
<td>Principal</td>
<td>By June 2020</td>
<td></td>
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<tr>
<td>Recognize the efforts of staff in Hawks 411</td>
<td>Principal</td>
<td>Ongoing</td>
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<tr>
<td>Staff attendance and morale will increase</td>
<td>Principal</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Staff turnover will decrease</td>
<td>Principal</td>
<td>Ongoing</td>
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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
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<tr>
<td>What will be done, when, and by whom?</td>
<td>Principal TLS</td>
<td>By October 1, 2019</td>
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<tr>
<td>Create team norms and accountability measures including a structure for</td>
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<td>communicating team decisions to all stakeholders</td>
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<td>What changes in practice, attitude, or behavior will you see if the initiative is having</td>
<td>Principal</td>
<td>Ongoing</td>
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<tr>
<td>its desired impact?</td>
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<tr>
<td>All staff will be held accountable to helping with all students needs through communication</td>
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<tr>
<td>and collaboration.</td>
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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

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<tr>
<td>What will be done, when, and by whom?</td>
<td>Principal</td>
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<tr>
<td>Marketing ideas will be researched and presented to staff</td>
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<tr>
<td>Agreed upon ideas will be implemented</td>
<td>Principal</td>
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<td>Principal</td>
<td></td>
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</tr>
<tr>
<td>Stakeholders will share Hathaway’s mission and vision and be advocates for the school</td>
<td>Principal</td>
<td>Ongoing</td>
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**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**

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<tr>
<td><em>School’s website will be updated frequently with current events, news, and success stories</em></td>
<td>Principal</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Continue to utilize Bloomz and all-call system to communicate with staff and community</td>
<td>Principal</td>
<td>Ongoing</td>
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