

**HEBRON PUBLIC SCHOOLS  
DISTRICT ADVANCEMENT PLAN  
2018-2019**

**District Name:** Hebron Public Schools

**Name of Superintendent:** Timothy M. Van Tassel

**Current School Year:** 2018-2019



**High Expectations. Bright Futures.**



# HEBRON PUBLIC SCHOOLS DISTRICT ADVANCEMENT PLAN 2017-2018



## Mission

The Hebron Public Schools, in partnership with families and the community, is committed to fostering confidence, creativity, responsibility, and academic excellence in our children to enable them to explore the possibilities in their diverse world as respectful, contributing members of their community.

## District Vision

The Hebron Public Schools is a high achieving district that supports all learners.

*We...*

- Maintain high academic standards;
- Value the importance of technology;
- Celebrate participation in the Unified Arts;
- Actively recruit, train, and support educational professionals;
- Foster social and emotional well-being;
- Establish meaningful relationships through collaboration with staff, students, families and the community;
- Adapt to changes in a fiscally responsible manner.

## Board Goals

### Student Achievement & Development

Maximize learning opportunities for all students.

### Communication

Ensure clarity, understanding, and transparency for our staff, parents, and school community.

### Professional Learning and Growth

Strengthen professional learning opportunities, encourage reflection, and collaborate to support student development and achievement.

### Resource Management

Implement budget policies that reflect the priorities of the school community and align with the District mission and vision.



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**THEORIES OF ACTION**

**BOE GOAL 1: Communication and District/School Climate**

*If we foster a positive district culture with a high level of stakeholder engagement, communication and collaboration, then we will be more effective in mobilizing students, faculty, staff, parents, and community members around continuous improvement and high levels of student achievement.*

**BOE GOAL 2: Student Achievement and Development**

*If we establish a system of monitoring through the use of student assessment data, curriculum review, and evaluation, then will be more effective in adjusting our curriculum, programming, and instructional pedagogy to insure a high level of student achievement.*

**BOE GOAL 3: Professional Learning and Growth**

*If we assure that all staff are provided meaningful professional development opportunities that are current in theory, practical, and align directly with their responsibilities, then staff will be able to apply their learning and enhance their effectiveness in meeting the needs of our students.*

**BOE GOAL 4: Resource and Management Practices**

*If we facilitate the development of talent and collective responsibility through the intelligent allocation of our financial and human resources, then we will be able to effectively adjust our curriculum, programming, and instructional pedagogy to insure high levels of student achievement.*

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**GOAL 1:** Communication & District/School Climate

**NAME OF PERSON RESPONSIBLE:** Superintendent, Director of Educational Services, Director of Finance and Operations, Principals, District Faculty and Staff

Identified Goals	Strategies	Action Steps	Indicators of Success
<p>Continue to expand open dialogue, communication, and sharing of practices to improve school climate and morale</p> <p>Further enhance our capacity to share information with parents and community members</p> <p>Continue to foster a sense of trust and understanding across the district</p> <p>Foster leadership opportunities for staff</p>	<p>Implement district online presence to support and encourage parent involvement and to increase frequency of use</p> <ul style="list-style-type: none"> <li>• Apptegy</li> <li>• Twitter (admin accounts)</li> <li>• Hebron Public School YouTube Portal</li> </ul> <p>Implement the use of Social Media to provide timely communication with families</p> <p>To foster a sense of parent and community involvement, Administration will utilize:</p> <ul style="list-style-type: none"> <li>• SchoolMessenger</li> <li>• Twitter</li> <li>• Apptegy Thrillshare</li> <li>• Staff Meetings</li> <li>• School Advancement Planning meetings</li> <li>• PLACE (Professional Learning and Collaborative Experience) meetings,</li> <li>• Other committee meetings to engage in discussions and communicate out to</li> </ul>	<p>Parent and Staff Feedback Surveys</p> <p>Ensure full feedback loop regarding all district surveys and implement/revise strategies to address questions, suggestions, or concerns</p> <p>Enhance web presence to include:</p> <ul style="list-style-type: none"> <li>• Events and Activities</li> <li>• Student Work</li> <li>• Policies</li> <li>• Procedures</li> <li>• Resources</li> </ul> <p>Implement Apptegy and Website to be used for:</p> <ul style="list-style-type: none"> <li>• Electronic notifications</li> <li>• Live Feeds</li> <li>• Celebrations</li> <li>• Surveys</li> <li>• Frequent communications</li> <li>• School Breakfast</li> <li>• Lunch Menus</li> </ul>	<p>Spring feedback survey results with analysis of averages and growth</p> <p>Review survey results and devise strategies during:</p> <ul style="list-style-type: none"> <li>• Cabinet Meetings</li> <li>• SAP Meetings</li> <li>• Central Office Meetings</li> <li>• Staff Meetings</li> <li>• PDEC Meetings</li> </ul> <p>Responses to exit interview questions</p>

<p>Increase Parental Engagement in district, school, and classroom initiatives</p> <p>Foster community partnerships</p>	<p>parents regarding school and instructional practices</p> <ul style="list-style-type: none"> <li>• Administrative Office Hours</li> <li>• Parent Advisory Council</li> <li>• Senior Center Partnerships</li> </ul> <p>To foster staff leadership, Administration will provide leadership opportunities through:</p> <ul style="list-style-type: none"> <li>• PDEC Committee</li> <li>• Instructional Coaching</li> <li>• Innovation Team</li> <li>• K-6 Curriculum Committees</li> <li>• School “Town Meetings”</li> <li>• Master Mentors</li> <li>• TEAM Mentors</li> <li>• Special Education Facilitators</li> <li>• Head Teachers</li> <li>• Staff Meeting Presentations</li> <li>• PLACE Meeting</li> <li>• Professional Development Facilitators</li> <li>• Professional Development Workshops</li> <li>• BOE Meeting Presentations</li> </ul> <p>The BOE Communications Committee will collaboratively work to further promote community sharing of district information</p> <p>Utilize forums and communication tools to communicate with parents and stakeholders important information as it relates to district initiatives</p> <ul style="list-style-type: none"> <li>• Smarter Balanced</li> <li>• Standards Based Report Cards</li> <li>• iReady Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Contact information</li> </ul> <p>Twitter to be used at both the school and district level</p> <p>Develop Superintendent and Administrator Office Hours</p> <p>Listen and Learn Events for each school</p> <ul style="list-style-type: none"> <li>• Teacher and Staff</li> <li>• Parents and Community</li> </ul> <p>Monthly Coffee Hours with Superintendent</p> <p>Continue community conversations surrounding district initiatives</p> <p>Implement School Based Parent Involvement</p> <ul style="list-style-type: none"> <li>• Open House</li> <li>• Parent/Teacher Conferences</li> <li>• School Concerts</li> <li>• Math/Literacy Night</li> <li>• Innovation Team</li> <li>• Grandparents Day</li> <li>• Field Days</li> <li>• Art Show</li> <li>• Spring Preschool Celebration</li> </ul> <p>Continue to develop partnerships with community programs</p> <ul style="list-style-type: none"> <li>• Hebron Public School Library</li> <li>• Hebron Lions Club</li> </ul>	<p>Analytics regarding access to website</p> <p>Apptegy downloads</p> <p>Twitter Followers</p> <p>Tweets</p> <p>Accumulation of Updates to District Website</p> <p>Professional Learning Plan disseminated to all staff members at August PD</p> <p>District and School Advancement Plans disseminated to all staff members</p> <p>Office Hour dates and times scheduled and shared with staff</p> <p>Superintendent’s Coffee Hours (1x per month – 9:00 am)</p> <p>Posted meeting minutes for the</p>
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	<ul style="list-style-type: none"> <li>• District Programming (Bridges, Big Ideas and Balanced Literacy (R &amp; W Workshops)</li> <li>• Math Workshop</li> </ul> <p>Develop initiatives that aimed at increasing parental participation and community support for the schools</p> <p>District will offer One (1) Community Forum</p>	<ul style="list-style-type: none"> <li>• Junior Achievement Partnership</li> <li>• DARE</li> <li>• Hunger Action Team</li> <li>• Hebron Interfaith</li> <li>• Hebron Education Foundation</li> <li>• Hebron PTA</li> <li>• Girls Scouts and Boy Scouts</li> <li>• Parks and Recreation</li> <li>• AHM Lanterns</li> <li>• AHM Family Resource Center</li> </ul> <p>Provide opportunities for teacher leadership to work in partnership with district administration</p> <ul style="list-style-type: none"> <li>• PDEC Committee (4x per year)</li> <li>• Instructional Coaching (Monthly)</li> <li>• Innovation Team (Monthly)</li> <li>• K-6 Curriculum Committees (As Needed)</li> <li>• Master Mentors (3x per year and as needed)</li> <li>• TEAM Mentors/Cooperating Teachers (as per TEAM or Student Teaching Requirements)</li> <li>• Special Education Facilitators (weekly)</li> <li>• Head Teachers (As needed)</li> <li>• Staff Meetings (1x per month)</li> <li>• PLACE Meeting (1x per month)</li> <li>• Professional Development Facilitators (As needed)</li> </ul>	<p>Communication Committee.</p> <p>Forum dates</p> <p>Agenda topics for each forum</p> <p>Increased parent attendance at evening events</p> <p>Increased parent attendance during school time activities</p> <p>Leadership meetings held with committees at noted frequencies</p> <p>Participation in the Bonsting Leaders For the Future Program</p> <p>Creation of a Student Council for HES</p>
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		<ul style="list-style-type: none"><li>• Professional Development Workshops (As requested)</li><li>• Crisis Intervention Team</li><li>• Emergency Response Team<ul style="list-style-type: none"><li>○ Police</li><li>○ Fire</li><li>○ Town Manager</li><li>○ RHAM</li><li>○ Emergency Operations Official</li><li>○ Administration</li><li>○ Teachers</li><li>○ Parent Representative</li></ul></li><li>• Curriculum and Technology Specialist</li></ul>	
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**HEBRON PUBLIC SCHOOLS  
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**GOAL 2:** Student Achievement & Development

**NAME OF PERSON RESPONSIBLE:** Superintendent, Director of Educational Services, Director of Finance and Operations, Principals, District Faculty and Staff

<b>Identified Goals</b>	<b>Strategies</b>	<b>Action Steps</b>	<b>Indicators for Success</b>
Maintain a sustainable system of high achievement and student success through the development of our understanding of curriculum, programming, and effective teaching strategies	<p>Staff will provide students with continued high quality learning, while engaging them in rigorous instruction through implemented curricular practices</p> <p>Review existing scope and sequence documents to inform the development of curriculum that aligns with the Connecticut Core Standards</p>	<p>Professional Learning Schedule created through the efforts of the PDEC Committee</p> <p>Administration and staff will further engage in conversation, collaborative lesson development, and discussions</p>	<p>Professional Learning plan outcomes</p> <p>Collected evidence of professional work completed, reviewed, and</p>



<p>Identify a plan for curriculum development, curriculum renewal, and program improvement</p> <p>Implement rigorous programming while providing necessary training, support, and guidance for staff</p> <p>Improve and streamline our assessment practices to effectively measure student growth and inform classroom instruction</p> <p>Administer, analyze and inform instruction based on Universal Screen (iReady)</p> <p>Implement SRBI Plan to support social, emotional, and academic needs of all learners</p> <p>Develop Innovation Team Programming: <ul style="list-style-type: none"> <li>• STEAM</li> <li>• Library Media Sciences</li> <li>• Challenge and Enrichment</li> </ul> </p> <p>Develop opportunities for student leadership</p>	<p>(CCS), Connecticut Social Studies Frameworks, and Next Generation Science Standards (NGSS)</p> <p>Develop curriculum in the following areas: <ul style="list-style-type: none"> <li>• English Language Arts (ELA)</li> <li>• Mathematics (Math)</li> <li>• Social Studies</li> <li>• Science (begin)</li> </ul> </p> <p>Develop standards-based rubrics to align expectations in Science</p> <p>Investigate and implement Universal Screens to assess student proficiency for academic and social emotional well-being</p> <p>Review iReady data to ensure effectiveness and alignment to district need</p> <p>Implement Performance Assessment in Mathematics</p> <p>Utilize revised handbook of protocols for Special Education Identification and Services in alignment with IDEA and participate in PPT Facilitator Trainings</p> <p>Intervention Team will monitor and support the implementation of the SRBI Plan</p> <p>Innovation Team will collaborate and create inquiry based programming that aligns with 21<sup>st</sup> Century learning expectations</p>	<p>around effective instructional implementation through: <ul style="list-style-type: none"> <li>• Lighthouse Meetings</li> <li>• Student Achievement Meetings (school and district)</li> <li>• Grade level meetings</li> <li>• SAP (School Advancement Plan) meetings</li> <li>• PLACE (Professional Learning and Collaborative Experiences) meetings</li> <li>• Professional learning offerings, and other identified contractual meeting times</li> <li>• Innovation Team Meetings</li> <li>• SRBI Meetings</li> </ul> </p> <p>Administration and staff will collectively determine district assessments required for continual monitoring of student progress across all grades and establish school and teacher goals as they relate to student progress</p> <p>Review and redefine threshold score and corresponding assessments for reading and math interventions</p> <p>Grade levels align classroom assessments with standards and performance indicators (meets, exceeds standards) using student work as benchmarks</p>	<p>uploaded to EdReflect (formerly Bloomboard) to support teacher and administrative goals</p> <p>Ongoing review of Hebron assessments K – 6 with a focus on Mathematics for the 2016-2017 school year</p> <p>Implement rubrics and identified assessments per standards reflected in SBRC</p> <p>Completion of timeline and PD activities</p> <p>Numbers of students receiving Tier I, Tier II, and Tier III will align with “publisher thresholds” Or standardized norms</p> <p>Creation of pacing guides, units of study, and inquiry-based learning activities</p>
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<p>Develop opportunities for student leadership</p>	<p>The administration will develop a sustainable student leadership program to foster pride and ownership within the school</p> <ul style="list-style-type: none"> <li>• Bonstingl Leadership</li> <li>• GHS Student Council</li> </ul>	<p>Establish administrative student achievement meetings</p> <p>Administration and Interventionists will share out the revised plan, thresholds (cut scores), and forms</p> <p>Administration and teachers will continue to monitor student interventions and plans throughout the year</p> <p>Innovation Team program planning will define units of study, pacing guides, supporting classroom instruction in literacy, mathematics, science and technology. Develop student progress expectations. Provide leadership to the district related to inquiry-based learning.</p>	
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**GOAL 3:** Professional Learning and Growth

**NAME OF PERSON RESPONSIBLE:** Superintendent, Director of Educational Services, Principals, District Faculty and Staff

Identified Goals	Strategies	Action Steps	Indicators for Success
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<p>Engage staff members in high-quality professional learning that is on-going and based on instructional programming</p> <p>Maintain a high level of clear and consistent professional development for all staff in district</p> <p>Administration will participate in leadership training on Leadership Profiles, Visible Learning, Providing Actionable Feedback to Teaching, Safety and Security</p> <p>Supporting an Instructional Coaching Model</p> <p>Institute training to support the rollout of Responsive Classroom</p>	<p>PDEC committee, in collaboration with administration, will plan high quality professional learning opportunities and gather teacher feedback through the year</p> <p>Outline professional learning and training opportunities for all paraeducators through a collaborative inquiry on needs and interest</p> <p>Involve administration and staff to promote future trainings and professional development to continue new learning, understanding, and effective implementation of standards based curriculum practices</p> <ul style="list-style-type: none"> <li>• District PDEC</li> <li>• School PDEC</li> <li>• Paraprofessional Meetings</li> </ul> <p>Mandated Reporter Training (2 year update for 2018-2019)</p> <p>ReVISION Partnership will support leadership development over the course of this school year</p> <p>Coaching of Instruction Coaches by Curriculum and Technology Specialist</p> <p>Collaborate with math interventionists to purposefully plan Math Workshop Model and Classroom Expectations</p> <p>Monthly Revision Walkthroughs and Learning Walks</p>	<p>Conduct 4 meetings with PDEC Curriculum Committees to review curriculum implementation and curriculum pacing guides</p> <p>Meet with district and school-based PDEC 4 times per year to address professional learning needs of the district</p> <p>Offer multiple professional development trainings on early release days for paraeducators</p> <p>Support teachers to design personal professional learning opportunities that are relevant to teacher and student needs</p> <p>Provide TEAM support to all beginning teachers</p> <ul style="list-style-type: none"> <li>• TEAM Dashboard</li> <li>• Reviewer Update Training</li> <li>• Mentor Update Training</li> <li>• Peer Observations</li> <li>• 3 TCC Meetings per year</li> </ul> <p>Disseminate the developed professional learning plan and schedule based on input from members of the PDEC Committee</p> <p>Meet with non-certified leadership to provide support and determine</p>	<p>Online surveys from current PD will be utilized by PDEC and non-certified staff in future planning for PD</p> <p>Curriculum Committees will review curriculum guides</p> <p>Professional Learning Plan disseminated to all staff at beginning of school year</p> <p>Professional learning schedule is established and shared with all staff</p> <p>Consultation/training dates are established, shared, and implemented</p> <p>Teachers' attending TC Reunion</p> <p>TEAM participation among staff as mentors and mentees (trainings and modules)</p>
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		<p>professional development needs for the 2018-2019 school year</p> <p>Paraeducator training schedule implemented for the 2018-2019 school year</p> <p>School-wide Positive Culture and Climate professional learning opportunities through EASTCONN</p> <p>Additional Teachers' College training opportunities in our balanced literacy programming</p> <p>Training on implementation of Running Records</p> <p>Explore opportunities to expand workshop model to mathematics</p> <p>Participate in leadership professional growth opportunities at CAS and CAPSS for school and district leadership</p> <p>Administrators participate in regular book studies to further professional growth</p> <p>Administrators meet with Interventionists monthly to define Math Workshop practices in the Hebron Public Schools</p>	<p>Implementation of a Balanced Literacy instructional programming and assessment</p> <p>Continued development of Instructional Coaching will occur during the 2018-2019 school year</p> <p>Implementation of workshop model in mathematics programming</p> <p>Implementation of Responsive Classroom and Positive School Climate Initiatives</p> <p>Implementation of a schoolwide evaluation of implementation process for School Climate Efforts (PBIS and Responsive Classroom)</p>
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		<p>Responsive Classroom Training for Certified and Non-Certified</p> <ul style="list-style-type: none"><li>• August 28</li><li>• Additional Dates TBD</li></ul>	
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**HEBRON PUBLIC SCHOOLS  
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**GOAL 4:** Resource and Management Practices

**NAME OF PERSON RESPONSIBLE:** Superintendent, Director of Educational Services, Financial Assistant, Principals, Technology Coordinator, District Faculty and Staff

Identified Goals	Strategies	Action Steps	Indicators for Success
<p>Maintain a transparent district budget that is clear, concise, and easily accessible</p> <p>Ensure budget continues to support professional learning and development which will foster high academic achievement</p> <p>Build upon the positive fiscal relationship that has been established with the town</p> <p>Phoenix financial software will be utilized for all budget planning and transactions at the school and district level</p>	<p>Provide the town and district community continued monetary understanding of accounting practices, while obtaining ongoing input regarding expenditures</p> <p>Meet with district and school administration prior school year to review annual budget timeline and process</p> <p>Allocate appropriate financial resources through the budget process to enhance professional learning opportunities for all staff members</p> <p>Create and maintain a prioritized list of capital improvement projects that will potentially reduce long-term infrastructure costs</p>	<p>Continue to post monthly financial reports on the website during the school year. Share budget development, planning, and action steps with the community at large</p> <p>Maintain a continual tracking of expenditures for professional development</p> <p>Continually review and audit all services provided by outside contractors</p> <p>Share financial reports, documents, and information on a scheduled basis with the town business office</p> <p>Implement and monitor electronic purchase order submission between schools and central office.</p>	<p>Transparency in budget process and development, shared fiscal information and related documents</p> <p>Ongoing reviews of expenditures as they relate to professional learning opportunities</p> <p>Approval of district academic calendar and revisions for upcoming school year</p> <p>Established monthly balancing and ongoing monthly</p>

<p>Expand food services and explore regional partnerships to further enhance financial status and quality of service to our students and community</p> <p>Monitor implementation of breakfast program</p> <p>Monitor services of outside contractors at the school and district level</p> <p>Monitor Pre-Kindergarten programming on an annual basis</p> <p>Develop Technology Partnership with AHM Youth and Family Services</p>	<p>Review Siemens energy audits to identify potential efficiencies</p> <p>Maintain open dialogue and communication between the Office of Resource Management and Town of Hebron</p> <p>Make further improvements to accounting practices to allow for increased clarity, consistency, and a more streamlined budget.</p> <p>Monitor all outside service providers are meeting the needs as stipulated in contracts</p> <p>Present annual budget proposals to community stakeholders before and during the budget process</p> <p>Administration will meet with AHM to further develop technology support model</p>	<p>Gather ongoing budgetary input from parents through forums, meetings, and surveys</p> <p>Provide food displays during parent/family events</p> <p>Increase distribution of food service information and material to promote breakfast and lunch program</p>	<p>business office meetings</p> <p>Budget planning and requisition processes completed</p> <p>Planned forums on budget and programming initiatives</p> <p>Annual audit of all programs and services prior to contract renewals</p> <p>Technology support being provided to AHM</p>
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