

FY15 DANVERS PUBLIC SCHOOLS DISTRICT GOALS

THEME I – ACHIEVEMENT

Goal: Curriculum, instruction and assessment necessary to support 21st century learning and effectively meet the needs of all students are consistently used in all classrooms.

Strategic Objective 1: The needs of all learners across the spectrum of abilities and backgrounds are consistently anticipated, planned for and addressed by all staff.

Action:

1. K-12 teachers will apply Universal Design for Learning (UDL) principles and Skillful Teaching (ST) strategies in curriculum alignment to the Common Core and in developing well-structured lessons as part of their standards-based units.
2. Interventions for struggling students (K-8) are planned for and delivered either inside the classroom (RTI Tier 1) or outside the classroom (RTI Tier 2).

Evidence/Success Measures:

- 1a. By June 2015, accessible lessons will be developed and documented in curriculum maps.
- 1b. By June 2015, 75% of our teachers will demonstrate use of an accessibility strategy (UDL and/or ST) in their instruction as noted during the unannounced observation process.
2. Interventions for struggling students (K-8) are planned for and delivered either inside the classroom (RTI Tier 1) or outside the classroom (RTI Tier 2).

Person(s) Responsible: Administrators and Teachers

Timeframe: SY 2014-2015

Strategic Objective 2: A rigorous, research-based, aligned curriculum that integrates real world applications is employed across the district.

Actions: Through collaboration in professional learning communities (PLCs), K-12 teachers will develop standards-based units that are aligned to Common Core standards.

Evidence/Success Measure: By June 2015, every teacher will collaborate with their PLC group to “design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes” (DESE Teacher Rubric).

Person(s) Responsible: Administrators and Teachers

Timeframe: SY 2014-2015

Strategic Objective 3: Highly effective instruction using diverse and targeted strategies to address the learning needs of all students is in evidence in every classroom.

Action: Teachers use instructional practices that effectively support implementation of the standards.

Evidence/Success Measures: By June 2015, every teacher will demonstrate practices that meet indicators I-A-1 Subject Matter Knowledge and II-D-3 Access to Knowledge in the Massachusetts Model System for Educator Evaluation.

Person(s) Responsible: Curriculum Directors, Principals, and Teachers

Timeframe: SY 2014-2015

Strategic Objective 4: A balanced system of assessments and related data is in use by all teachers to inform instructional decisions.

Action: Teachers will develop district-determined measures following the guidelines from the DESE as part of their standards-based units.

Evidence/Success Measures: By June 2015, every teacher will collect and analyze student data for at least one district determined measure (DDM).

Person(s) Responsible: Curriculum Directors, Principals, and Teachers

Timeframe: SY 2014-2015

Strategic Objective 5: Every teacher and all students effectively use technology tools in teaching and learning.

Action: Teachers will utilize technology to support instruction.

Evidence/Success Measures: By June 2015, 80% of teachers will demonstrate the use of technology in lessons as noted during unannounced observations.

Person(s) Responsible: Curriculum Directors, Principals, Teachers and Technology staff

Timeframe: SY 2014-2015

THEME II – FAMILY & COMMUNITY ENGAGEMENT
--

Goal: Productive partnerships are established and sustained with families and the community to support the district's mission

*By June 2016, the percent of parents and staff reporting favorably on Theme II components will increase to at least 95%**

Strategic Objective 1: A welcoming, inclusive environment where diversity is appreciated, valued and celebrated is evident in all schools.

Actions:

1. Each school and district department will present at a monthly school committee meeting.
2. Additional opportunities for parent partnership with their child's academic achievement will be research.
3. Exit Survey for parent partnership events will be developed and piloted

Evidence/Success Measure: Parents respond positively on survey indicating the school is an inviting environment for students, parents and community upon entering the school.

Evidence/Success Measures:

1. By June 2015, each school and district dept. will have presented at a school committee meeting.
2. By June 2015, a group of administrators will attend professional development program on family engagement and present findings to administrative council.
3. By June 2015, a final version of an exit survey will be in place for use for future years.

Timeframe: Sept/Oct 2014 and ongoing

Strategic Objective 2: Communication systems and strategies are skillfully used to establish trust and to cultivate parent and community understanding and support of the district's goals and practices.

Actions:

1. Websites are maintained with up to date information by school and district personnel.
2. DCAT partnership is expanded to include videos on welcome back, transitions and budget.
3. Updated packet about DPS is developed.
4. Communication tools (e.g. parent emails and Google calendar) are kept updated.

Evidence/Success Measure:

1. By June 2015, all websites will only have updated information.
 2. By June 2015, DCAT and DPS staff will have produced at least three videos.
 3. By January 2015, the superintendent's office will have produced an updated packet to share a common message about the district's vision.
 4. By June 2015, the district will have 98% of parent emails and all Google calendars
- Person(s) Responsible: All administrators

Timeframe: Sept/Oct 2014 and ongoing

Person(s) Responsible: All administrators

**Data is collected on the Perspectives on the Schools and District Surveys in years 1, 3 and 5 of the DPS Strategic Plan.*

THEME III – HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT
--

Goal: A well-qualified, highly effective staff is employed by the district and provided meaningful professional growth opportunities that support them in meeting the needs of all students.

Strategic Objective 1: Performance expectations are clearly communicated through consistent and systematic implementation of the new educator evaluation system.

Actions: Members of the administrative council will meet during their monthly administrative council meetings to calibrate the DESE performance rubric.

Evidence: Administrative evaluators as well as teachers being evaluated (either non-professional status or a summative cycle) will see a common set of objectives being used in the performance cycle review

Person(s) Responsible: Team

Timeframe: SY 2014-2015

Strategic Objective 2: A range of professional development opportunities is provided to keep staff up to date with the district's learning priorities and to support professional growth of all staff.

Actions: The curriculum department, in consultation with the school-based administration, will articulate the learning priorities as set forth by the strategic plan. Teacher leaders will provide input as to the specific department or grade level based needs and priorities.

Professional development will be developed in consultation with all constituencies. New teachers will be acclimated to our teacher evaluation program.

We will continue with our two year teacher induction program, Off to a Great Start, which pairs mentors with teachers new to the district with veteran teachers.

Evidence: In progress. The administration continues to work with teachers and paraprofessionals to pinpoint and design professional development opportunities that will focus on current initiatives and curricular demands. An end-of-the-year survey will provide all with feedback as to the success of the work.

Our teacher-mentoring program continues to be refined under the direction of Julie MacDonald. This professional development continues to offer unlimited support so that teacher retention remains high

Person(s) Responsible: Team

Timeframe: SY 2014-2015

Strategic Objective 3: Teacher collaboration, teacher leadership and inclusive decision-making practices are cultivated and maintained.

Actions: During the 2014-2015 academic year, we will continue the work we have begun regarding teacher collaboration and leadership. All schools have modified forms of Professional Learning Communities that are, at times, teacher led.

Evidence: We have a highly developed teacher collaboration system that ensures that teacher leadership is encouraged, honored and allowed to flourish.

Person(s) Responsible: Team

Timeframe: SY 2014-2015

Strategic Objective 4: District hiring policies and practices reinforce continuing employment of a well-qualified, highly effective staff.

Actions: The Administrative Council will ensure that our teaching, support and administrative staff maintain highly qualified status by using the requirements of the Department of Secondary and Elementary rubric. Those seeking licensure outside of current position will be supported as long as the district will benefit from such.

Evidence: We conduct a monthly licensure check to ensure that professional staff licensure is retained. We notify teachers whose licensure may be expiring. We have conducted the requisite number of unannounced classroom observations using Teachpoint.

Person(s) Responsible: Team

Timeframe: SY 2014-2015

THEME IV – MANAGEMENT AND OPERATIONS

Goal: District and school leaders effectively use all resources available to them to consistently and cohesively ensure a safe, efficient and effective learning environment.

Strategic Objective 1: The district’s staffing and organizational structures complement strategic plan priorities.

Action:

1. Continue to develop assessments to identify if additional staffing is needed to accomplish the district's strategic plan, focusing on the Middle School and High School to support Student Services, Technology and the Elementary assessments completed in FY14.
2. Review current job descriptions of staff who may fall into a paraprofessional category for alignment to common core and the library learning commons initiative. to staff.

Evidence:

1. Review of annual staffing report and organizational structure for efficiencies and alignment with strategic plan priorities.
2. Draft of revised job description of library aides and computer paraprofessionals

Person(s) Responsible: Administrative Council

Timeframe: SY 2014-2015

Strategic Objective 2: Communications systems between and among schools are effective.

Actions:

1. On individual school's and the district website post annotated versions of annual logic models and school council goals including school improvement plans.
2. Continue implementation of the district-wide calendar including staff training.
3. Continue the incorporation of the district's vision and mission statements into all regular staff and school communications.

Evidence:

1. The logic model and school council goals and school improvement plans are posted on the individual school's and district websites as the new websites are brought online. A history of logic model school improvement plans is maintained over the life of the strategic plan.
2. Utilization of the district calendar by all parties becomes part of the district's culture.
3. Awareness by all district personnel, students and parents of the district's mission and vision.

Person(s) Responsible: Administrative Council

Timeframe: SY 2014-2015

Strategic Objective 3: All school environments enhance student engagement and learning.

Action:

1. Implement an enhanced lockdown procedure for the Middle and High Schools.
2. Coordinate with the schools and the DPW to provide the physical needs to support Themes 1, Achievement and Theme 3, Human Resources Management and Development.
3. Implement changes in Food Services so that productions is closer to service (batch cooking), along with upgraded quality of products at the Middle School.
4. Create a Food Services transition plan for all elementary schools.
5. Begin the implementation of library learning commons model at the elementary school level.

Evidence:

1. Enhanced lockdown information session completed for parents. Training sessions and drills for students and staff at the Middle and High Schools are completed.
2. Continued coordination with DPW, faculty and curriculum department
3. Food Service options (including menu variety) and upgraded product quality for Holten Richmond Middle School students and staff.
4. Food Services transition plan finalized for all elementary schools.
5. Implementation of Phase I of library learning commons model at Smith and Thorpe.

Person(s) Responsible: Business Manager and Food Services Director

Timeframe: SY 2014-2015

Strategic Objective 4: Stability is provided to the budgeting and planning process and alternate sources of funding are expanded.

Actions:

1. Implement multi-year budget plan based on the template developed in FY2014
2. Continue to foster community support for DEEP and work collaboratively on fundraising for elementary learning library commons model and DEEP teacher grants program.
3. Brainstorm, categorize and assess feasibility of additional alternative funding resources.

Evidence:

1. Development of a multi-year budget plan for 2016 and beyond
2. Begin the DEEP fundraising drive for elementary library learning commons model
3. Benefit analysis of alternative funding sources.

Person(s) Responsible: Superintendent and Business Manager

Timeframe: SY 2014-2015

Strategic Objective 5: The district's technology resources adequately support student learning expectations and district requirements.

Action:

1. Phase 1 of wireless network installation at the Middle School.
2. Upgrading servers across the district
3. Upgrading current teacher computers at the Middle School
4. Computer lab move and upgrade at Smith School
5. Ready the High School and Middle School for PARCC online testing.
6. Increase the district's Internet bandwidth speed
7. Upgrade VOIP software for current and future installations including enhanced 911. Create district-wide VOIP extension scheme
8. Install VOIP system at Thorpe

Evidence:

1. Wireless coverage throughout the Middle School
2. Robust network capacity at servers
3. Smith School lab moved to new space with updated computers
4. District's Internet bandwidth increased from 50/10 MPS to 100/100 MPS
5. Enhanced 911 available at all schools with VOIP capacity
6. Installed VOIP telephone system at the Thorpe School

Person(s) Responsible: Director of Technology and Information Resources

Timeframe: SY 2014-2015