

# Melrose Public Schools Strategic Plan Action Plans (update for 12/6/12)

## Curriculum, Instruction, and Assessment

Goal: Ensure that rigorous, well coordinated Pre-K-12 curricula and highly effective instruction and assessment practices are consistently implemented across levels to meet the needs of and challenge all learners and provide an academic pathway that effectively supports students' transitions from one level to the next and their preparation for post-secondary experiences.

Year 2 Actions	Strategic Initiatives or Products	Due Date/Completion	Person(s) Responsible (Lead, Implement, Support)
Strategy 1. Implement curriculum at every grade level that is consistent and coordinated across grade levels and course sequences			
<ul style="list-style-type: none"> <li>Atlas team to complete Math curriculum</li> <li>Expanded Atlas Team, to work on ELA to complete by end of the year</li> </ul>	Atlas curriculum mapping	12/31/11 6/30/12	(L & I)-Curriculum Director, (S & I) Principals, Vertical Team, Curriculum Coordinators/Department Heads
<ul style="list-style-type: none"> <li>Fully Implement inquiry-base science units K-5</li> </ul>	Inquiry-based Science Units - FOSS	<b>9/15/11 (Completed)</b>	(L & I)-Curriculum Director, (S & I) Principals, Teachers
Strategy 2. Provide highly effective instruction in every classroom using instructional models that challenge and supports learners at all achievement levels.			
Improve mathematics performance <ul style="list-style-type: none"> <li>Utilize math department head to provide coaching to middle school and high school math teachers</li> <li>Expand professional development for teachers in mathematics at the elementary level to improve understanding of number sense and conceptual math instruction with Math Coaches</li> </ul>	Math coaching  Math PD and Coaching for elementary a staff	6/15/12  6/15/12  (Progressing: Math Coaches provided PD for elementary staff on <b>11/8/11</b> )	(L & I)-Curriculum Director and Curriculum Coordinator/Math Department Head, (S & I) Principals

<ul style="list-style-type: none"> <li>Refine instructional models and clearly define in coordination with 21<sup>st</sup> Century Learning expectations and communicate with staff</li> </ul>	District common instructional strategies/models document	<b>10/30/11(Completed)</b> (21 <sup>st</sup> Century Skills has been a focus for the leadership team with shared articles, videos and exemplars, newsletters to staff and discussion at staff and dept. mtgs., year long focus)	(L)-Curriculum Director, (S & I) Principals, and Curriculum Coordinators/Department Heads
<ul style="list-style-type: none"> <li>Create a measurement tool and establish baseline data of instructional models and strategies from the district expectations</li> </ul>	Data teams Guidelines for analyzing effectiveness of instructional strategies	6/15/12	(L)-Curriculum Director, (S & I) Principals, and Curriculum Coordinators /Department Heads
Strategy 3. Ensure the effective use of multiple forms of assessment to inform teachers' instructional practices, to regularly provide meaningful feedback to students and parents, and to support progress monitoring and accountability efforts at all levels of the school system.			
<ul style="list-style-type: none"> <li>Elementary Math benchmark system to be revised, reflective of realigned curriculum</li> <li>MS/HS developing rubrics for each course</li> </ul>	Benchmark Assessments District Assessment system framework	6/15/12	(L)-Curriculum Director, (S & I) Principals, and Curriculum Coordinators/Department Heads
<ul style="list-style-type: none"> <li>Elementary Data Teams in use</li> <li>MS/HS – Train new administrators</li> </ul>	Building Based Data Teams, District Literacy Team	<b>10/1/11</b> (Teams established, work will continue throughout the year) Training completed	(L) – Principals, (S) – Curriculum Director



Strategy 3. Establish a tiered model of intervention at all schools for students identified as academically or behaviorally at risk			
<ul style="list-style-type: none"> <li>Lexia and Symphony fully implemented at Elementary Schools with data in use by teachers &amp; administrators</li> <li>Targeted MCAS Prep class established at MS</li> <li>Early Literacy Action Plan created from Grant team</li> <li>Ongoing consultation with Reading/Literacy expert</li> </ul>	Lexia and Symphony  MCAS Prep Early Literacy Plan Document Schedule of consultation and PD dates (automaticity PD <b>11/16/11 at Lincoln,</b> <b>11/22/11 at Hoover)</b>	6/1/12	(L)- Asst. Supt. Pupil Personnel Services (S)-Principals, Guidance, (I) - Behavior Specialist, Reading Teachers, Intervention Tutors, Special Education Co-Teachers and General Education Teachers
Strategy 4: Establish consistent procedures for PreK-12 special education and other student support program development and evaluation			
Institute and reassess procedures and criteria for special education programs	Special Education Procedural Manual	<b>11/1/11</b> (Completed and Distributed 10/11)	(L)- Asst. Supt. Pupil Personnel Services (S)- ETFs, (I)-Teachers
Strategy 5: Continue implementation of co-teaching model across the district			
<ul style="list-style-type: none"> <li>Increase co-teaching opportunities @ Winthrop and Middle Schools</li> <li>Topic will be a focus of Department Meetings at High School</li> </ul>	<ul style="list-style-type: none"> <li>Number of Classes</li> <li>Survey of High School Staff</li> <li>Roles and Responsibilities Document</li> </ul>	6/1/11	(L) Asst. Supt., H.S. Principal, Secondary Special Ed Administrator (S) Dept. Heads, Asst. Principals, Teachers
<b>Success Measures</b>		<b>Annual Benchmark</b>	

<ul style="list-style-type: none"> <li>• Parents, teachers, and students report that revised transition practices and services (school-to-school, grade-to-grade) meet their needs as measured by parents and student surveys.</li> <li>• System-wide tiered academic and behavioral approaches are developed, piloted and implemented</li> <li>• Procedures and criteria are developed and consistently in use for new special education program development and regular evaluation of all student support programs.</li> <li>• Needs of low incidence special education population met through quality in-district program development and help to prevent unnecessary out of district placements</li> <li>• High school guidance program evidences focused and expanded services.</li> </ul>	<ul style="list-style-type: none"> <li>• Determine baseline for satisfaction through survey results</li> <li>• Lexia and Symphony use</li> <li>• Identify and develop procedures and criteria</li> <li>• Description of district programs and population served</li> <li>• Identify needs via survey and create plan</li> </ul>
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### **Human Resources and Professional Development**

Goal: Ensure the quality, effectiveness and continuity of staff through consistent use of comprehensive and exemplary recruitment, staff development, supervision and evaluation practices.

<b>Year 2 Actions</b>	<b>Strategic Initiatives or Products</b>	<b>Due Date</b>	<b>Person(s) Responsible (Lead, Implement, Support)</b>
Strategy 1: Provide a comprehensive professional development program for all personnel that addresses the district's and schools' goals, and stays current with advancements in education and technology.			
Design professional development activities for the 2011-2012 school year <ul style="list-style-type: none"> <li>• Use the results for spring 2011 PD Needs Assessment to tailor professional development activities</li> <li>• Use the district's Strategic Plan and Superintendent's goals to connect PD activities</li> <li>• Implement Math Coaching at the Middle School and Elementary schools</li> <li>• Utilize the Technology Integration Specialist to ensure that district staff are trained and proficient with the use of Smartboards</li> </ul>	Professional Development Flyers for district offerings  Building Based PD (ie.12/5/11 Sally Grimes 30 participants)	On going	(L)-Curriculum Director (S)-Leadership Team (I)-Math Coach, Math Department Head, Staff selected to facilitate after-school PD options
In conjunction with the new teacher evaluation tool, establish a Professional Development committee of district personnel	Revised Professional Development Plan and Needs Assessment tool for the 2011-12 school year	6/30/12	(L)-Curriculum Director (S)-Leadership Team
Strategy 2: Develop stronger, more comprehensive faculty and staff supervision and evaluation practices and tools that reflect district commitment to high expectations, best practices and effective job performance and the district's goals.			
Work with MEA to make recommendations for teacher evaluation tool that is aligned with new state framework for staff evaluations	New staff evaluation instrument	9/1/12	(L) Superintendent (S) Leadership Team and MEA
<b>Success Measures for 2015</b>		<b>Annual Benchmark</b>	

Year 2 Actions	Strategic Initiatives or Products	Due Date	Person(s) Responsible (Lead, Implement, Support)
<ul style="list-style-type: none"> <li>• District annually publishes professional development plan, with clearly identified outcomes and linkage to strategic plan priorities.</li> <li>• District's professional development opportunities are rated as meaningful, productive and effective by 85% of participants</li> <li>• Evaluation processes for all staff are reviewed, refined and revised to reflect district commitment to high expectations, best practices and effective job performance, and linked to professional development outcomes and strategic plan/school improvement plan priorities.</li> </ul>			<ul style="list-style-type: none"> <li>• Publish Professional Development Opportunities</li> <li>• Professional Development Committee</li> <li>• Publish new teacher evaluation instrument</li> </ul>

**Communication and Partnerships**

Goal: Implement comprehensive communication systems and partnerships with parents and the community that build shared understanding and trust and enhance the educational program.

Year 2 Actions	Strategic Initiatives or Products	Due Date	Person(s) Responsible (Lead, Implement, Support)
Strategy 1: Develop and implement comprehensive district communication plan that will help parents and the community better understand school curricula, practices and policies and awareness of the school system’s needs.			
Implement Aspen X2 web enabled parent portal & database <ul style="list-style-type: none"> <li>• HS/MS full implementation in fall '11</li> <li>• Elem. Begin implementation in Spring of '12</li> </ul>	Aspen X2	6/30/12	(L)-Director of Technology, (S)-Leadership Team
Strategy 2: Expand and strengthen partnerships with community organizations and institutional resources to assist support of students, their families and educational program.			
Develop a computerized and standards based K-2 report card	Computerized report cards	6/1/12	(L)-Curriculum Director, (S)-Leadership Team
Conduct survey assessing the favorability rating from parents and community groups	Survey	3/30/12	(L)-Superintendent & Curriculum Director, (S)-Leadership Team
<b>Success Measures for 2015</b>		<b>Annual Benchmark</b>	
<ul style="list-style-type: none"> <li>• A district web-based student data management tool that is also a parent communication tool is developed and implemented</li> <li>• A computerized report card at the elementary level, designed to accurately report the skills and strategies obtained by students, is developed and implemented.</li> <li>• District parents report an increasingly favorable rating of school parent partnerships on school effectiveness surveys to achieve a 90% rating.</li> <li>• District parents report an increasingly favorable rating of the school system overall and their knowledge of the school system’s goals on school effectiveness surveys to achieve a 90% rating.</li> <li>• 95% of community groups give the school system a favorable rating related to their knowledge of the school system’s goals on annual feedback surveys</li> </ul>		<ul style="list-style-type: none"> <li>• Aspen X2 implemented PreK-12</li> <li>• K-2 computerized report card developed</li> <li>• School effectiveness survey completed</li> </ul>	

**School System Climate and Culture**

Goal: Ensure a safe, caring and welcoming environment for all students, where the unique qualities and diversity of students are recognized and respected and where collaboration and support among teachers, staff, administrators, parents and community members are the norm.

Year 2 Actions	Strategic Initiatives or Products	Due Date	Person(s) Responsible (Lead, Implement, Support)
Strategy 1: A comprehensive health and wellness curriculum, Pre-K through 12, which includes strong social competence and anti-bullying and harassment components is developed and implemented			
Pilot Health Wave Promotion at <ul style="list-style-type: none"> <li>• Winthrop K-5,</li> <li>• 2<sup>nd</sup> Grade across the district</li> <li>• MS Wellness Classes</li> </ul>	Health Wave promotion	6/1/12	(L)-Curriculum Coordinator (S)-Principals, Guidance, Psychologists and Teachers
Implement Peer leader program that MAAV trained students for K-6	Peer Leaders	On-going	(L)_Superintendent (I)-Principals (S) Community-based Organizations
Acts of Kindness Summit 3 at Middle School	Bullying reduction	6/30/12	(I)- MS Principal
Peer Mediation at HS	Bullying policy	6/30/12	(L) HS Principal
Strategy 2: Build a sense of community within all schools, where the attitudes of all are inclusive and each student and parent experiences a sense of belonging.			
Enrichment programs or school-sponsored events promoting diversity	School-based and district-wide activities	6/15/11	(L) Principals (I) Teachers (S) PTO
Strategy 3: Expand and strengthen opportunities, at each school and across the district, for collaboration and support among teachers, staff, administrators, parents, community members and students.			
District survey regarding school climate and culture	District surveys	3/30/12	(L)_Superintendent (S)- Asst. Supt. Pupil Personnel and Principals
<b>Success Measures for 2015</b>		<b>Annual Benchmark</b>	
<ul style="list-style-type: none"> <li>• Decreased levels of bullying and harassment infractions measured by the number of referrals</li> <li>• Students and staff at least annually participate in formal initiatives promoting awareness and sensitivity to diversity and celebration of student growth and accomplishment</li> <li>• Staff, parents and students participate in shared-decision making through the schools, school councils, and district-wide committees.</li> <li>• School district climate and culture monitored annually through student, teacher and parent surveys</li> </ul>		<ul style="list-style-type: none"> <li>• Report on incidents of bullying</li> <li>• Share district update on diversity</li> <li>• School improvement plan</li> <li>• Survey results</li> </ul>	

**Facilities and Technology**

Goal: Provide equitable educational facilities, technological tools and the associated infrastructure needed across the district to meet teaching and learning needs and provide a quality 21<sup>st</sup> century education for children of Melrose.

Year 2 Actions	Strategic Initiatives or Products	Due Date	Person(s) Responsible (Lead, Implement, Support)
Strategy 1: Ensure the district's technology and technology infrastructure is current, with equitable access.			
<ul style="list-style-type: none"> <li>Assess computer hardware needs across the district</li> <li>Implement 1/6 replacement of computer hardware</li> <li>Monitor effectiveness of district infrastructure</li> </ul>	Computers  End of year report from Director of Technology	6/30/12	L)-Director of Technology (S)- Superintendent, Principals
Strategy 2: Provide adequate tools and training for teachers across district to be knowledgeable and current in integrating technology into curriculum and instruction and introducing students to use of technology as a tool.			
<ul style="list-style-type: none"> <li>Technology Integration Specialist will conduct ongoing professional develop activities and support</li> </ul>	Smartboards	6/30/12	(L)-Director of Technology (S)- Curriculum Director, Principals, Curriculum Coordinators/Department Heads, Technology Teachers (I) Technology Associates
<ul style="list-style-type: none"> <li>Create a Technology Integration Rubric to be used as a coaching tool with the Technology Integration Specialists</li> </ul>	Technology integration specialist	10/1/11 (Completed)	(L)- Superintendent (S)- Director of Curriculum, Principals, Curriculum Coordinators/Department Heads
Strategy 3: Insure parity of educational facilities across the district.			
Complete Smartboard installation in every K-12 classroom	Smartboards	9/1/11 (Completed)	(L) – Superintendent and Director of Technology (S) – Leadership Team
<b>Success Measures for 2015</b>		<b>Annual Benchmark</b>	
<ul style="list-style-type: none"> <li>A multi-year district technology plan is developed and implemented with a focus on strengthening the reliability and capacity of infrastructure and maintenance and replacement of equipment.</li> <li>Technology skill goals and benchmarks for staff at all levels are implemented, to measure technological proficiency</li> <li>The district's five year plan for facilities, grounds, maintenance and capital expenditures annually updated and prioritized.</li> </ul>		<ul style="list-style-type: none"> <li>Technology audit and survey</li> <li>Technology assessment results</li> <li>Report on progress made in meeting the needs of all learners as outlined in the Capital Plan</li> </ul>	

**Governance, Organizational Leadership and Funding**

Goal: Establish strong and coordinated leadership and organizational structures across the school district that support continuous improvement, adequacy of resources and provide a quality education for all students in Melrose.

Year 2 Actions	Strategic Initiatives or Products	Due Date	Person(s) Responsible (Lead, Implement, Support)
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Strategy 1: The administrative leadership will continue to work together to maintain shared vision and goals based on a consensus model.			
<ul style="list-style-type: none"> <li>On a monthly basis, the leadership team will review and revise actions taken in support of the Strategic Plan goals.</li> <li>Members of the leadership team will report progress to the School Committee on a quarterly basis.</li> </ul>	Monitor Progress	Monthly/ Quarterly	(L)-Superintendent (S)- Leadership Team
Strategy 2: Collaboratively work with teachers, parents, students, and community members to build the capacity for leadership in support of the vision and goals of this plan.			
<p>Continue to work with stakeholders and constituencies to advocate for a fiscally sound and financially responsible budget that supports the mission of the Melrose Public Schools.</p> <ul style="list-style-type: none"> <li>Gather input from School Site Council's to review budget needs</li> <li>Meet with Curriculum Coordinators/Department Heads to determine budgetary needs</li> <li>Utilize PTO meetings to share pertinent budget information</li> </ul>	Balanced Budget Capital Improvement Plan School Improvement Plan	On-going	(L)-Superintendent (I) – Leadership Team (S)- School Committee, Site Councils, PTO
Strategy 3: Insure that annual benchmarks are used to regularly report on the progress of the plan's implementation and establishing of school system priorities, and that the results are disseminated to the community.			
<p>The leadership team will use established communication pathways to engage stakeholder groups in an ongoing dialogue and partnership in achieving the Strategic Plan goals. Administration will use the following avenues:</p> <ul style="list-style-type: none"> <li>Regularly Scheduled Meetings (e.g. PAC, PTO, Site Council, Staff, Department)</li> <li>Community Meetings (e.g. Rotary, Chamber of Commerce, MAAV)</li> <li>Newsletters</li> <li>District and School Websites</li> </ul>	Update to the School Committee	On-going	(L)-Superintendent (S)- Leadership Team and School Committee
Strategy 4: Explore ways in which parents and community members, along with school staff, can enhance access to alternative funding sources to support the educational program of Melrose Public Schools.			
Identify alternate sources of funding Develop a plan to establish an Alumni Association (focus on resources and school support)	District-wide list of resources Series of meetings completed	6/1/11	(L)-Superintendent (S)- Leadership Team and School Committee
<b>Success Measures for 2015</b>		<b>Annual Benchmark</b>	
<ul style="list-style-type: none"> <li>Collaborative efforts that support consensus building and distributed leadership implemented at school sites and across the school community to support goals of strategic plan.</li> <li>Strategic Planning benchmarks reported to the School Committee and community annually and priorities for the following school year identified</li> <li>Alternative funding sources and options are established</li> </ul>		<ul style="list-style-type: none"> <li>District-wide budget</li> <li>Report presented</li> <li>Report on progress made in and identifying funding sources</li> </ul>	

