



Melrose Public Schools

SUPERINTENDENT GOALS & OBJECTIVES – 2009-2010

SUPERINTENDENT GOAL #1

DESCRIPTION: FINALIZE THE STRATEGIC PLAN WITH A FOCUS ON ACADEMIC EXCELLENCE AND WITH THE INTENT OF MAKING THE MELROSE PUBLIC SCHOOLS AMONG THE TOP DISTRICTS IN THE STATE.

Outcome: To create a roadmap for the district for the next five years.

1. **Goal/Objective.** Briefly describe each goal/objective and when the goal/objective should be met or accomplished.
2. **Course of Action.** Steps taken to accomplish goal/objective.
3. **Status.** Rank the goal as Completed, In Progress, or Under Development

Objective #1 – Data Collection and Internal Review

Description: Work with FMS Consultant to Develop Internal Assessment.

Course of Action:

The Superintendent, working with central office administrators and building principals, developed a summary of the district's accomplishments of the last few years. The Administrative team also worked with FMS consultant in assembling reports, studies related to the district and its work as part of our Internal Assessment to identify strengths, weaknesses and issues to focus planning.

Status: Completed In Progress Under Development

This was a necessary step given that all but two members of the current administrative team had no experience with either of the prior two Strategic Plans. The process was positive and focused on the prior accomplishments, remaining tasks and emerging needs that will be considered as part of the ongoing work.

Objective #2 – Establish Steering Committee

Description: Provide oversight for Strategic Planning Process

Course of Action: The Superintendent, working with the Melrose School Committee and FMS consultant, formed a Steering Committee to help guide and design an inclusive process for strategic planning with representatives of the Melrose educational community.

Status: Completed In Progress Under Development

Objective #3 – Focus Groups & Interviews

Description: Recruit a cross-section of stake holders who will provide feedback to the district as we move forward to develop an external assessment of Melrose Public Schools.

Course of Action: Identify focus groups and facilitators representing stakeholder group groups to solicit feedback to develop an external assessment of the Melrose Public Schools. Identify individuals who have a unique and/or broad-based understanding of community for individual interviews based on their positions or organizations they represent.

Status: Completed In Progress Under Development

This process was adopted to ensure impartiality, transparency and inclusion of stakeholders.

Objective #4 – Update Process and Timeline for Strategic Plan development

Description: Superintendent working with Administrative Team and Future Management Consultant develop timeline and process for development of successor Strategic Plan

Course of Action: Monitor Timeline and adjust as needed.

Establish and Share Updated :

Strategic Plan: Timeline and Process **Steering Committee Meeting** **November 9, 2009**

- November
 - Formation and initial meeting of steering committee
 - Identification of 9-10 focus groups
 - 10-15 individuals each as a representative sampling of each identified focus group
 - Identified from letters of interest
 - groups reviewed for gaps in representation
 - Principals to recommend individuals who might fill in gaps
 - Identification of focus group facilitators
 - Focus group schedules established

- 3-4 focus questions developed by steering committee for use with all focus groups
- December
 - Focus groups meet and respond to focus questions (4-5 groups)
 - FMS conducts interviews of key community members, using focus questions
- January
 - Focus groups meet and respond to focus questions (4-5 groups)
 - FMS aggregates focus group, survey, and interview data; themes and key findings identified
- February
 - Open community forum is held to comment on essential questions and draft themes and key findings
 - FMS integrates community forum results to draft themes and key findings
 - Second steering committee meeting: review of themes, key findings, and establish vision
 - Update to community and School Committee
- March
 - Third steering committee meeting: review draft of goals and strategies derived from key findings
- April
 - Fourth steering committee meeting: success measures
- May
 - Fifth steering committee meeting: plan initial draft review
 - Presentation of plan to School Committee
- June
 - Implementation planning

Status: Completed In Progress Under Development

Anticipated completion is Spring of 2010.

Summary:

The Melrose Public Schools is using the Strategic planning process to articulate a shared vision and build partnerships with our stakeholders to identify and address common goals to support our vision of educational excellence over the next five years.