

**NORTON PUBLIC SCHOOLS**  
**Strategic Plan Update**  
**2015 - 2018**



**School Goal #1 - Academic Success for All Students**

<u>Objective</u>	<u>Person(s) Responsible</u>	<u>Action Steps / (Evidence)</u>	<u>Timeline</u>	<u>Evaluation</u>
Equal access to Full Day Kindergarten for all students	Director of Curriculum  School Business Manager  Principals	<ul style="list-style-type: none"> <li>• Design a comprehensive budget for the FY16 school year that will include full day kindergarten at no cost to families.</li> <li>• Collaborate with families and the community to advocate for early childhood education in our community through community forums and informational pamphlets.</li> <li>• Apply for the State’s <i>Transition to Full Day Kindergarten Grant</i> in order to defray the initial start-up costs associated with a universal Full Day Kindergarten program.</li> </ul>	2015-2016	C
Provide all students with a rigorous curriculum, aligned with the Massachusetts State Frameworks and/or national standards that will prepare them for college and career.	Director of Curriculum  Building Principals and Assistant Principals  Academic Coordinators	<ul style="list-style-type: none"> <li>• Develop and maintain a continuous cycle for curriculum revision and development across all content areas, including a budget for updated materials.</li> <li>• Set clear expectations that the written curriculum will be taught and assessed in every classroom, promoting consistency district wide.</li> <li>• Ensure staff have access to appropriate, current, and aligned curriculum resources including the purchase of a new elementary math program in grades K-5.</li> <li>• Analyze student data related to outcomes for students post high school in terms of attendance at a 2-year school, 4-year school, and career path exploration and utilize this information to make informed decisions about course pathways.</li> </ul>	2015-2018	O/P
Focus on Closing Achievement Gaps	Superintendent  Director of PPS  Director of Curriculum	<ul style="list-style-type: none"> <li>• Examine relevant assessment and student performance data to create structures of embedded support for students in the areas they need it most.</li> <li>• Develop resources outside of the school day to provide targeted support for students in areas of weakness.</li> </ul>	2015-2017	O/P

		<ul style="list-style-type: none"> <li>Expand the use of data through progress monitoring and adjustment to practice in all classrooms and content areas.</li> </ul>		
Provide comprehensive continuum of specialized services for students who are not able to access the curriculum in the traditional manner	Director of PPS	<ul style="list-style-type: none"> <li>Increase community connections to provide additional resources for students, ages 18-22.</li> <li>Continue to develop additional specialized resources and in district programming focused on the needs of students.</li> <li>Develop a structure at the MS and HS level where counselors are providing courses on skills required for career readiness.</li> </ul>	2016-2017  2016-2017	Ongoing

**Evaluation:    \*\*C=Completed            I=Implemented            P=Partially Implemented            O=Ongoing**

***School Goal #2- Enriching student learning experiences by expanding school programs.***

<b><u>Objective</u></b>	<b><u>Person(s) Responsible</u></b>	<b><u>Action Steps / (Evidence)</u></b>	<b><u>Timeline</u></b>	<b><u>Evaluation</u></b>
Examination of enrichment opportunities for students and families	Director of Curriculum	<ul style="list-style-type: none"> <li>• Survey families at the elementary buildings to determine need and interest areas.</li> <li>• Establish partnerships with community groups to offer before and after school programming.</li> <li>• Collaborate as a district to host more community events that center on the arts, such as the spring music concert.</li> </ul>	2016-2017	Planning
Expand access and exposure to current technology and real-world applications	Director of Instructional Tech	<ul style="list-style-type: none"> <li>• Implement Google Apps for Education (GAFE) for students and staff PreK-12</li> <li>• Transition to Gmail for email service for staff. Provide internal email accounts for students in grades 6-12.</li> <li>• Pilot a Bring Your Own Device (BYOD) program for students</li> <li>• Implement a best-practice instructional technology coaching model to support staff in integrating technology throughout the curriculum PreK-12.</li> <li>• Integrate technology into classroom instruction to develop targeted skills.</li> <li>• Incorporate technology standards and skill assessments into curriculum.</li> <li>• Expand online learning opportunities across grade levels.</li> </ul>	2015-2018	O/P
Strengthen District-wide programming in STEAM Education and World Languages	Director of Curriculum  Director of Instructional Tech  Principals	<ul style="list-style-type: none"> <li>• Continue to increase participation in choral and instrumental music programs at the elementary level without interrupting classroom instruction.</li> <li>• Examine the middle school schedule to allow for more consistent opportunities for students to engage in music and the arts.</li> <li>• Expand World Language instruction at the middle school, transitioning staff from our elementary program to engage students in an exploratory language program in grade six, and a full year of language in grades seven &amp; eight.</li> </ul>	2016-2017	Planning

		<ul style="list-style-type: none"> <li>Update middle school technology education lab with state of the art equipment to promote innovation, creativity, and collaboration.</li> </ul>		
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**Evaluation:**

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**School Goal #3 - Invest in our staff by providing targeted quality professional development. Formalize recruiting and hiring practices in order to attract, hire and retain exceptional candidates.**

<u>Objective</u>	<u>Person(s) Responsible</u>	<u>Action Steps / (Evidence)</u>	<u>Timeline</u>	<u>Evaluation</u>
Provide opportunities embedded in the school day for professional collaboration among teachers and specialists.	Director of Curriculum  Principals	<ul style="list-style-type: none"> <li>• Peer Observation</li> <li>• Grade level work to review data, student progress and determine next steps</li> <li>• Develop a common language for the District with respect to the curriculum, student performance and specialized services</li> </ul>	2015-2018	P/I
Continue to provide experiences for targeted but differentiated professional development to reach staff at their level, area of interest, and content.	Director of Curriculum	<ul style="list-style-type: none"> <li>• In collaboration with the town, increase the funding for professional development opportunities within the general budget</li> <li>• Full Day Professional Development Day – Conference Model with staff providing sessions for others in their area of expertise</li> <li>• Develop staff as trainers to share the expertise that they have</li> <li>• Provide targeted training for school counselors, psychologists related to providing social emotional supports in the school setting.</li> <li>• Engage staff in targeted training on specialized reading and writing approaches in order to maintain a continuum of services and meet student needs</li> <li>• Provide on-going professional development for staff to support the regular use of relevant technology in instruction</li> <li>• Continue to pursue grant funding that will allow to subsidize the cost of PD to the down. Expand this area to include competitive and innovative grant opportunities, both government and privately funded.</li> </ul>	2015-2018	P/I
Examine District recruitment and hiring practices to ensure maintenance of highly qualified staff in all areas	Superintendent  Business Manager  Principals	<ul style="list-style-type: none"> <li>• Review NPS organization chart to examine areas of alignment, need and clarity of communication.</li> <li>• Review and update job descriptions of professional support personnel.</li> <li>• Develop system-wide hiring procedures that include more specific protocols, such as model lessons.</li> </ul>	2016-2017	Planning

	HR	<ul style="list-style-type: none"> <li>• Provide ongoing mentoring for teachers and specialized support staff beyond year 1.</li> <li>• Develop comprehensive staff handbooks and procedure manuals including curriculum for their grade level/ area.</li> </ul>		
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**School Goal # 4- Continue to be a source of pride for the community by building positive school culture and strong relationships with the school community.**

<u>Objective</u>	<u>Person(s) Responsible</u>	<u>Action Steps / (Evidence)</u>	<u>Timeline</u>	<u>Evaluation</u>
Decrease number of transitions for students and their families within the District	Superintendent Business Manager	<ul style="list-style-type: none"> <li>• Complete a feasibility study to examine realignment of grade level within the district.</li> </ul>	2016-2018	Planning
Examine current fee structure in all areas	Business Manager	<ul style="list-style-type: none"> <li>•</li> </ul>	2015-2016	P/I
Improve communication with families and the Community	Superintendent Director of Instructional Tech	<ul style="list-style-type: none"> <li>• Update District website</li> <li>• Administrators and staff will represent the District at community meetings, forums, events</li> </ul>	2015-2017	O
Maintain well repaired buildings	Director of Facilities	<ul style="list-style-type: none"> <li>• Preventative maintenance programs for HVAC, - boilers, kitchen equipment, etc.</li> <li>• Facility Needs Assessment Report to assess current standings of staffing and internal building needs that will assist in planning for the future.</li> <li>• Total Building Envelope Report</li> </ul>	2015-2018	O/I
Update food services offerings	Business Manager Director of Food Services	<ul style="list-style-type: none"> <li>• Survey students and families in order to improve menus</li> </ul>	2016-2017	Planning
Update technology available at all levels of the District	Director of Instructional Tech	<ul style="list-style-type: none"> <li>• Maintain and develop building technology infrastructure that is adaptable to new curriculum and instruction and the evolving needs of individuals and learning communities.</li> <li>• Create a flexible, realistically updated inventory of equipment and digital technology tools, utilizing industry standards for staffing, training and maintenance aimed at preparing students for global careers.</li> <li>• In collaboration with the town, provide laptop computers for all teachers PreK-12.</li> <li>• Update computer operating systems district-wide to current version.</li> <li>• In collaboration with the town, purchase mobile carts of technology for student use.</li> </ul>	2015-2018	O/P/I



		<ul style="list-style-type: none"> <li>• In collaboration with the town, acquire and implement a new Student Information System to enable more efficient access to student data and state reporting requirements.</li> <li>• Increase funding for technology resources that support teaching and learning through the general operating budget.</li> </ul>		
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