

Stoughton Public Schools

STRATEGIC PLAN 2009 – 2014

APPROVED BY STOUGHTON SCHOOL COMMITTEE
ON
TUESDAY, SEPTEMBER 8, 2009

Stoughton Public Schools

Strategic Planning Committee 2008

Holly Boykin	Chair, Finance Committee
Erin Caldwell	Student
Marie Chiofolo	Former Town Clerk
Mark Chitty	Principal, South Elementary
Susan Cogliano	Teacher, O'Donnell Middle School
John Gallivan	Director, Social Studies, Stoughton High School
Lawrence W. Gray, Ed.D.	Administrator of Educational Technology
Howard Hansen	Moderator
Joel Harding	Supervisor of Support Services
Roger Hardy	Juvenile Officer
Wayne Hester	Principal, O'Donnell Middle School
David M. Jardin	Fire Chief
Matthew Hubler	Student
Lynne Jardin	Principal, Gibbons Elementary
Diane Medeiros	Parent, Gibbons Elementary
Allan W. Mills	School Committee Member
Lynne Mitchell	Parent, PAC
Eliza Nutting	Teacher, O'Donnell Middle School
Mollie O'Connell	Assistant Principal, Stoughton High School
Marguerite C. Rizzi, Ed.D.	Superintendent of Schools
Linda Rondeau	Teacher, O'Donnell Middle School
Anthony L. Sarno, Jr.	Former Superintendent of Schools and Chairman, Stoughton Public Education Foundation, Inc.
Terry Schneider	Stoughton Chamber of Commerce
Kathy Silva	Financial Coordinator
Mark Stankiewicz	Town Manager
Heather Tucker	Out-of-District Administrator
Elizabeth Turner	Parent, O'Donnell Middle School
Claudia Weed	Parent, Stoughton High School

Stoughton Public Schools

Strategic Plan Goals and Objectives

2009-2014

1. **To expand the curriculum to meet the changing needs of students.**
 - 1.1 To provide training on how to facilitate and guide instruction and design lessons that are differentiated.
 - 1.2 To create and promote models for curriculum collaboration and integration across grade levels and subject areas.

2. **To attain the highest level of achievement for all students.**

To close/reduce the achievement gap of sub-categories: low income, minorities, and special education in CORE academics (ELA, Math, Science, Social Studies).
To increase all students' level of proficiency in the CORE academics.
To improve social competence and health of students.

3. **To upgrade and/or replace existing school facilities.**
 - 3.1 To appoint a facilities planning committee.
 - 3.2 To develop a facilities master plan.
 - 3.3 To achieve the approval of the facilities master plan by MSBA.

4. **To expand and continue integrating technology throughout the community**
 - 4.1 To increase technology staff to meet Department of Elementary and Secondary Education minimum standards.
 - 4.2 To expand and enhance opportunities for technology training.
 - 4.3 To provide opportunities for the community to access training and communication through technology.

5. **To enhance school, community, and intergovernmental relations**
 - 5.1 To educate the community about positive achievements and opportunities for involvement in a timely manner.
 - 5.2 To develop methods for family and community involvement throughout the school district.
 - 5.3 To enhance collaborative relationships among all town departments and leadership.

INTRODUCTION

This document presents the strategic plan for the Stoughton Public Schools. It establishes a long-range direction for the district and provides a clear focus for future pursuits by identifying priorities for improvement.

Strategic Planning is a process for creating an organization's preferred future. It is a planning process for organizational renewal and transformation that provides a framework for improving programs, management functions, and evaluation of an organization's progress. Strategic planning helps organizations think and act strategically, develop effective strategies, clarify future directions, establish priorities, improve organizational performance, build teamwork and expertise, and deal effectively with a rapidly changing environment. The strategic planning process involves a series of steps that moves an organization through:

- ◆ understanding relevant external trends and their implications;
- ◆ assessing organizational capacity to manage external change and improve;
- ◆ developing a mission, and guiding beliefs;
- ◆ establishing goals, objectives, and action plans designed to move the organization to where it wants to be;
- ◆ setting a strategic direction to follow to achieve its mission and objectives;
- ◆ communicating its mission, beliefs, and goals/objectives to all stakeholder groups;
- ◆ implementing the action plans it has developed; and
- ◆ monitoring progress, solving problems, and renewing action plans.

Organizations implement strategic planning to effectively deal with change in a proactive, rather than reactive, manner by establishing a common purpose, a sense of direction, priorities for change, and a blueprint for action. This plan presents an analysis of the Stoughton school district's strengths and weaknesses as well as the opportunities and threats anticipated by current trends and changing conditions. Based upon these understandings and analysis, this document defines the mission, guiding beliefs, and goals and objectives, which will guide the school district during the next three to five years.

This strategic plan is the culmination of analysis and work by a strategic planning committee consisting of teachers, administrators, parents, students, government leaders, school committee member, business representatives, and community leaders.

Mission Statement

Our mission is to challenge individuals to reach their potential in an educational environment that promotes excellence.

Guiding Beliefs

We Believe:

- ◆ Education is a life long process.
- ◆ All students can learn.
- ◆ Students have various learning styles.
- ◆ Education is a partnership among school, students, family, and community.
- ◆ Ethical behavior is taught by example.
- ◆ Respect for the fundamental dignity of the individual is essential to learning.
- ◆ Education is not limited by age, time, or location.
- ◆ A safe and clean environment is conducive to learning.
- ◆ Educational opportunities are enhanced by celebrating the diversity of the community.
- ◆ Our schools encourage students to be accountable and active participants in their community.
- ◆ A broad, balanced curriculum is the foundation for learning.

Action Plan Form

Goal: To expand the curriculum to meet the changing needs of students

Plan: 1.1

Objective: To provide training on how to facilitate and guide instruction and design lessons that are differentiated
October 2009

Date:

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Offer professional development opportunities in differentiated instruction, learning design and learning styles	Assistant Superintendent, Building Administrators	Summer 2009	Ongoing	\$20,000 per year
2. Collaborate with other school systems to pool resources, offer quality professional development programs, and share successful practices	Assistant Superintendent	Summer 2009	Ongoing	\$5,000 per year

Indicators of Accomplishment:

1. Improved student performance
2. More high quality professional development opportunities for staff members and opportunities to interact/collaborate with staff members from other communities

Action Plan Form

Goal: To expand the curriculum to meet the changing needs of students

Plan: 1.2

Objective: To create and promote models for curriculum collaboration and
October 2009
 integration across grade levels and subject areas

Date:

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Facilitate peer observation, in order to promote collaboration and professional growth	Assistant Superintendent, Building Administrators	Summer 2009	Ongoing	\$10,000
2. Develop a process to analyze student work to inform instruction across all grade levels, and vertically between grade levels	Assistant Superintendent, Building Administrators	Fall 2009	Spring 2010	- 0 -
3. Implement a process of analyzing student work vertically and across grade levels throughout the district	Assistant Superintendent, Building Principals	Summer 2009	Ongoing	- 0 -

Indicators of Accomplishment:

1. More collaboration and communication between teachers to improve student performance
2. A completed process for implementation of analysis of student work across the district
3. Implementation of the process for analysis of student work to inform instruction

Action Plan Form

Goal: To attain the highest level of achievement for all students

Plan: 2.1

Objective: To close/reduce the achievement gap of sub-categories:
2009

Date: **October**

low income, minorities, and special education in CORE academics
(ELA, Math, Science, Social Studies).

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Make available more multiple intelligence offerings	Assistant Superintendent and Building Principals	Ongoing	Ongoing	\$60,000 plus
2. Extend the school day to make more curriculum time available	Assistant Superintendent and Building Principals	Nov. 2009	Ongoing as funds are available	\$60,000 plus
3. Enforce the same high expectations for all students	All Teachers and Administrators	Ongoing	Ongoing	-0-
4. Get more parents involved	Assistant Superintendent, Building Principals, Title I Staff, and ELL Staff	Ongoing	Ongoing	\$10,000
5. Provide peer to peer support for minority and low income students	High School and Middle School Principals, Guidance and Adjustment Counselors, Student Advisors	Ongoing	Ongoing	-0-
6. Recruit more low income and minority students into sports and extra curricular activities	High School and Middle School Principals, Guidance Counselors, Athletic Director, and Physical Education/Health Director	Nov. 2009	Ongoing	Approx. \$30,000
7. MCAS camps	Building Principals			

Plan: 2.1 – Continued

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
8 Aggressively identify students' areas of weakness early	Assistant Superintendent, Building Principals, K-8 Mathematics/Science Coord., Middle School Math Lead Teacher	Oct. 2009	Ongoing	-0-
9 Provide support in small groups	Title I Staff, ELL Staff, Guidance Counselors and Building Principals	Sept. 2009	Ongoing	Approx. \$30,000

Indicators of Accomplishment:

1. Statistically significant drop in the achievement gap
2. Noticeable improvement in sub group test scores

Action Plan Form

Goal: To attain the highest level of achievement for all students

Plan: 2.2

Objective: To increase all students' level of proficiency in the CORE academics
October 2009

Date:

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Offer more opportunities for applied learning	Assistant Superintendent, K-8 Mathematics/Science Coord., Building Principals	Nov. 2009	Ongoing	Approx. \$10,000
2. Extended day to provide more curriculum	Assistant Superintendent, Building Principals	Dec. 2009	Ongoing	\$60,000
	Building Principals	Ongoing	Ongoing	-0-
3. Clear and usable expectations for students and parents	Building Principals, Assistant Building Principals, Guidance Counselors	Ongoing	Ongoing	-0-
4. Transition day between elementary and middle school and between middle school and high school	Assistant Superintendent	Ongoing	Ongoing	-0-
	Assistant Superintendent, Special Education Director, K-8 Mathematics/Science Coord., Secondary Assistant Principals, Math Liaisons, Reading Teachers			\$10,000
5. More grade 8 and grade 9 teacher meetings				
6. Work on formative assessment and co-teaching	Middle Mathematics Teachers, Middle Assistant Principals, Assistant Superintendent, Middle School Principal	Ongoing	Ongoing	-0-
7. Reduce need for Interactive Mathematics Program (IMP) in incoming high school students				

Plan: 2.2 – Continued

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
8 Implement 5 th grade walk-to-math	Assistant Superintendent, K-8 Mathematics/Science Coordinator, Building Principals	Sept. 2010	Ongoing	Approx. \$10,000
9 Establish the goal of 80 percent on elementary mid year math assessments and 90 percent or better on year end	Assistant Superintendent, K-8 Mathematics/Science Coordinator, Math Liaisons	Dec. 2010	Ongoing	-0-
10 Continue to increase number of vertical conversations grade to grade	Assistant Superintendent, Building Principals, Secondary Assistant Principals, K-8 Mathematics Coordinator	Ongoing	Ongoing	-0-
11 Identify struggling students at mid-year	Assistant Superintendent, Building Principals, Secondary Assistant Principals, K-8 Mathematics/Science Coord. and all Teachers	Dec. 2009	Ongoing	-0-

Indicators of Accomplishment:

1. Statistically significant drop in the achievement gap
2. Noticeable improvement in sub group test scores

Action Plan Form

Goal: To attain the highest level of achievement for all students

Plan: 2.3

Objective: To improve social competence and health of students
October 2009

Date:

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Extend the school day for curricular and enrichment opportunities	Assistant Superintendent, Building Principals, Title I Staff, ELL Staff	Dec. 2009	Ongoing as funds are available	\$60,000 plus
2. More parent programs		Nov. 2009	Ongoing	\$20,000
3. Actively recruit for sports and extra curricular activities	Assistant Superintendent, Building Principals, Title I Staff, ELL Staff	Dec. 2009	Ongoing	-0-
4. Establish an Advisory program grade 6-12	High School and Middle School Principals, Guidance Counselors, Athletic Director, and Physical Education/Health Director	Sept. 2010	Ongoing	-0-
5. Maintain district commitment to robust guidance and adjustment counselor staff	Assistant Superintendent, Secondary and Assistant Principals, Guidance Counselors	Ongoing	Ongoing	\$200,000 plus
	Leadership Team			

Indicators of Accomplishment:

1. Increased proficiency in academic areas among all students
2. Improved attendance in all grades

Action Plan Form

Goal: To upgrade and/or replace existing school facilities

Plan: 3.1

Objective: To appoint a facilities planning Committee

Date: October 2009

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. In conjunction with the Selectmen, appoint members to Facilities Master Plan Committee	School committee	Done	TBD	0
2. Joint Committee will produce RFP for complete Town/school facilities analysis and choose successful candidate	Supervisor of Support Services and Facilities Master Plan Committee	August 2009	October 2009	\$150,000
3. Make recommendations to School Committee for facilities replacements/upgrades	Supervisor of Support Services and Superintendent of Schools	April 2010	April 2010	TBD

Indicators of Accomplishment:

Published recommendations from the Committee to School Committee and Selectmen on Facilities Master Plan

Action Plan Form

Goal: To upgrade and/or replace existing school facilities

Plan: 3.2

Objective: To develop a Facilities Master Plan

Date: October 2009

Action Steps	Person(s) Responsible	Begin Date
1. Work with joint Facilities Master Plan Committee to design Facilities Master Plan for the schools	Facilities Committee Members, Superintendent of Schools, Supervisor of Support Services, and School Committee	July 2010

Indicators of Accomplishment:

Plan in place for long-term facilities replacement and upgrade

Action Plan Form

Goal: To upgrade and/or replace existing school facilities

Plan: 3.3

Objective: To achieve the approval of the Facilities Master Plan by MSBA

Date: October 2009

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Upon completion of Facilities Master Plan begin process for acceptance of facilities replacement and upgrade with MSBA	Superintendent of Schools and Supervisor of Support Services	Sept. 2012	TBD	TBD

Indicators of Accomplishment:

One or more school buildings in the MSBA pipeline

Action Plan Form

Goal: To expand and continue integrating technology throughout the community
4.1

Plan:

Objective: To increase technology staff to meet Department of Education
October 2009
minimum standards

Date:

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Hire data entry person/registrar part-time to start in FY11	Administrator of Educational Technology	TBD	TBD	\$25,000
2. Use students to staff help desk	Administrator of Educational Technology and Stoughton High School Business Department	Ongoing	Ongoing	-0-
3. Add fulltime technology integration specialist/teacher FY12	Administrator of Educational Technology and Assistant Superintendent	TBD	TBD	\$50,000
4. Add .4 to make full time integration specialist/teacher in the elementary schools FY13	Administrator of Educational Technology, Elementary Principals, and Assistant Superintendent	TBD	TBD	\$20,000
5. Add a technician to maintain and continue hardware and new software initiatives	Administrator of Educational Technology	TBD	TBD	\$40,000

Indicators of Accomplishment:

Added staff to meet DESE minimum standards and improved technology infrastructure

Action Plan Form

Goal: To expand and continue integrating technology throughout the community

Plan: 4.2

Objective: To expand and enhance opportunities for technology training
October 2009

Date:

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Refer to additional staff in 4.1	Administrator of Technology and Assistant Superintendent	TBD	TBD	\$135,000
2. Continue and expand computer classes for adult learners through Stoughton Academy and ABE	Administrator of Technology, Assistant Superintendent and Director of Evening School	TBD	TBD	TBD
3. Continue to work with Stoughton Public library, Stoughton Council on Aging and other town departments to improve level of technology	Administrator of Technology	Ongoing	Ongoing	TBD
4. Continue practice of town school purchasing to maximize savings	Administrator of Technology	Ongoing	Ongoing	TBD

Indicators of Accomplishment:

Familiarity with and use of expanded technology offerings in the greater Stoughton community

Action Plan Form

Goal: To expand and continue integrating technology throughout the community
4.3

Plan:

Objective: To provide opportunities for the community to access Training and
October 2009
Communication through technology

Date:

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Give all high school students First Class email accounts	Administrator of Technology	July 2009	Sept. 1, 2009	\$5.00 /account
2. Give all middle school students First Class email accounts	Administrator of Technology	July 2010	Sept. 1 2010	\$5.00 per student
3. Create community portal area in First Class to give parents and other interested parties access to curriculum and school calendar	Administrator of Technology	Sept. 2010	Dec. 2010	-0-
4. Make all Stoughton Public School curriculum available on-line	Assistant Superintendent, K-8 Math Science Coordinator, High School Directors, and Middle School Head/Lead Teachers	July 2012	July 2013	-0-
5. Continue and possibly expand computer offerings to community members in every school	Assistant Superintendent, K-8 Math Science Coordinator, High School Directors, and Middle School Head/Lead Teachers	Sept. 2010	Ongoing	-0-
	Administrator of Technology, Stoughton Evening School Director, Supervisor of Support Services	Sept. 2009	Ongoing	Self supporting
		Ongoing	Ongoing	-0-
6. Continue to support Council On Aging hardware and software and add wireless	Supervisor of Support Services			
7. Continue to support technology in library smart boards and public access	Administrator of Technology			

Indicators of Accomplishment:

Curriculum will be available online to all interested parties, community access to school supported technology expanded

Action Plan Form

Goal: To enhance school, community, and intergovernmental relations

Plan: 5.1

Objective: To educate the community about positive achievements and opportunities
October 2009

Date:

for involvement in a timely manner

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Publicize achievements on cable	Building Principals	October 2009	Ongoing	-0-
2. Provide press releases for Chamber and Snyder's Stoughton about positive things in schools	Building Principals or designee Terry Schneider	October 2009	Ongoing	-0-
3. Use school websites and email to increase communication with parents and students	Administrator of Educational Technology Superintendent of Schools	October 2009	Ongoing	-0-
4. Strengthen relationships with local newspapers		October 2009		

Indicators of Accomplishment:

More positive information available through various media to community

Action Plan Form

Goal: Family and Community

Plan: 5.2

Objective: To develop methods for family and community involvement throughout the school district

Date: October 2009

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Curriculum Night to acquaint parents with current curriculum and educational practice	Assistant Superintendent and Building Principals	October 2009	Ongoing	-0-
2. Study Island Night to acquaint parents with Study Island in order to increase home use	Assistant Superintendent and Building Principals	October 2009	Ongoing	-0-
3. Potluck dinners to build community	Stoughton Youth Commission	October 2009	Ongoing	-0-
4. Find grant source for support of parent nights	Stoughton Youth Commission	October 2009	Ongoing	-0-
5. Parent program for High School parents	Stoughton Youth Commission	October 2009		

Indicators of Accomplishment:

1. More Study Island use after school hours
2. Higher number of parents involved with student academic life

Action Plan Form

Goal: To enhance school, community, and intergovernmental relations

Plan: 5.3

Objective: To enhance collaborative relationships among all town departments and leadership

Date: October 2009

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Career day at Middle School or High School	Guidance Department and Building Principals	October 2009	Ongoing	-0-
2. Kids doing a job for a day	Guidance Department and Building Principal	October 2009	Ongoing	-0-
3. Internships for high school students through Town departments	High School Business Dept.	October 2009	Ongoing	-0-

Indicators of Accomplishment:

Product for successful achievement specific to the event