



STRATEGIC PLAN 2011-2016

May 18, 2011

Beverly School Committee

Annemarie Cesa, President
Maria Decker, Vice President
Paul Manzo, Secretary
Karen Fogarty
David Manzi
Kris Silverstein
William Scanlon, Mayor

Superintendent of Schools

Dr. Marie E. Galinski

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Mission: *To maximize academic achievement and personal growth for every student.*

Dear Community Members:

I am proud to present to you the Strategic Plan for the Beverly Public Schools for 2011-2016. This plan has been in process for nine months. The strategic planning process began in September 2010 with a call to the general school and greater Beverly community for volunteers to participate in the strategic planning process. Advertisements were placed in the Salem News and Beverly Citizen, and ConnectEd calls were made to school families and city homes.

We received 21 responses from teachers, administrators, central office staff, school committee, community based organizations, parent/teacher organizations and interested community members to serve on the Strategic Planning Committee. This committee volunteered to be part of a two-day retreat where they reviewed a volume of information regarding the school district, including the strategic planning survey that was completed in the fall. Members were asked to review the data in preparation for identifying two to three long-term district goals and measureable objectives. This retreat took place on November 1st and 2nd of 2010. The committee was successful and identified three goals and their measureable objectives. I would like to thank all of the members of this committee for their dedication and hard work. Members of the Strategic Planning Committee included:

Stacy Bucyk – Elementary Principal, Cove School
Jennifer Flewelling – Elementary Principal, North Beverly School
Joe Clement – Academic Division Leader for Math and Science
Julie DeSilva – parent/President of City-wide PTO
Jay Donnelly – community member
Barbara Fecteau – parent/Media Specialist, Beverly High School
Eamon Fennessey – community member
Sue Gabriel – Executive Director, Boot Straps
John Hall – parent
Mary Hatton – Endicott College
Lacey DiFrancesco – teacher
Toni MacDonald-Fein – parent
Doreen Maciak – parent
Leo Otterbein – parent
Dianne Palter-Gill – Dean of Workforce Development & Community Education, North Shore Community College
Joanna Scott – parent
Kris Silverstein – parent/school committee member
Beth Sordillo – community member
Alex Woznick – Media Specialist, Briscoe Middle School
Julie Zieff – teacher
Annemarie Cesa – parent/school committee member

Following the hard work of the Strategic Planning Committee, an action team was formed to create an implementation plan for each goal. Members of the original Strategic Planning Committee were invited back to work on the action teams. Another broad-based communication was sent out to teachers and the community to work on action teams. This communication resulted in 23 responses to work on action plans. Action plans were drafted in January and February and submitted to the district leadership team in March for revision. Final edits were conducted with the action teams and a final product was produced for approval of the School Committee at the end of April. Again, I would like to thank the members of the action teams and the leadership team for their time and talent in developing these plans.

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Members of the action teams included:

Goal #1

Lacey DiFrancesco – elementary teacher
Julie Zieff – elementary teacher
Margy Roy – elementary teacher
Mary Smith – elementary teacher
Betty Taylor – Assistant Principal at Beverly High School
Melinda Loosian – Guidance Counselor at Beverly High School
Brenda Wilson – special education teacher

Goal #2

Barbara Fecteau – Media Specialist at Beverly High School
Stacey Bucyk – Elementary Principal, Cove School
Giuliana DiGenova – high school teacher
Erin Brown –Assistant Principal at Beverly High School
Maryellen Duffy – Assistant Superintendent
Tina Grasso – Guidance Facilitator at Beverly High School
Jay Donnelly – community representative
Leo Otterbein – parent

Goal #3

Julie DeSilva – parent/City-wide PTO President
Joanna Scott – parent
Maddy August – District Technology Specialist
Kennan Abate – reading teacher
Karla Pressman – Elementary Principal, Centerville School
Janelle Colosi – reading coach
Eamon Fennessey – community representative
Kris Silverstein – parent/school committee member

The strategic planning and action plan process was conducted with the following guidelines:

- Achieving the mission and vision of the school district.
- Always focusing on the improvement of student achievement.
- Identifying strategies that we already have in process or developed that support the goals, mission and vision, and the improvement of student achievement.
- Identifying strategies or changes in practice that will help us to achieve our mission and vision and improve student achievement.

The following page is a one-page summary of the strategic plan. It is followed by individual goals, measureable objectives, and accompanying action plans. After the approval of the school committee, the plan will begin implementation and progress will be monitored by the district leadership team and reported annually to the school committee.

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Theory of Action		
If we focus on strengthening the relationship between teachers, content, and students, design and implement high quality instruction that engages and interests students, and build strong community partnerships, we will raise student achievement and prepare students adequately for higher education and the 21 st Century workforce.		
Strategic Goals 2011-2016		
Provide engaging and equitable opportunities to enhance & sustain learning.	Prepare students for higher education and the 21 st Century Workforce.	Increase sustainable and productive community partnerships to maximize educational opportunities.
Action Steps 2011-2016		
Create a Personal Plan for Progress (PPP) for each student at BHS.	Develop a social and academic rubric similar to the high school rubric for grade 8 and grade 5.	Create a Community Partnership Committee to identify current community partnerships and their support for enhancing student achievement. Identify the need for new partnerships to support gaps in student achievement and engagement.
Ensure students have full schedules at BHS.	Provide K-12 professional development on the integration of 21 st Century skills as evidenced by the social and academic skills rubrics.	All levels establish parent involvement benchmarks for 2010–2011 and record data.
Calculate all courses when computing GPA at BHS.	Increase academic rigor at the high school by: Un-leveling classes Increase graduation requirements to align with Mass Core Curriculum Provide professional development for teachers in Differentiated Instruction.	Develop and disseminate research information to parents that explains the importance and effect of parent involvement as it relates to student achievement.
Provide professional development on working with Reluctant Learners for middle and high school teachers.	Increase academic rigor at the middle and elementary schools by: Project-based interdisciplinary learning experiences Early exposure to foreign language Integration of technology across the curriculum	Investigate models and implementation of three-way conferences between teachers/students/parents at all levels.
Continue to implement a student advisory program for all students at middle and high school.	Develop a plan to implement student portfolios as a measure and demonstration of social and academic growth at the middle and high school (PPP).	Collaborate with community resources to expand extra-curricular offerings at the middle school based on survey of student interests.
Create and implement integrated units of study based on Massachusetts Common Core Standards.	Study the current research regarding grading practices at the middle and high school	Identify critical events for all parent participation and determine what supports are required for parent participation.
Continue to implement Responsive Classroom at the elementary level.	Develop academic vocabulary by grade and content level to support the Massachusetts Common Core Frameworks.	Develop and implement student-driven collaborative community projects for grades 9-12 through advisory groups.
		Develop and implement an articulated plan that educates students about careers PK- 12 involving local partnerships that could provide workshops, internships and community service opportunities.

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Strategic Planning Goal #1: Provide engaging and equitable opportunities to enhance and sustain learning.				
Measurable Objectives: 2011-2016	1. 10% increase in the number of students who feel that their courses are engaging (interesting) 50% and relevant (preparing them for college and careers) 54%. 2. 0% drop out rate by 2016 3. Increase in student attendance at BHS and Briscoe MS by .5% per year.			
Strategy	Person(s) Responsible	Resources	Timeline	Performance Indicators
Create a Personal Plan for Progress (PPP) for each student at BHS.	High School Administration HS Guidance Students Teachers	SLC Grant High School Guidance Students Teachers	2011-2015	Percent of students with completed PPP.
Ensure students have full schedules at BHS.	HS Administration High School Guidance	New Schedule School Committee District Budget NEASC Report	2011-2012 2012-2013	Percent of students with full schedules.
Calculate all courses when computing GPA.	High School Guidance	Course of study 2011-2012	2011-2015	GPA graduating class of 2015
Provide professional development on working with reluctant learners.	High School Administration Assistant Superintendent SLC Coordinator	SLC Grant	2011-2015	Decrease achievement gap of SPED and low income students by 10% per year. Decrease the freshman failure rate by 5% per year.
Continue to implement student advocacy program for all students at middle and high school.	Principal Teachers Staff	Teacher Planning Time	2011-2016	Students will engage in this experience at least once a month. Climate Survey Results.
Create and implement integrated units of study based on Massachusetts Common Core Standards.	Principal Teachers Administration Assistant Superintendent	Training in Understanding by Design DESE	2011-2014	Number of staff trained. Number of units of study per grade level created. 3 units of study per grade level (trimester).
Continue to implement and expand Responsive Classroom.	Principals Teachers Staff	Responsive Classroom (RC) Training (NEF) Grants	Full implementation by 2015-2016	By 2013-2014 have 1 RC trainer per building. By 2015-2016 full implementation as measured by the school-wide implementation survey.

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Strategic Planning Goal #2: Prepare students for higher education and 21st Century workforce.				
Measureable Objectives: 2011-2016	<ol style="list-style-type: none"> 85% of students will be college ready upon graduation with no need for remediation as measured by the Accuplacer and post-secondary surveys. Students will demonstrate growth in the personal development of 21st Century skills (critical thinking and problem solving, creativity and innovation, collaboration, communication - both written and oral, contextual learning, information and media literacy, self-direction and global awareness) as evidenced by social and academic standards pre-K-12. 			
Strategy	Person(s) Responsible	Resources	Timeline	Performance Indicators
Develop a social and academic rubric similar to the high school rubric for grade 8 and grade 5.	Administration Teachers Assistant Superintendent	Massachusetts Common Core Curriculum Frameworks HS Rubric Performance-based projects	2011-2016	Middle school rubric developed by 2014. Elementary school rubric developed by 2016.
Provide K-12 professional development on the integration of 21 st Century skills as evidenced by the social and academic skills rubrics.	Administrators Department Facilitators In-district Faculty Assistant Superintendent	Massachusetts Common Core Curriculum Frameworks Partnership for 21 st Century Skills Center for Public Education ASCD Education Collection Educator Reference Center High School Rubrics	2011-2016	List of professional development provided and teacher attendance. Teacher surveys /feedback Teacher course offerings
Increase academic rigor at the high school by: Un-leveling classes Increase graduation requirements to align with Mass Core Curriculum Provide professional development for teachers in the Reluctant Learner and Differentiated Instruction.	Administrators Teachers Department Facilitators Guidance Support Staff	Massachusetts Core DESE SLC Grant One to One Laptop Initiative NEASC report PPP	2011-2016	High School schedule Program of Studies professional development schedule and teacher attendance. Alignment with Mass Core by 2014.
Increase academic rigor at the middle school and elementary school by: Project-based interdisciplinary learning experiences Early exposure to	Administration Teachers Department Facilitators Support Staff	Mass Core DESE RTTT Grant Formative and Summative Assessments Standards-Based Report Cards	2011-2016	Interdisciplinary units created at middle school by 2014, one for each quarter by grade level. Interdisciplinary units created at elementary by

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<p>Foreign Language</p> <p>Information literacy and technology integration across content areas.</p>				<p>2014, one per trimester per grade level. Number of existing and expanded opportunities for foreign language at middle school and elementary. Information literacy test for grade 5 and grade 8.</p>
<p>Develop a plan to implement student portfolios as a measure and demonstration of social and academic growth at the middle and high school (PPP).</p>	<p>Assistant Superintendent Principals Teachers Students Tech Department</p>	<p>SLC grant RTTT grant Intranet</p>	<p>2011-2016</p>	<p>2011-2013 Report of models studied. 2013-2014 Pilot Models. 2014-2015 Proposal for implementation developed. 2015-2016 Implementation</p>
<p>Study the current research regarding assessment practices at the middle and high school</p>	<p>Administration Teachers Assistant Superintendent Parents</p>	<p>Thomas Guskey, "Effective Grading Practices" consultant Assistant Superintendent SLC Grant RTTT Grant</p>	<p>2011-2014</p>	<p>2011-2013 List of professional development programs attended and literature review. 2013-2014 shared vision and goal statements developed.</p>
<p>Develop academic vocabulary by grade and content to support Mass. Curriculum Frameworks</p>	<p>Assistant Superintendent Teachers Administrators</p>	<p>SLC RTTT Mass Curriculum Frameworks Debra Pickering "Building Academic Vocabulary" consultant</p>	<p>2011-2013</p>	<p>List of academic vocabulary by grade and content. Attendance at professional development for academic vocabulary.</p>

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Strategic Planning Goal #3: Increase sustainable and productive community partnerships to maximize educational opportunities.				
Measureable Objectives: 2011–2016	1. Increase the perception of the importance of parent involvement by 10% each year on yearly planning survey (currently 53%). 2. Increase community partnerships by 1% per year over the 2011-2012 baseline (database). 3. 100% participation in elementary, middle and high School parent/teacher contact by 2016.			
Strategy	Person(s) Responsible	Resources	Timeline	Performance Indicators
Create a community partnership committee to identify current community partnerships and their support for enhancing student achievement and publicize their success. Identify the need for new partnerships to support gaps in student achievement and engagement.	Existing Action Team Citywide PTO/School PTO's	Database of community partnerships Local Media Local businesses Community Organizations Local, Federal and State resources.	Database established by June 30, 2011 with all current data in place as baseline for future measurement. Establish community partnership committee by June 30, 2011.	Comprehensive published list of 2010-11 community partners News releases Participation in volunteer program for non-parent/family individuals. Annual database update. Annual celebration/appreciation for partners. Evening of Accomplishments. Monthly recognition of partners and contribution to student achievement at school committee meetings.
All levels establish parent involvement benchmarks for 2010–2011 and record data.	Building Principals Teachers In-school Adjustment Counselors 6-8, 9-12 Guidance Counselors	Backpack mail Web sites: BPS, BMS, BHS Snap Grades Citywide Elementary Afternoons back Curriculum Nights Tracked parent sign-ups Conferences/follow-ups	Ongoing, 180+ days each school year. All teachers create uniform web presence by 2014. All schools have 100% parent email in MMS by 2012. All schools will establish paperless communication as their primary form by 2013.	September letter home re: contact/conferences. Attendance at open house and curriculum nights. Participation in parent conferences. Connect Ed logs.
Develop and disseminate research information to parents that explains the importance and effect of parent involvement as it relates to student achievement.	Building Principals	Web-based resources ASCD	Information developed for fall dissemination each year beginning in 2011.	Information disseminated through websites, parent afternoon back, open house, curriculum nights backpack mail and district-wide survey results.

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Investigate models and implementation of three-way conferences between teachers/students/parents.	High School Administration Teachers Students Parents	Schools that are already implementing the three-way conferences.	2012-2013	2012 Research Models 2013 Implementation proposal submitted to the superintendent.
Collaborate with community resources to expand extra offerings at the middle school based on survey of student interests.	Middle School Administration Teachers Middle School Guidance Community Partners Students	YMCA Beverly Hospital BHS Parents Local Colleges	2011-2016	Number of opportunities created and students enrolled.
Identify the critical events for all parent participation and determine what supports are required for parent participation.	Principal Staff PTO	Survey of parent needs Community Partners	2011-2013	Attendance at designated events. Supports provided for parents.
Develop and implement student-driven collaborative community projects 9-12 through advisory groups.	Teachers and students in advisory group Administrators	Local businesses Community organizations Online portfolio builder School servers Rubrics	2011-2014	Curriculum for Advisory by 2013 Student projects in 2015.
Develop and implement an articulated plan that educates students about careers PK- 12 involving local partnerships that could provide workshops, internships and community service opportunities.	Administrators Classroom Teacher Advisors and advocates Guidance Counselors 6-12	Local businesses Community organizations Local, state and federal government resources Books Websites Videos	Personal Plan for Progress (PPP) starts with freshman class of 2011-2012. Full implementation by 2015.	PPP for high school career/college awareness activities planned and implemented at the middle and elementary school level.