



Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

WELLNESS • EQUITY • ENGAGEMENT

Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

ABRSD Goals 2018-19

DRAFT FOR FIRST READ 9/20/2018

LONG RANGE STRATEGIC PLAN

Current Long Range (5 Year) Strategic Plan (LRSP)
Adopted by School Committee 10/3/2017

Vision: To provide high-quality educational opportunities that inspire a community of learners

Values:

- Wellness - We partner with families to prioritize social emotional wellness, which is necessary for learning and developing resilience
- Equity - We ensure all students have equitable access to programs and curricula to reach their potential
- Engagement - We provide engaging educational opportunities where students develop passion and joy for learning

Mission: To develop engaged, well-balanced learners through collaborative, caring relationships

LONG RANGE STRATEGIC PLAN

Through the LRSP, School Committee adopted and committed to 3 broad goals over 5 years (2017-2022):

Goals:

1. Understand and respond to our students' social-emotional needs.
2. Our students will have equitable opportunities and tools to learn.
3. Our students will have access to safe and effective learning environments.

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STRATEGIC GOAL ACTIONS

- Strategic Goal Actions toward the 3 goals are updated annually based on progress
 - Developed & Proposed by leadership team (Principals and Central Office Administrators)
 - Reviewed & Adopted by School Committee
- Reflect historical progress towards Goals in LRSP

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STRATEGIC GOAL ACTIONS

Considerations for 2018-19 Goals:

- Significant Changes in last year(+) that required school committee decisions:
 - Start Times, Bussing, Homework, Funding Before & Aftercare
- Focus now on implementation
- Several Strategic Goal Actions this year focus on monitoring progress of implementation; NOT new initiatives

New Heading in Strategic Goal Actions:

- *“Monitor Implementation and Adjust Practice as Needed”*

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REPORTING AND PROGRESS MONITORING

How will we report on progress?

- Various School Committee Presentations (throughout year)
- Superintendent Updates
- Superintendent’s Goals and Evidence (mid-year check-in, end of year)

What would you see and hear?

- Progress Updates
- Highlights and Analysis of Data Collected
- Adjustments to Practice

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Goal #1

Goal #1: Understand and respond to our students' social-emotional needs.			
Strategic Goal Actions	Evidence/Measures	Responsible	Timeline
Previous Strategic Actions: Monitor Implementation and Adjust Practice as Needed			
Gather data to monitor the impact of changed start times at each level.	<ul style="list-style-type: none"> Student Survey data Attendance data (i.e. early dismissal data at elementary, tardy data at JH, HS, etc.); bus ridership data 2018-19: First period data from JH, HS (i.e. anecdotal, grades over time, etc.) 	Principals / APs School Wellness Advisory Committee	2018-19, Ongoing
Solicit data from stakeholders to inform continued implementation of the HW policy and consider HW through an equity lens.	Administer one stakeholder survey in 2018-19 (families, students, staff, administrators) on implementation of HW policy	Principals (gather data), Data Inquiry Team	By Spring 2019
Review practices around homework policy implementation.	Aggregate data around practices by grade level	Principals (gather data)	
Work to promote the importance of reading for pleasure at home every night and device-free time.	Family newsletters and communication dedicated to devices and reading	Principals, Curriculum Coordinators, School Wellness Advisory Committee	

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Goal #2

Goal #2: Our students will have equitable opportunities and tools to learn.			
Strategic Goal Actions	Evidence/Measures	Responsible	Timeline
Increase the diversity of our educator workforce.	<p>2018-19: Review existing recruiting and hiring practices. Develop recommendations for hiring committee practices, advertising, and recruitment to implement Spring 2019.</p> <p>2019-21: Monitor new recruiting and hiring practices; make adjustments as needed to attract diverse candidates.</p> <p>By 2021-22: Increase the number of licensed educators who are racially diverse by 20% from 2018-19 level.</p>	Deputy Superintendent, Principals/APs and Hiring Committees	2018-22
Continue to build educator capacity to reach and teach all students.	Through our elementary Student-Centered Coaching System, each of our elementary coaches will partner with at least four educators using the established process and forms, tracking evidence of student learning and receiving educator feedback about the process.	Assistant Superintendents Elementary Principals and APs	2018-19
	Develop greater capacity and consistency among and between evaluators to focus on the professional evaluation rubric Standard 2 (Teaching All Students) by creating and providing additional professional learning and calibration support for evaluators.	Deputy Superintendent, Principals	2018-19

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Goal #2 (cont.)

Train new hires and administrators and educators throughout the district using the Seeking Educational Equity and Diversity (SEED) professional learning. Continue to build capacity to provide this training in-house using the Train-the-Trainer model.	<ul style="list-style-type: none"> • Offer Fall 2018, Spring & Summer 2019 SEED PL. • By July 2019, train all district and school leaders. • By August 2019, increase the number of SEED trainers from 5 to 9 total. • By August 2019, train 10% of all certified staff in the district in SEED. 	Assistant Superintendent for Teaching & Learning	2018-19, ongoing
Through an equity lens, review existing practices in each building around family contributions.	Gather and review data on existing practices around ways that families are asked to financially contribute to their child's school, through 'suggested' and 'required' school supplies, and annual field trips to maximize access for all students. Make recommendations for FY20 district budget.	Principals (provide data) Data Inquiry Team	2018-19
Previous Strategic Actions: Monitor Implementation and Adjust Practice as Needed			
Gather baseline data on the first year of centralization of Before/After School programs under Community Education.	Enrollment data; financial trend data for Before/After School programs	Community Education Director	Ongoing

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Goal #3

Goal #3: Our students will have access to safe and effective learning environments.			
Strategic Goal Actions	Evidence/Measures	Responsible	Timeline
Previous Strategic Actions: Monitor Implementation and Adjust Practice as Needed			
Complete and adopt a five year Capital Improvement Plan (CIP) that ensures access to safe and effective learning environments for all students.	Complete 5-Year CIP that: <ul style="list-style-type: none"> • Identifies potential funding sources • Articulates timelines for completion • Establishes benchmarks and accountability measures • Is adopted by School Committee and incorporated into FY 2020 budget 	Superintendent, Deputy Superintendent, Director of Operations, Director of Finance	December 2018
Continue the Massachusetts School Building Authority (MSBA) process towards a new elementary building by completing the Feasibility Study process.	Develop an existing conditions report through the District's project architect	Director of Operations	November 2018
	Develop and communicate the educational vision of the school building through work with the designer's educational consultant	Superintendent, Asst. Superintendents, Deputy Supt., Principals	November 2018
	Develop an MSBA-approved educational program for the building that is reflective of the educational vision for the building and MSBA guidelines	Principal(s), Deputy Superintendent	February 2019
	Coordinate efforts with the MSBA that ensure compliance with required regulations regarding the feasibility study	Superintendent	Ongoing
	Communicate regularly with information regarding progress to families and the community	Superintendent, Technology Director	Ongoing

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