

DRACUT PUBLIC SCHOOLS

STRATEGIC PLAN 2011 - 2014

Mission					
The Dracut School Community is committed ...					
<ul style="list-style-type: none"> ➤ TO FOSTER a safe and caring learning environment where tolerance, respect, and cooperation are valued. ➤ TO PROVIDE our students with the knowledge and skills necessary for success in a changing world. ➤ TO INSPIRE all students to become life-long learners and responsible, productive citizens. 					
Vision					
The Dracut School System embraces a vision of an educational community committed to developing each student as a lifelong learner capable of meeting his or her fullest intellectual, emotional and physical potential in an ever-changing, culturally diverse and technologically expanding society.					
Theory of Action					
If we pursue excellence in teaching and leadership and establish effective systems and infrastructure for managing information, aligned curriculum and instruction, supervision and evaluation, and, a professional learning community then we will produce excellence in student learning, organizational performance, customer care and satisfaction.					
Objectives					
Building a comprehensive and coherent instructional system			Building a system to support organizational excellence		
Initiatives					
Aligned curriculum management system	Support excellence in performance for educators	Support excellence in performance for administrators	Build information management and technology infrastructure	Streamline and restructure to support organizational learning and decision making	
Key Steps					
Important Tasks					

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Implementation Overview				
Operational Steps				
Year I - Current activity				
A Alignment	E Excellence		I Information	O Organizational Learning
Build an aligned curriculum management system	Support excellence in performance for educators	Support excellence in performance for administrators	Build information management and technology infrastructure	Streamline and restructure to support organizational learning and decision making
Restructure Curriculum Department under CAO to improve reporting	Design induction and mentoring program for new teachers	Supervision and evaluation training	System wide audit of hardware, software and infrastructure	Develop partnerships including foundations for innovation and collaboration
Move coordination of curriculum and instruction to the building level. Expand purview of curriculum coordinators to K-12	Create classroom observation model and provide training for building and district leadership	Revise new leadership evaluation and implement leadership self assessment	Initiate Technology Committee	Build systems to improve customer service and satisfaction district-wide
Build Curriculum Management Team to oversee development of PD, curriculum review, design and integration	Initiate training and development of Professional Learning Community at High School level	Create Aspiring Leader Program with links to UML and MCC	Increase awareness of technology needs and opportunities with community partners	Building District Leadership Team and Leadership Council for district and community level decision making
System-wide training in Differentiated Instruction: 1)Executive summary 2)Initial teacher training online	Review professional development plan to increase time and training for all stakeholders	Training for leadership on learning walks, observational methods and observation tools	Develop vendor relationships including technology providers	Audit of Finance Department specifically student activity funds and transportation
Balanced Literacy for training elementary staff	Begin discussions on Peer Assessment Review process	Improve performance management through new School Improvement Plans	Identify next generation data and information systems	Restructure Guidance department to improve reporting structure and data for attendance, suspensions and 504 procedures
Design 7 year plan for continual curriculum review and present to district leadership and School Committee			Increase stakeholder awareness of needs and opportunities to increase data use	Restructure Nursing department to improve reporting structure and impact on student achievement
Establish math coach for K-6			Evaluate and select IMS to support new grading system and new reporting requirements	Audit of Study Skills, Choices and Alternative Education programs
			Provide data warehouse training for district leadership	Restructure maintenance department to improve reporting structure
			Build Achievement Steering Committees in low performing schools	Design initial plan for improving culture and decreasing bullying through the Bullying Committee
			Assessment Committee designs plan for the adoption of system-wide formative and summative assessments	Restructure Student Services Office realigning services and improving Out-of-District Service coordination
			Identify K-8 literacy assessment	
			Establish Grading and Reporting Committee	

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Operational Steps Year II				
A	E		I	O
Build an aligned curriculum management system	Support excellence in performance for educators	Support excellence in performance for administrators	Build information management and technology infrastructure	Streamline and restructure to support organizational learning and decision making
Identify lessons learned from ongoing curriculum review to ensure cost effective curriculum design and upgrades	Implement new professional development schedule with increased time and training for all stakeholders	Continue supervision and evaluation training for all administrators using common templates	Develop technology advisory	Develop business round table
Balanced Literacy for elementary staff – phase II	Implement classroom observation model and extend training to teachers	Implement use of supervision and evaluation instruments and templates for all district leaders	Implement Technology Committee recommendations	Redesign management of and security for student activity funds
Enable lead teachers to offer Differentiated Instruction support	Initiate system-wide dialogue on new teacher evaluation system	Create Aspiring Leader Program cohort at UML	Restructuring Technology Department creating a partnership with Town for technology management	Design collaborative financial management with Town Finance Department
Curriculum review Year II	Implement training and development of PLC at all levels	Design and pilot a Principal Intern Program	Implement next generation data and information management systems	Implement Bullying Committee recommendations
Implement district-wide writing initiative	Implement initial induction and mentoring program for new teachers	Design Peer Assistance Review process for leaders	Grading and Reporting Committee evaluates current assessment system and offers recommendations	Create a grant advisory and support for grant writing
Establish ELA literacy coach(es)	Design Peer Assistance Review process for teachers	Implement learning walks	Build data reporting capacity and structures in each school	Design systematic approach to compliance monitoring
Increase stakeholder input and participation to ensure feedback for curriculum improvement	Initiate dialogue with Dracut Teacher’s Association on new teacher evaluation	Create opportunities for site visits and job-alike sharing of best practices	Implement K-8 Literacy Assessment: Fontes and Pinell	Design and implement Wellness Initiative beginning with a Wellness Committee comprised of multiple stakeholders
Design strategy for teachers to create and share model lessons	Initiate dialogue on district-wide Professional Development goals designed to personalize PD for all teachers		Explore pathways to 1-1 computing	Refine school improvement template to include bullying, culture change and communication
				Assess, monitor and intervene for troubled students to avoid any systemic patterns that push out students
				Improve Guidance services: 1) Realign guidance resources in the lower grades 2) Increase involvement of guidance with students in general 3) Make Guidance a part of the team that analyzes data and student performance
				Increase match between disability profile and service provided
				Add staff for grant writing and identify new revenue streams from grants and partnerships through a grant advisory committee

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Continue curriculum review	Enhance PD through on line platforms such as ItsLearning and other low cost solutions		
Enhance teacher knowledge and effectiveness through feedback and training on content knowledge and pedagogy	Create unified understanding on the purpose and value of common planning time		
Build capacity district-wide by providing differentiated PD for all including leadership, parents, teachers, nurses, secretaries, cafeteria workers, and custodians	Help all teachers embrace all the data – owning all the students		
Initiate sensitivity training to increase expectations, tolerance and anti bullying			
Create a transitional curriculum including social learning to build and strengthen a K- 20 learning concept			

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Operational Steps Year III				
A	E		I	O
Build an aligned curriculum management system	Support excellence in performance for educators	Support excellence in performance for administrators	Build information management and technology infrastructure	Streamline and restructure to support organizational learning and decision making
Continue phase-in of Balanced Literacy for all elementary staff	Evaluate and enhance professional development for all stakeholders	Implement Peer Assistance Review process for leaders	Implement standards based report cards	Create a Dracut Education Trust with Board of Directors including business leaders to raise funding for internal grant program
Differentiated Instruction system-wide: Developing and posting differentiated lessons	Implement induction and mentoring program for all teachers	Create Aspiring Leader Program's regional collaborative		Create effective guidance processes at lower grade levels and better transition services
Curriculum review Year III	Implement Peer Assistance Review process for teachers	Implement new state evaluation for administrators		Create training in collaboration with Town for ongoing learning and sharing of information
Each teacher creates model lessons posted on ItsLearning				Developing a monitoring system and planning for building audits on a planned cycle of review
Evaluate the role of the curriculum supervisors for optimal K-12 impact				Developing more in-district programming that differentiates between intensive need versus moderate special needs
Increase Response To Intervention resources				Evaluate the impact changes in Guidance Department supervision
				List our current strategies and define the plan for broadening options that form a continuum of services and supports to: <ul style="list-style-type: none"> ➤ Broaden staff understanding of strategies and techniques for struggling, at-risk students. ➤ Focus on early intervention and identification of young children to provide proper levels of service delivery including parent training ➤ Manage and prepare students not ready to move from Intermediate to Junior High ➤ Eliminate the large number of repeating students in the 9th grade. Provide opportunities for staff to create strategies for increasing student success by using DI and other strategies ➤ Focus on failure rates at the Junior High level to avoid passing of underperforming students ➤ Respond to extreme suspension and low attendance rates and misuse of discipline to manage troubled students

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Operational Steps Year IV				
A	E		I	O
Build an aligned curriculum management system	Support excellence in performance for educators	Support excellence in performance for administrators	Build information management and technology infrastructure	Streamline and restructure to support organizational learning and decision making
Curriculum review	Evaluate observation and evaluation policies and implementation	Ensure principals are using data for change management		Expand scope of Special Education services to address present mandates, to meet mental health needs of students and to meet the needs of students on the spectrum within the district wherever possible
Ensure use of data charts in classrooms	Improve coaching resources and strategies	Use model classrooms for opportunities for observation and training		