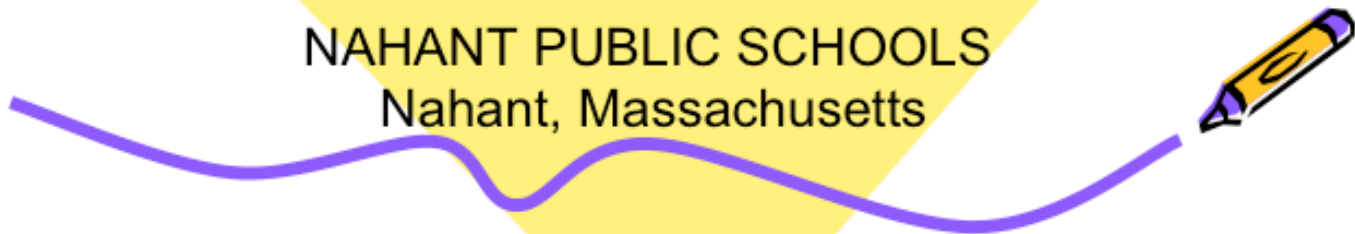




JOHNSON SCHOOL STRATEGIC PLAN 2010-2015

NAHANT PUBLIC SCHOOLS
Nahant, Massachusetts



NAHANT PUBLIC SCHOOLS

Johnson School

Grades: Pre-School-6

STRATEGIC PLAN 2010-2015

July 13, 2010

NAHANT PUBLIC SCHOOLS

Johnson School

Introduction

The Nahant School Committee is proud to present to the school community the Strategic Plan for 2010-2015. The plan was developed by a broad-based community group consisting of sixteen persons representing many constituent groups in the Town of Nahant. The Strategic Planning Advisory Committee reviewed past initiatives with the intent of designing a plan which would guide the next five years of decision-making at the Johnson School.

The Strategic Plan focuses on student learning and instruction as the central priority in the implementation of the plan. The complimentary elements of leadership, curriculum design, professional development and asset management are interwoven in the goal setting and action plan components of the plan.

The Strategic Plan is intended to be a flexible blueprint for the future. That is, it will be modified and changed as it proceeds in order to be current in its local priorities and the state/national mandates as well. A critical element of the plan is its Vision statements which guide the strategic actions central to decision-making. The plan seeks to identify information and data relevant to the actions as well as identifying key responsibility roles, timelines for completing steps and resources necessary for implementation. As we implement this Strategic Plan the continued collaboration of parents, residents and staff is essential to our success. With the support of the Nahant community, we will be able to achieve our goals and best serve our students.

JOHNSON SCHOOL
STRATEGIC PLANNING ADVISORY COMMITTEE

Michael Manning, Selectman

Christine Kendall, School Committee

Bernie Yadoff, Finance Committee

Ann Schiffenhaus, School Committee

Linda Hall, Community Member

Diane Mulcahy, Principal

John Fulghum, Community Member

Meredith Tibbo, Teacher

Alexa Krauter, Parent

Blythe Purdin, Teacher, NTA

Alana Anderson, Parent

Jen Wyse, PTO Parent

Rebecca Flacke, Parent

Louise Rusk, NEF Representative

Philip Devaux, Superintendent

Mickey Long, ex officio, School Committee

TABLE OF CONTENTS

Cover	
P. 2	Letter
P. 3	SPAC Members
P. 4	Table of Contents
P. 5	Mission
P. 5	Values
P. 5	Vision Statements
P. 7	Accountability Profile
P. 8-14	Goal 1: The Johnson School will <u>Improve the Core Curriculum, concentrating on excellence in Math and ELA</u> with 100% of the students scoring Proficient or Advanced on state assessments.
P. 15-18	Goal 2: The Johnson School will <u>Foster Collaboration and Candor</u> among staff, parents, and the community.
P. 19-21	Goal 3: The District will <u>Develop a multi-year financial plan</u> to support the Johnson School vision that includes an outline of anticipated expenditures and anticipated revenues.
P. 22-23	Goal 4: The Johnson School will <u>Meet state standards for integrating technology</u> in instruction and operations.
P. 24-25	Glossary

NAHANT PUBLIC SCHOOLS

MISSION

The Mission of the Johnson School is to enable, support, and celebrate academic excellence as students are challenged individually and inspired to reach their full potential as productive members of our community and global society.

VALUES

At the Johnson School we:

- ❖ Set high expectations and standards for teaching and learning.**
- ❖ Create a culture of integrity, responsibility and pride.**
- ❖ Educate the whole child, striving for academic, artistic, physical, and interpersonal excellence.**
- ❖ Collaborate and engage to foster educational innovation and experimentation.**
- ❖ Recognize the uniqueness and dignity of diverse individuals and groups.**
- ❖ Cultivate respect among students, faculty, staff, and parents.**
- ❖ Encourage and support parental involvement in their child's learning.**

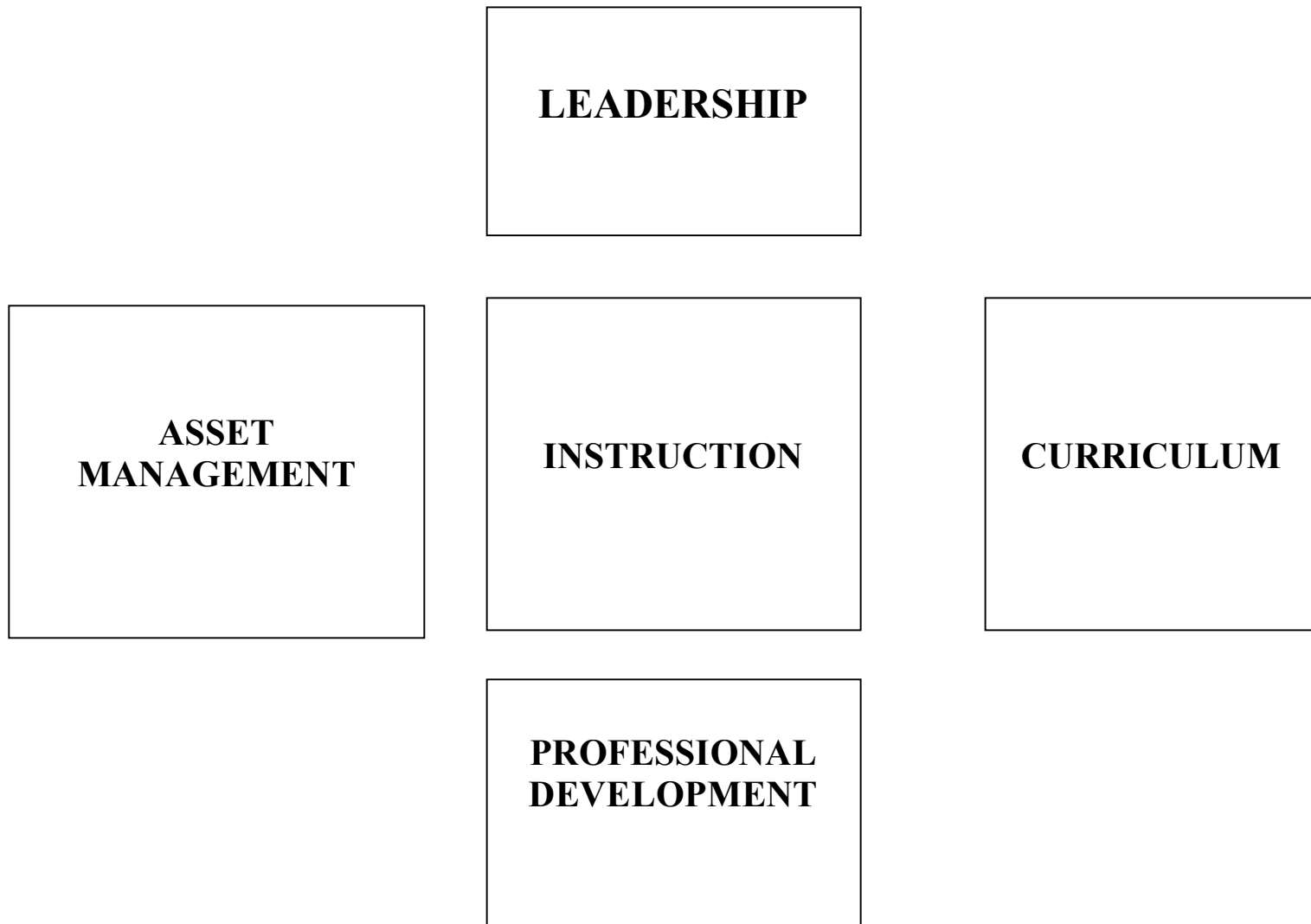
NAHANT PUBLIC SCHOOLS

VISION STATEMENTS

DURING THE NEXT FIVE YEARS THE JOHNSON SCHOOL WILL:

- ❖ **Improve the Core Curriculum, concentrating on excellence in Math and ELA with 100% of the students scoring Proficient or Advanced on state assessments.**
- ❖ **Foster Collaboration and Candor among staff, parents, and the community.**
- ❖ **Develop a multi-year financial plan to support the vision that includes an outline of anticipated expenditures and anticipated revenues**
- ❖ **Establish an ongoing and focused professional development program to promote improved instruction through educational innovation.**
- ❖ **Meet state standards for integrating technology in instruction and operations.**

ACCOUNTABILITY PROFILE



NAHANT PUBLIC SCHOOLS

Goal 1: The Johnson School will Improve the Core Curriculum, concentrating on excellence in Math and ELA with 100% of the students scoring Proficient or Advanced on state assessments.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
1. Define and Assess Current Curriculum – Reevaluation and tooling of spiraling K-6 general curriculum that meets MCAS standards with assessment-driven instruction.	1. Complete a detailed review of current Johnson School grade level curriculums and teaching resources (including ELA and Math textbooks).	MCAS District Diagnostic Tests	Data Analysis Team	2011	Time
	2. Purchase MCAS prep review materials to use year round for grades 3-6.		Administration	2011	NEF Budget Grants
	3. Expand the use of Study Island software in school and at home. Conduct orientation for parents.		Administration Teachers	Orientation Spring 2010; Required use by all teachers in Fall 2010	NEF Budget Grants

NAHANT PUBLIC SCHOOLS

Goal 1: The Johnson School will Improve the Core Curriculum, concentrating on excellence in Math and ELA with 100% of the students scoring Proficient or Advanced on state assessments.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
1. Define and Assess Current Curriculum – Reevaluation and tooling of spiraling K-6 general curriculum that meets MCAS standards with assessment-driven instruction.	4. Appoint collaborative teams of teachers and administrators to review achievement results 4A. Determine changes needed to be made to improve learning in areas of weakness. 4B. Adjust curriculum where needed.	MCAS data DESE Data Warehouse	Administration, Teachers, Parent volunteers with subject matter expertise	2011 2011 2013	Time
	5. Evaluate K, 1 and 2 assessments to flag negative trends in performance and take corrective action.	Reading tests (DIBELS) Report cards	Administration Teachers K/1/2 SPED Administrator	2010/2011	Budget
	6. Develop new initiatives in Math, ELA, and Social Studies instruction. 7. Create a teacher led study group to review and assess science curricula. 8. Enable these initiatives through expanded Professional Development.	Massachusetts Curriculum Frameworks	Administration Teachers Administration	2015 2013 2015	State documents Time Budget

NAHANT PUBLIC SCHOOLS

Goal 1: The Johnson School will Improve the Core Curriculum, concentrating on excellence in Math and ELA with 100% of the students scoring Proficient or Advanced on state assessments.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
1. Define and Assess Current Curriculum – Reevaluation and tooling of spiraling K-6 general curriculum that meets MCAS standards with assessment-driven instruction.	9. Pilot new materials in Science, exploring hypothesis testing and hands-on experimentation. 10. Expand professional development in reading comprehension and writing. 10A. Continue use of Tufts specialists to mentor and observe faculty. 10B. Create assessment tools to measure improvements made from using the methods introduced by Tufts.	TUFTS Reading Program	Administration Science teacher(s)	2012 2010/2011 2010-2011 2013	Publishers Budget Grants Grants Time Budget

NAHANT PUBLIC SCHOOLS

Goal 1: The Johnson School will Improve the Core Curriculum, concentrating on excellence in Math and ELA with 100% of the students scoring Proficient or Advanced on state assessments.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
2. Strengthen the Mathematics program.	1. Evaluate 2. Pilot, and 3. Purchase new Math program materials. 4. Develop new professional development program.	1. Identify textbooks of high performing districts.	Administration	2011 2012 2013 2013	Time Publisher Budget
3. Emphasize Achievement for all students. Focus on individualized instruction.	1. Create Alternative Assessment formats for all students. 2. Ensure SPED students needs are being met to fully achieve. 3. Assess SPED MCAS data to see if there are implications for the program, and how it must be changed to improve MCAS performance.	MCAS Scores & Guidelines, parent surveys	Teachers, SPED Administration, Parents	2013 2011 2012	Time

NAHANT PUBLIC SCHOOLS

Goal 1: The Johnson School will Improve the Core Curriculum, concentrating on excellence in Math and ELA with 100% of the students scoring Proficient or Advanced on state assessments.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
3. Emphasize Achievement for all students. Focus on individualized instruction.	4. Complete an analysis of MCAS results and other data in order to develop and apply differentiated instruction. 5. Provide access to workshops and mentoring for teachers focusing on differentiated instruction.	MCAS Scores, Teacher assessments, Parental interviews	Administration, Teachers, Parents	2012 2012	Grants, Time
	6. Analyze MCAS data for children in the after school program to see if more “time on learning” makes a positive difference. 7. Develop student Success Plans for 100% of the students. 8. Create a Success Plan that facilitates communication with parents as students advance through the Johnson School.	MCAS performance, teacher and staff surveys, parental input	Administration Administration Teachers Teachers, Administration, Parents	2012 2015 2015	Time Time Time

NAHANT PUBLIC SCHOOLS

Goal 1: The Johnson School will Improve the Core Curriculum, concentrating on excellence in Math and ELA with 100% of the students scoring Proficient or Advanced on state assessments.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
3. Emphasize Achievement for all students. Focus on individualized instruction.	9. Research best practices at high performing schools to define traits and behaviors that contribute to MCAS success. Implement change at JS based on findings.	School Interviews. Public Data.	Administration Teachers	2013	Time
	10. Create a Homework Help Network for each child to insure that the three key pillars are in place: the parents, the teacher, the administrator. 11. Continue to become a Responsive Classroom school by sending teachers to professional training.	Best practices survey from high performing schools and districts	Administration Teachers Administration Teachers	2011 2012	Technology Consultant Grants Time

NAHANT PUBLIC SCHOOLS

Goal 1: The Johnson School will Improve the Core Curriculum, concentrating on excellence in Math and ELA with 100% of the students scoring Proficient or Advanced on state assessments.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
5. Provide state required training in multiple fields.	1. CPR 2. Restraint Training 3. Harassment/Bullying 4. Ethics Training		Administration	First month of each school year beginning in 2010.	Time Consultants
6. Define the Art, Music and Wellness programs by establishing a new vision for each program supported by innovative curriculum.	1. Integrate prior knowledge into the new program of study. 2. Create new hands-on lessons to support the creative process.	State Frameworks and Regulations	Teachers	2011 Art 2012 Music 2013 Well-ness	Time Workshops Grants

NAHANT PUBLIC SCHOOLS

Goal 2: The Johnson School will foster collaboration and Candor among staff, parents and the community.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
1. Create a school-wide pride initiative.	1. Create a sub-committee of teachers to write a simple Johnson School pride statement and goals for grades PK-6.		Sub-committee	2011	Time
	2. Implement Responsive Classroom school-wide including sending teachers to trainings and purchasing resource materials		Teachers	2-3 teachers each Summer 2010-2013	Budget Grants
2. Student - Community Collaboration.	1. Implement student service learning opportunities (especially in upper grades)	Survey of Volunteerism among staff/students/families	Principal, students, teachers, parents	Beginning 2010-2011 school year Review in spring	Town Administration www.servicelarning.org , www.bostoncarers.org
	2. Work with Town Administrator of Nahant to establish student volunteers.	List of work sites.	Subcommittee, Teachers, Students, Principal.	2012	Town Administrator
	3. Create a partnership with Swampscott High School for the senior project - matching HS seniors interested education.	Survey the number of students and teachers who would like to participate	Principal, superintendent, SHS guidance and admin	Beginning spring of 2011.	SHS, and Johnson School teachers

NAHANT PUBLIC SCHOOLS

Goal 2: The Johnson School will foster collaboration and Candor among staff, parents and the community.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
3. Promote staff – community communications.	1. Continue to build relationships with seniors/ community members as volunteers at JES through various activities. 2. Create volunteer guidelines and procedures.	Assemble volunteers committed to working with JES students yearly. Assess volunteer retention rates.	Principal, teachers to set guidelines/policies	Beginning 2010-2011 school year Review in spring	Nahant Council on Aging, Parents and extended families, town agencies
	3. Increase “good” PR by establishing relationships with local papers.	List of articles/ press releases published in local papers	Principal, teachers, among these people appoint a person to organize	2011	Nahant Harbor Review, Lynn Daily Item, Boston Globe,
	4. Update of school website weekly.	Review of pages updated over the course of the school year	Principal, tech person to help classroom teachers make it easy and accessible	2011	School staff, professional development time to create and write pages
	5. Update of classroom websites monthly.		Teachers Students	2012	
4. Enhance relationships among and between students.	1. SC adopts new bullying policy. 2. Prof. Dev. For Staff. 3. Student Awareness Program 4. District Plan to DESE.		School Committee Administration Teachers Staff Administration	September 2010 2011 December 2010	Time Grant/Budget Time

NAHANT PUBLIC SCHOOLS

Goal 2: The Johnson School will foster collaboration and Candor among staff, parents and the community.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
5. Create a school culture of open communication and candor.	1 Principal will check in with each teacher once a trimester.	Interview data from faculty/ Principal about morale	Principal and teachers to set schedule.	Beginning 2010-2011 school year Review in spring	School Staff
	2. Create a staff conflict resolution protocol.	Survey data from faculty/ Principal	Principal and a Sub-committee of teachers.	2011	School Staff
	3. Train teachers to be mentors in accordance with state regulations.		Administration	2011	Time
	4. Support teacher led sharing of strategies or lesson plans during faculty meetings.	1. Survey to assess effectiveness of peer sharing	Principal and teachers to set guidelines/policies	Begin in 2010-2011 school year. Review in spring 2011	School staff
6. Identify root cause(s) of student departure to charter schools and private schools.	1. Develop a multi-year chart of enrollment trends.	Enrollment Data Interviews	Administration Teachers	2011	Time

NAHANT PUBLIC SCHOOLS

Goal 3. The District will Develop a multi-year financial plan to support the Johnson School vision that includes an outline of anticipated expenditures and revenue projections.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
1.Outline anticipated expenditures for a five year period.	1. Establish salary costs	1. Negotiated Contracts 2. Non-contractual estimates.	Superintendent	2011 2011	Contracts
	2. Estimate tuition costs to Swampscott.	1.District Agreements 2. DESE Enrollment Reports	Superintendent	2010	Agreements
	3. Project utility costs.	1. Utilization Profile 2. Estimated Costs	Business Manager	2010	Monthly Bills
2.Analyze enrollment trends	1. Project Charter School Enrollment	1. DESE Reports	Superintendent	2010	Reports
	2. Project Private School Enrollment	1. DESE Reports	Superintendent	2010	Reports
	3. Review Town Birth Trends	1. Town Hall Data	Superintendent	2010	Report

NAHANT PUBLIC SCHOOLS

Goal 3. The District will Develop a multi-year financial plan to support the Johnson School vision that includes an outline of anticipated expenditures and revenue projections.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
3. Establish sound accounting practices.	1. Respond to Audit Recommendations.	1. Annual Audit-Town 2. DESE audits	Superintendent	Annual	Audit Reports
4. Design an annual executive summary report on the schools/budget.	1. Establish a template of information to be included.	Superintendent Principal Business Manager	Superintendent	2011	
5. Correlate Grant expenditures to operating budget expenditures.	1. Create a template of matching account numbers.	1. All received grants.	Principal	2011	
6. Sustain the quality of the Johnson School physical plant.	1. Complete a Capital and Maintenance Profile. 2. Build a table of ordinary maintenance activities. 3. Develop a multi-year replacement equipment plan. 4. Identify new equipment needs.	1. Renovation document 2. Review the Maintenance contracts. 3. Inventory of school equipment 4. Survey the building needs.	Superintendent Custodial Staff	2011 2010 2011 2011	Budget Grants Grants

NAHANT PUBLIC SCHOOLS

Goal 3. The District will Develop a multi-year financial plan to support the Johnson School vision that includes an outline of anticipated expenditures and revenue projections.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
7. Develop regional collaboration in multiple areas.	1. Special Education	1. North Shore Collaborative	Administration	2012	Membership in NSC
	2. Technology		Administration		
	3. Purchasing Goods/Services		Administration		

NAHANT PUBLIC SCHOOLS

Goal 4: The Johnson School will Meet state standards for integrating technology in instruction and operations.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
1. Use technology to enhance student performance	1. Determine the current use of computers and smart boards in classrooms.	1. Survey	Administration	2010	Time
	2. Purchase ENO Boards for all classrooms K-6			2010-2015	Budget NEF
2. Diversify technology use by teachers in classrooms and in the Library / Media Center to enhance instruction and performance.	1. Provide teacher and staff training of IPASS system.		Administration Technology Consultant	2011	Time
	2. Upgrade teacher and staff email system to something like First Class (a web-based program). Current email system is not sufficient.		Technology Consultant	2011	Time
	3. Provide in-house website management training to staff.		Technology Consultant	2011	Time

NAHANT PUBLIC SCHOOLS

Goal 4: The Johnson School will Meet state standards for integrating technology in instruction and operations.

PRIORITY ISSUES/ STRATEGIC GOALS	STRATEGIES/ ACTIONS	DATA SOURCE	RESPONSIBILITY	TIMELINE	RESOURCES
2. Diversify technology use by teachers in classrooms and in the Library / Media Center to enhance instruction.	4. Send teachers to ENO Board (or SMART Board) training classes through Salem State Collaborative.		Administration	2011	Budget Grants Time
	5. Establish a Library / Media Center of 25-30 Apple computers that work for students when classes come to computer lab.		Technology Consultant	2012	Budget Grants Time
	6. Purchase 1-3 more Apple computers for all classrooms to allow several students to use computers at once in classrooms.	Determine and rate the quality/functionality of existing computers	Administration	2011	Budget Grants Time
	7. Continue to purchase licenses of web-based programs such as Study Island, Brain Pop, Rosetta Stone, and an encyclopedia program to further students' use of technology .		Administration	2012	Budget Grants Time

Strategic Plan Project

Glossary of Terms

<u>Action plans:</u>	specific, detailed actions, activities, accountability designations, resource allocations and timelines based upon data analysis which address a critical issue within a goal statement.
<u>Core values:</u>	the underlying beliefs that shape decisions and choices in the district.
<u>DESE:</u>	Department of Elementary and Secondary Education.
<u>ELA:</u>	English Language Arts
<u>Focus group:</u>	committed stakeholders working together to review or develop specific plans or elements of plans; generally meeting only once.
<u>Goals:</u>	outline in broad terms how the mission will be fulfilled.
<u>JES:</u>	Johnson Elementary School.
<u>Mission:</u>	a clear concise statement of the district's purpose and intentions; it defines why an organization exists and provides the rationale for goal setting; it serves as a standard by which all plan components are judged.
<u>MCAS:</u>	Massachusetts Comprehensive Assessment System
<u>NEF:</u>	Nahant Educational Foundation.
<u>Stakeholders:</u>	those individuals or groups who have a stake or interest in the education of children in the community.
<u>SPAC:</u>	Strategic Planning Advisory Committee

Strategic Plan Project

Glossary of Terms

- SPED:** Special Education
- Strategic plan:** a long range guide detailing specific steps that an organization will take to achieve its mission.
- Strategic planning:** a complex and ongoing learning process of organizational change oriented towards the anticipated future; it is based upon the analysis of internal and external data and it intends to focus effort and resources to reach its purposes.
- Strategy:** a statement as to how the school districts will accomplish their goals.
- Study Island:** a web based support instructional program based on Massachusetts Curriculum Frameworks.
- Timeline:** the period of time expected to complete the strategy; short term equals 1-2 years and long term equals 3-5 years.
- Vision:** describes the future attributes we expect to see in the school district.