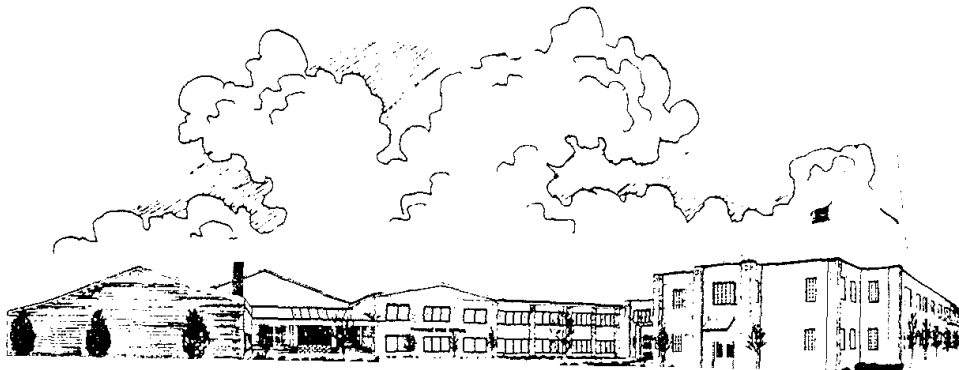


Five Year Strategic Plan
For the
Rockport Public School System



Rockport School Committee

FY2008 – FY2013

**Five Year Strategic Plan for the Rockport Public Schools
FY2008 - FY2013**

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Introduction

The Rockport School Committee (“The Committee”) determined in FY2006 that it should begin to develop a long-range strategic development plan for the public school district. The Committee examined samples of several plans developed by professional consultants, but decided that hiring a consultant was not a wise use of already tight budget dollars. The Committee agreed to take this approach with the understanding that it would take considerably longer without professional guidance. The Committee felt that a grass-roots effort would produce a plan that would be more realistic and would better serve the needs of the community.

In the beginning of this effort, The Committee quickly discovered how difficult a task lay before them. But with excellent guidance from Superintendent Rosemary DiTullio and Chairman Cathy Swenson, The Committee was able to compile a very rough set of ideas that were presentable to the public. This set of ideas was distributed to the School Councils and others for discussion and feedback. In February 2006, the Committee held a strategic planning session open to the public. It was well attended and represented good cross-section of the Rockport population. Many ideas were shared and eventually served as the basis of this document. The plan was fine-tuned into its present state during the summer and early fall of 2006. Unfortunately, work was suspended in early November as the budget and contract negotiations took center stage for the next five months. The Committee was finally able to resume its work on the plan as of the April 11, 2007 regular meeting. The School Committee agreed at that time to finalize the high-level version of the document. The School Committee voted unanimously to accept the plan at its April 25th meeting.

The Strategic Plan (hereby referred to as “The Plan”) is intended to provide guidelines for decision making in the coming years. The Plan embraces the Core Values of the school and is inclusive of departmental plans that are already in place or under development. The Plan is not meant to be a constitution that requires absolute adherence, but rather a set of ideas that The Committee has agreed are important for the continued development of the district. The day-to-day operations of the schools should not be affected by the Plan but only when situations become evident for change. Some of the items in this plan can be developed at no monetary cost while others will be dependent on future budgets. The Plan and will also provide guidance when prioritizing the needs of the school district during budget sessions or if additional funds become available in the future.

Plan Format

This version of The Plan provides a high-level view of seven strategic areas and specific goals that we would like to achieve over the next five years. Some of the goals may have already been started or even completed since they were first introduced into this document.

The Plan is set up in an outline format, with an intended hierarchy of 3 places (e.g., 1.2.3). The leftmost position represents the Strategic Level of the plan, while the middle position represents the Goals to be achieved within the Strategy. The rightmost position is reserved for individual Tasks that will be created at another time. The Committee feels that the actual implementers will have a better idea of how they need to proceed to achieve the intended goals, and will work better without pre-imposed rules.

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Companion Database

A companion database has also been developed for tracking and reporting purposes. The database was developed using Microsoft Access and has four simple interface components:

1. Form for inputting new Strategic Ideas.
2. Form for inputting new Goals within a Strategic Idea
3. Form for inputting new Tasks to accomplish specific Goals.
4. Reporting Interface.

The name of the database is StratPlan_FY0813.mdb. It is kept on the School Committee website and can be maintained via the web. Anyone can access the database and its reporting interface. Only authorized personnel, i.e. the School Committee, Superintendent, and goal/project leaders will be given privileged accounts to access maintenance portions of the database.

Governance

The Plan will be jointly managed by the Superintendent and School Committee. The Superintendent will work with school administration and staff to determine the impact of each goal and the prioritization of invocation. One or more goals will be assigned to volunteer project teams, most likely including individuals whose areas are affected or will benefit from the completion of the goals. The project team will be responsible for defining: a) individual tasks; b) required resources, and; c) the time line to achieve each goal. In the event that a project team consists of non-RPS staff, (i.e., members of the Rockport community at-large), the project team leader should be a member of the RPS staff.

The Superintendent will provide progress reports to the School Committee at a minimum of twice a year. Optionally, project teams may make presentations to the School Committee as goals are completed.

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Strategic Plan Components

1. Academic Achievement

- 1.1. Develop a list of Hallmarks of Success for the RPS so that students, teachers and the community understand how RPS defines and measures students success
- 1.2. Develop additional means of demonstrating, celebrating and rewarding academic achievement such as:
 - Showcasing math and science discovery and achievement
 - Pursuing opportunities for students to demonstrate knowledge to the school population and the larger community
 - Introducing students to the application of their studies to their career development and higher education studies
- 1.3. Involve parents in success-building for their students by increasing parent-school communication about assignments and expectations
- 1.4. Develop a program that will ensure resources for all students to achieve and excel

2. Government-mandated Achievement Programs

- 2.1. All students will meet the MCAS graduation requirement
- 2.2. Students will be able to read *with proficiency* by the end of third grade
- 2.3. Students will be proficient or advanced in all MCAS subjects
- 2.4. AYP will be met for all schools and subgroups

3. Curriculum

- 3.1. Articulated curriculum for core subjects K-12. I.e., subject matter is consistent in the same grades (horizontal), and the curriculum is progressive across grades (vertical).
- 3.2. Continue the practice of public curriculum review of each of the disciplines and address the needs that are there expressed more actively
- 3.3. Hire a science teacher for the elementary school
- 3.4. Provide leadership to upgrade learning objectives for science K-12
- 3.5. Implement literacy as a K-12 goal across all content areas
- 3.6. Integrate technology into the curriculum in a more comprehensive fashion
- 3.7. Foreign language will be restored at the elementary school

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- 3.8. Ensure that all teachers are certified and highly qualified
- 3.9. Review the special education programs to develop the best and most cost effective program to meet the needs of all students
- 3.10. Develop a five year cycle of textbook review and adoption

4. Instruction and Professional Development

- 4.1. Continue to differentiate instruction to address better the needs of learners
- 4.2. Place increased resources toward staffing art programs in order to provide greater opportunity for students
- 4.3. Explore on-line courses for students at the high school and as a mechanism to support summer school programs at the middle school
- 4.4. Make available remedial instruction in reading and mathematics to all students
- 4.5. Continue to utilize assessment data to drive instruction

5. Facilities

- 5.1. Provide a larger library facility at the middle and high school
- 5.2. Upgrade art and music facilities
- 5.3. Make technology more available to all students and to all elements of the curriculum
- 5.4. Maintain and clean all facilities with the appropriate number of custodians
- 5.5. Establish a facilities planning committee

6. School Culture

- 6.1. Improve communications to parents, staff and students through the expanded use of web pages, Connect-Ed and other means
- 6.2. Continue the development of a positive culture at each of the schools through peace builders, project adventure and other activities that promote group solidarity and team building
- 6.3. Implement and maintain a wellness policy for staff and students

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7. Organization and Operations

- 7.1. Hire an Associate Principal for the Middle School
- 7.2. Restore an additional custodian for the middle school
- 7.3. Hire library and technology aides
- 7.4. Hire an Elementary Assistant Principal
- 7.5. Implement a plan to extend the day or year
- 7.6. Review the hours of start time for the high and middle schools
- 7.7. Develop a plan for class size (Expand and maintain smaller class sizes at the elementary school)
- 7.8. Implement and regularly review departmental long-term plans (technology, library, etc.)
- 7.9. Develop a plan to restore programs that have been lost over the years of budget restraint
- 7.10. Examine the opportunities for volunteers to enhance the school environment
- 7.11. Communicate the meaning of literacy to all elements of the community
- 7.12. Appoint a Budget Subcommittee to work with the Superintendent on improving the annual budget process.

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School Committee Acceptance of Plan

The Rockport School Committee voted on April 25, 2007, to accept this plan. It is the intention of The Committee that execution of the plan commences in fiscal year 2008, effective July 1, 2007. The Committee recognizes that The Plan may require revisions to adapt to unforeseen changes during the five-year execution period. It is our desire that the future stewards of The Plan attempt to complete as many facets of this as possible, in the spirit of enriching the overall educational experience of Rockport public school students.

Chairman

Date

Vice Chairman

Date

Member

Date

Member

Date

Member

Date

Superintendent

Date