

TO: School Committee Members

FROM: Emily Parks, Superintendent

DATE: September 7, 2018

RE: District Improvement Strategy

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Last year, in my first year as Superintendent, I conducted an entry plan to listen, observe, and learn about the strengths of the district and what the various stakeholders in the district believe we should be working on. In the spring, I published my entry findings and discussed them with the School Committee at the May SC meeting.

As you know from our discussion at the July SC meeting, at the end of June, the district leadership team (“Administrative Council”) participated in a multi-day retreat to review the entry findings, reflect on progress toward our stated 2017-2018 goals and assessment of student needs, and to engage in a visioning process for the future for the purpose of crafting a district strategy document. In July, I shared the initial draft document with you. The Administrative Council revisited that work at a retreat in August, resulting in the attached document.

This strategy document begins by articulating 4 strategic objectives that are intended to guide the work for the next 3-5 years:

- Meaningful Learning Experiences
- Coherent, Connected Curriculum
- Healthy and Supported School Community
- Facilities for the Future

For each strategic objective, we have articulated three priorities for the 2018-2019 school year that move us toward the objective. The team is in the final stages of operationalizing each of those priorities by identifying specific action steps associated with each one.

This document isn’t intended to be an exhaustive articulation of everything that is happening in the district. Rather, through the process of creating it, we have focused on a small number of important, high leverage priorities. These priorities are intentionally:

- focused on the instructional core
- interconnected and complementary
- reflective of the need to be both visionary and problem-solving

As this is a district-level document, it represents the shared work of all of our schools. In the action steps, you will see steps that specifically reference work for each level (e.g. high school, middle school, elementary). Specific elementary schools are only mentioned as it pertains to

district programming housed in a particular school. Otherwise, the work of specific elementary schools will be articulated in School Improvement Plans.

The next phase of the work involves continuing to engage all stakeholders in the elements of this strategy. The work has already begun as we have planned for professional development, parent workshops/events, and school improvement goals. It will continue through the fall as principals work with educators to develop educator growth plans and as we make our way through the budget process.

I look forward to discussing this work further with the School Committee.