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MEETING NOTICE

POSTED IN ACCORDANCE WITH THE PROVISIONS OF MGL 30A § 20 Act relative to extending certain COVID-19 measures adopted during the state of emergency

Marblehead School Committee

Name of Board or Committee

Address: Marblehead High School – Library at 2 Humphry St. Marblehead MA 01945

OR

Zoom Conference join via the web link or Dial in

<https://marbleheadschoools-org.zoom.us/j/99975493631?pwd=Y0pHWVM2YitBZXN0U2ZyTk1OMzh4dz09>

Meeting ID: 999 7549 3631

Password: 873255

Dial in Phone #1 646 931 3860

Thursday	November	16th	2023	7:00 pm
Day of Week	Month	Date	Year	Time

Agenda or Topics to be discussed listed below (That the chair reasonably anticipates will be discussed)

I. Initial Business

- a. Call to Order
- b. Commendations
- c. Public Comment
- d. Student Representative

II. District Updates – Dr Theresa McGuinness

- a. FY25 budget status update

III. Consent Action and Agenda Items

- a. Schedule of Bills (vote)
- b. Approval of Minutes (vote)

IV. School Committee Communication and Discussion Items

- a. Forum / Community Discussion Topics
- b. Approval of School Improvement Plans (Glover, Brown and Village Schools) (vote)
- c. Subcommittee and Liaison Updates and discussion

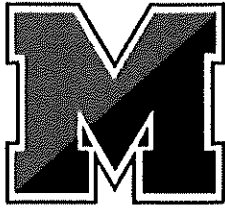
V. Closing Business

- a. New Business- School Committee Announcements and Requests
- b. Correspondence

Hybrid Meeting Notice: Members of the public are welcome to attend this in-person at 2 Humphrey St. Marblehead MA 01945 or by the remote zoom connection provided. Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

THIS AGENDA IS SUBJECT TO CHANGE

Chairperson: Sarah Fox
Posted by: Sarah Fox
Date: 11/13/2023



Marblehead Public Schools

9 Widger Road
Marblehead, Massachusetts 01945
Phone: (781) 639-314

Dr. Theresa B. McGuinness
Interim Superintendent of Schools

Ms. Julia Ferreira
*Assistant Superintendent of
Teaching & Learning*

Ms. Michelle Cresta
*Assistant Superintendent of
Finance & Operations*

Dr. Paula Donnelly
Director of Student Services

Memorandum

To: Marblehead School Committee
From: Theresa B. McGuinness, Ed.D, Interim Superintendent
RE: Superintendent's Updates
Date: November 16, 2023

Here is the Superintendent's Newsletter - November 13, 2023

FY25 Budget Process Underway

Assistant Superintendent Michelle Cresta and I are grounding our budget goals and overarching priorities on the strategic *Plan for Success* aligned with the school improvement plans. Through ongoing dialogue and discussion with the Leadership Team, we will identify high-level budget priorities to frame the Fiscal 2025 MPS budget development process. We are convening with principals and other budget managers at a series of planning meetings starting Monday before Thanksgiving. Given the present fiscal challenges we anticipate a difficult budget process and will keep you updated throughout.

New Superintendent's Induction Program (NSIP)

A Partnership between the Department of Elementary and Secondary Education (ESE) and the Massachusetts Association of School Superintendents (M.A.S.S.).

NSIP seeks to ensure that each superintendent begins their first year with a strong entry plan for engaging stakeholders and gathering the information needed to develop a widely-understood and focused strategy to accelerate student learning. The program is designed as a three (3) year program with content days and individual coaching. **Year 1:** Superintendents receive 6 hours each month of one-to-one coaching from an and 8 'Content Days' with a cohort of new superintendents. My coach is former Lynnfield Superintendent, Jane Tremblay.

Entry Plan

As part of my draft entry plan, I've begun an in-depth review of school and district budgets, policies, procedures, programs, and data. I will use surveys with the primary goal of gauging the perspectives and opinions of students, staff, parents, and community members with a vested interest in Marblehead Public Schools. These data will provide insight into the considerable strengths of MPS, unique challenges, and opportunities for growth. Once complete, I will share the final entry plan with the community. For more information please refer to the Superintendent's Newsletter.

Tuesday was The Ruby Bridges Walk to School Day (Village/ Glover/ Brown)

The walk was held on Nov. 14, the day in 1960 when then 6-year-old Ruby Bridges was admitted to the all-white William Frantz Elementary School in New Orleans and pays homage to the journey Bridges took to school. Elementary children had a book read to them about Ruby's experience before walking outside around the school to commemorate her walk to school.

Principal of the Day students (Winner of Friends of Marblehead Raffle) at Brown & Glover

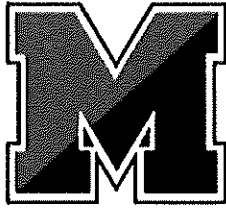
Today children helped supervise/ make announcements/ write an article about the experience, observe in classrooms and have lunch with a friend and the principal

MASC/M.A.S.S. Joint Conference

Attended the annual MASC/M.A.S.S. Joint Conference last Wednesday and Thursday joined by the two assistant superintendents and some School Committee members.

Notable Dates:

- November 18 @10:00 *Annual* Powder Puff Football Game Marblehead v. Swampscott at MHS
- November 22 ½ day early dismissal
- November 23 & 24th No school for Thanksgiving Break
- November 23 @10:00 *Annual* Football Game Marblehead v. Swampscott in Swampscott



Marblehead Public Schools

9 Widger Road
Marblehead, Massachusetts 01945
Phone: (781) 639-3140

Dr. Theresa B. McGuinness
Interim Superintendent of Schools

Ms. Julia Ferreira
*Assistant Superintendent of
Teaching & Learning*

Ms. Michelle Cresta
*Assistant Superintendent of
Finance & Operations*

Dr. Paula Donnelly
Director of Student Services

MEMORANDUM

TO: Marblehead School Committee
FROM: Michelle Cresta
DATE: November 15, 2023
RE: Schedule of Bills for Approval

Included in this packet are the following Schedules of Bills for your consideration. The schedules and invoices have been uploaded to the shared drive.

Schedule	Amount
24320	\$ 39,726.64
24321	\$ 73,384.29
24325	\$ 53,246.55
24334	\$ 21,548.84
24340	\$ 24,652.61
24346	\$ 21,418.72
24349	\$ 58,025.97
24353	\$ 41,022.85
24354	\$ 17,288.60
24355	\$ 8,964.00
24356	\$ 7,243.41
24358	\$ 12,434.89
24370	\$ 19,009.52
24372	\$ 1,663.41
24375	\$ 100,053.65
24376	\$ 12,697.40
24377	\$ 14,148.55
24379	\$ 239,115.41
24381	\$ 2,772.56
TOTAL	\$ 768,417.87

Suggested Motion:

Motion to approve the identified schedules of bills totaling \$768,417.87.

Record of the Marblehead School Committee Meeting
Thursday August 24, 2023
7:00PM

Members Present: Sarah Fox, Brian Ota, Jennifer Schaeffner , Alison Taylor

Also Present: Michelle Cresta-Assistant Superintendent of Finance

I. Initial Business

a. Call to Order

Ms. Fox called the meeting to order at 7:00PM

b. Commendations

- Staff Commended for work put in over the summer to get Marblehead ready for the start of the 2023/2024 School Year
- Marblehead Housing Authority commended for event held this past weekend for tenants and they provided a lot of materials to students

c. Public Comment

- None

II. District Updates — Michelle Cresta

- Reminder that next week starts the 2023/2024 School Year
- New Teacher Orientation Monday 08/28/2023
- All other Teachers return Tuesday 08/29/2023
- 09/05/23 Students Return
- 09/07/23 Pre-K Students Return
- Convocation Wednesday 08/30/23
- Transportation Registration opened last week, and we have 139 bus riders
- There is a small wait list for Pay to Ride program
- MBTA passes for Middle School and High School students are available in the Schools

III. Consent Action and Agenda Items

a. Schedule of Bills (vote)

Motion to approve the identified schedules of bills totaling \$160,057.15

Moved by Ms. Shaeffner, Seconded by Mr. Ota

Ms. Fox, Ms. Taylor, Mr. Ota and Ms. Shaeffner-All Yes

A roll call vote was taken, and the motion passes 4-0

b. Appointment of Nurse - Glover School (vote)

Motion to appoint Ms. Collins as School Nurse for the Glover School

Moved by Mr. Ota Seconded by Ms. Shaeffner

Ms. Fox, Ms. Taylor , Mr. Ota and Ms. Shaeffner-All Yes

A roll call vote was taken and the motion passes 4-0

IV. School Committee Communication and Discussion Items

a. Interim Superintendent Search Discussion (vote)

- Contracted with NASDAQ to assist us in our Superintendent Search
- The notice went live on Monday 08/21/23
- Next step is to secure a Parent Volunteer as well as an Administrator to serve on the Search Committee
- 09/18/23 first meeting of Screening Committee

Ms. Fox asked for a motion to appoint Ms. Cresta to the interim Superintendent search committee

Moved by Ms. Shaeffner Seconded by Ms. Taylor

Opened up for Discussion

Ms. Fox, Ms. Taylor , Mr. Ota and Ms. Shaeffner-All Yes

A roll call vote was taken, and the motion passes 4-0

Ms. Shaeffner asked for a motion to appoint Ms. Fox and Ms. Alison Taylor to the interim Superintendent search committee

Moved by Ms. Fox Seconded by Mr. Ota

Opened up for Discussion

Ms. Fox, Ms. Taylor , Mr. Ota and Ms. Shaeffner-All Yes

A roll call vote was taken, and the motion passes 4-0

b. Subcommittee and Liaison Updates

Curriculum Subcommittee

- Mr. Ota has done some research on the idea of a Curriculum Sub Committee
- 14 different districts were contacted
- Of the 14, 3 did not respond
- 2 districts have Curriculum Support Sub Committee's
- The programs within these districts have evolved into something else that provides additional support to students

Mr. Ota asks for a motion to drop the Curriculum Subcommittee

Ms. Fox states that it was never originated and therefore there is no action needed today

Finance Committee

- No meeting scheduled at this time
- Need a plan to set up the meeting times for subcommittee

V. Closing Business

a. New Business- School Committee Announcements and Requests

- Ms. Fox was able to speak with the State Auditor at an event
- Ms. Fox would like to invite the statue auditor to come to Marblehead to audit our practices due to the concerns shared by voters over School Committee transparency

b. Correspondence

- Ms. Taylor will be writing a letter to bring to the select board regarding the APRA funds
- The letter will be brought to the School Committee at the next meeting for review
- Ms, Fox received a piece of correspondence from another member of the School Committee Meagan Taylor
- Ms. Fox read the correspondence

Meeting is adjourned at 8:00PM by Ms. Fox

Respectfully Submitted,
Allison McMahon, Secretary
Marblehead School Committee

Record of the Marblehead School Committee Meeting
Thursday September 07, 2023
7:00PM

Members Present: Sarah Fox, Brian Ota, Jennifer Schaeffner, Alison Taylor, Meagan Taylor

Also Present: Michelle Cresta-Acting Superintendent, Julia Ferreira-Assistant Superintendent

I. Initial Business

a. Call to Order

Ms. Fox called the meeting to order at 7:01PM

b. Commendations

- Mr. Ota Commends the building secretaries and the Custodians for their hard work over the summer
- Ms. Alison Taylor wants to commend all of our principals on their first days of school
- Ms. Meagan Taylor commended the parents, students, and staff for their part in the successful first days of school

c. Public Comment

- Ms. Mary McCarriston requested an apology from Ms. Fox for a comment made prior to a School Committee Meeting referring to “stakeholders” as “lunatics”
- Dan Albert-Bike shoulders for Glover to provide a safe route to school for children
- Alex Chrisak-Is in support of widening the shoulders. He shares his concerns regarding the intersection at Glover where people turning right coming off of Maple Street onto Tedesco Street
- Resident shared concerns about the texts and emails released and published in the local papers. She indicated that the texts and emails contained personal information of students and parents of students.
- Jen Jackson-*Co-Chair of the Marblehead Special Education Parent Advisory Council*-Read an email sent to Ms. Fox regarding the Interim Superintendent Search. The email was sent to request participation in the Interim Superintendent Search Committee.
- Alex Shube- Echoed what Dan Albert said regarding needing the School Committee’s support surrounding the bike shoulders for Glover. She pointed out that the Traffic Studies have been done.

d. Student Representative-Kat Piper

- First week of classes
- Freshmen arrived at 7:45AM and grades 10-12 arrived at 11:00AM on the first day of school
- Students attended grade meetings, took class pictures and then they ran through an abbreviated schedule
- They offered helpful resources to new students and went over updated policies

- Freshmen elections 10/08/23
- House of Blues will be the location of the Senior Prom this year which will be held on 05/29/24
- Graduation will be 05/31/24
- Club fair in the next couple of weeks, date TBD
- School Pictures 10/03/23
- All Fall Sports have begun in the district

II. District Updates — Michelle Cresta

- Return of Staff / Convocation
 - Dr. Judy Carrington was the Convocation speaker
 - Dr. Carrington really connected with staff and focused on the mental health and well being of both staff and students
- Successful school Opening and return of students
- Warm weather precautions
 - Hot spell
 - First priority is the safety of our students and staff
 - Full schedule for tomorrow
 - Providing additional fans and mitigation plans for heat
- Special Education Assessment
 - Requested by School Committee
 - A late Memo was added to the School Committee drive today prior to the meeting
 - The topic will be discussed at a future meeting
- Update from Julia Ferreira
 - Positive and strong start to the school year
 - Commended all of our Staff for working so hard to launch the school year
 - Last week the Teachers participated in three days of professional learning and trainings

III. Consent Action and Agenda Items

a. Schedule of Bills (vote)

Motion to approve the identified schedule of bills totaling \$663,934.07.

Moved by Alison Taylor, Seconded by Meagan Taylor

Ms. Fox, Ms. Taylor, Mr. Ota and Ms. Shaeffner-All Yes

A roll call vote was taken, and the motion passes 4-0

IV. School Committee Communication and Discussion Items

a. Interim Superintendent Search Discussion (vote)

- Interim Superintendent Screening Committee will be comprised of two school committee members, one administrator, a Unit A Staff member and one parent
- Michelle Cresta will be the Administrator
- Alison Carey will be the Staff Representative
- 12 parents sent in letters of interest for the parent position on the committee
- Sarah Fox nominated Sarah Magazine for the parent position on the committee

Sarah Fox asks for a Motion to appoint Sarah Magazine as the parent representative to the Interim Superintendent Screening Committee

The motion is moved by Brian Ota and Seconded by Alison Taylor

Opened up for Discussion

- Meagan Taylor asks for more information as to how this candidate was chosen

Ms. Fox, Ms. Alison Taylor, Mr. Ota and Ms. Shaeffner-All Yes

Ms. Meagan Taylor abstained from the vote

A roll vote was taken and the motion passes 3-0 with one abstention

Meagan Taylor makes a motion to add a SEPAC (Special Education Parent Advisory Council Member) to the Interim Superintendent Search Committee

The motion was not seconded

The motion dies

b. ARPA (American Rescue Plan Act) discussion

- Alison Taylor obtained the most recent set of ARPA requests
- Ms. Taylor's goal is to advocate for our students, our community and also to advocate for the process to be more transparent
- Ms. Taylor will be meeting with Aarom Noonan and Thatcher, the Town Administrator, to walk through what has been done so far and what these funds have been allocated to

c. School Handbooks (vote)

- Three handbooks have been submitted to the School Committee
- Veterans Middle School, the Elementary School which covers Glover School, Brown School, and Village School, and the last one is the High School
- A brief outline of what the changes are for each handbook has been given to the Committee
- Sarah Fox opens it up for questions and discussion
- Jen Shaeffner indicates that she will be abstaining from the vote today because she has not had

- time to read through all school handbooks
- Michele Carlson is asked by Ms. Fox to provide a bit more information about the High Schools Diversion Program, I Decide, and the update made to the Handbook in regards to Vaping
- Ms. Fox addresses the dress code in the High School Handbook with Ms. Carlson
- Alison Taylor had some questions regarding the Bullying policy and specific wording in the policy
- The School Committee will be reviewing handbooks in Spring 2024 to ensure that they are ready to go for the start of the School Year

d. Subcommittee and Liaison Updates

- Safety Committee- Brian Ota
 - Meeting will be scheduled within the next two weeks
- SEPAC-Meagan Taylor
 - First District meeting 09/08 at 12:00PM
- Policy- Jennifer Shaeffner and Alison Taylor
 - Meeting will be scheduled before the end of September
- Facilities Committee and Finance Committee-Sarah Fox
 - There will be two high level finance meetings each year to budget plan
 - In the process of scheduling the first Finance Committee meeting
 - In the process of scheduling the first Facilities Committee meeting

V. Closing Business

a. New Business-School Committee Announcements and Requests

- None

b. Correspondence

- Correspondence received regarding the pieces of information released that was not redacted was acknowledged by Alison Taylor

Meeting is adjourned at 8:26PM by School Committee Chair Ms. Fox

Respectfully Submitted,
Allison McMahon, Secretary
Marblehead School Committee

Record of the Marblehead School Committee Meeting
Wednesday October 11, 2023
4:18PM

Members Present: Sarah Fox, Brian Ota, Jennifer Schaeffner , Alison Taylor. Meagan Taylor

Also Present: Michelle Cresta-Acting Superintendent

I. Initial Business

a. Call to Order

Ms. Fox called the meeting to order at 4:18PM

b. Commendations

- None

c. Public Comment

- Complaint raised by (go back for name) regarding the audio during the School Committee Meetings when they are on Zoom

II. Interim Superintendent Search Discussion (vote)

- The discussion on the Interim Superintendent Search is opened by Sarah Fox
- Meagan Taylor shared her thoughts on the Interim Superintendent Candidates
- Alison Taylor shared her thoughts on the Interim Superintendent Candidates
- Brian Ota shared his thoughts on the Interim Superintendent Candidates
- Jennifer Shaeffner shared her thoughts on the Interim Superintendent Candidates
- Sarah Fox shared her thoughts on the Interim Superintendent Candidates

Motion to keep Michelle Cresta in the role as Acting Superintendent made by Meagan Taylor

The motion is Seconded by Jennifer Shaeffner

Discussion opened by Sarah Fox

The motion was withdrawn by Meagan Taylor

Motion made by Jennifer Shaeffner to offer the position of Interim Superintendent of Marblehead Public Schools to Dr. Theresa McGuinnes subject to successful contract negotiations with the chair

The motion was seconded by Brian Ota

Ms. Meagan Taylor-No

Ms. Alison Taylor, Mr. Ota, Ms. Shaeffner, Ms. Sarah Fox-All Yes

A roll vote was taken and the motion passes 4-1

Sarah Fox asks for a motion of support for Dr. Theresa McGuinness in the role of Interim Superintendent through June 30, 2024

Moved by Jennifer Shaeffner, Seconded by Brian Ota

Ms. Meagan Taylor, Ms. Alison Taylor, Mr. Ota, Ms. Shaeffner, and Ms. Fox-All Yes

A roll vote was taken and the motion passes 5-0

V. Closing Business

a. New Business-School Committee Announcements and Requests

- None

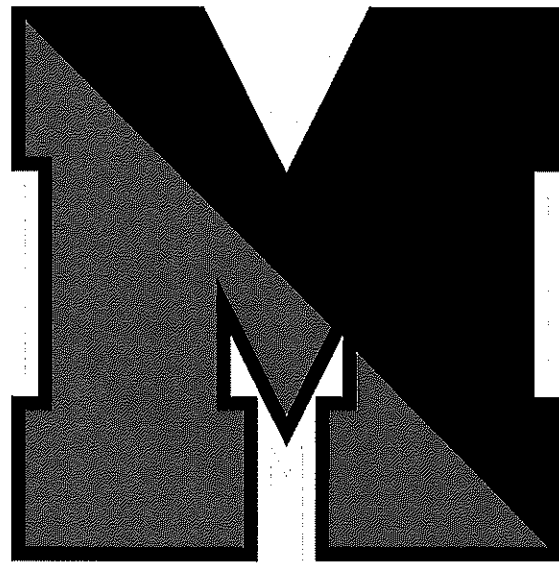
Meeting is adjourned at 5:19PM by School Committee Chair Ms. Fox

Respectfully Submitted,
Allison McMahon, Secretary
Marblehead School Committee

**Lucretia and Joseph Brown School
and
Glover School**

School Improvement Plan

2023-2024



Marblehead Public Schools

Focus Area	Teaching & Learning
District Strategic Objective	Fully align teaching and Learning, Pre k -12 with our multi-tiered system of supports (MTSS) framework to ensure all students meet or exceed academic & social-emotional learning expectations.
District Strategic Initiative(s)	1.1 Develop consistent systems, common assessments, & processes for data inquiry & analysis to support instructional excellence & student growth.
School Based Goal	To increase overall student achievement and further develop teacher capacity to strengthen and align Tier 1 instruction as evidenced by observation and formal data, including but not limited to iReady and curriculum based measures.

Improvement Strategies	Action Steps	Who	Timeline	Resources Needed	Status
All educators facilitating ELA instruction (Classroom teachers, special educators, ELL) will be given multiple opportunities to study, observe and implement the Wit and Wisdom curriculum.	<p>Implement Literacy Leads at each grade level</p> <p>Provide Wit and Wisdom training from Great Minds PLC meetings</p> <p>Ongoing Coaching and observation from Literacy coaches</p>	Teachers Administration Curriculum coaches	August 2023- June 2024 (gradual rollout with purposeful time for reflection)	<p>Time</p> <p>PD from Wit and Wisdom</p> <p>Curriculum materials</p>	Ongoing to include the beginning and end of each WIN cycle, as well as at the conclusion of unit assessments
Implementation of Responsive Classroom components and pillars to include but not limited to: Morning Meeting (Greeting, Activity, Share Morning Message), Quiet Time, Take a break Space, etc. as a Tier 1 Social Emotional Support for all students.	<p>Cohorts of teachers from both schools will participate in Responsive Classroom full week or refresher training</p> <p>Teachers from cohorts will model and teach Responsive Classroom to their peers.</p> <p>Teachers will work to implement components of Responsive Classroom into their daily</p>	Administrators Teachers Counselors Psychologist SpEd Chair	Fall 2023- June 2024	<p>Faculty Meeting Time</p> <p>PLC Meeting Time</p> <p>Stipend for train the trainer (Teachers teaching teachers)</p> <p>Professional Development Time</p>	Ongoing assessment of practices and implementation at Staff Meetings and Mental Health Team PLC as part of the MTSS-SEL development

	schedule.				
Implement data informed small math intervention groups based on instructional area of need during the math block	<p>PLCs will meet 4 times annually to review math data and group students</p> <p>Schedule will be adapted for math tutors to join grade level PLCs monthly and teach in grade level classrooms 4 times a week</p>	Administration Teachers Math Coach Math Tutors Math Facilitators	Fall 2023-2024	Time Schedule for tutors to meet with teachers Time added to the math block iReady Resources Math Cool Down assessments	Ongoing progress monitoring through Illustrative Math and iReady assessments.

Focus Area	Professional Culture
Strategic Objective	Build, strengthen, & support educator capacity and well-being.
Strategic Initiative(s)	2.4 Develop & offer relevant, effective PD throughout the system.
School Based Goals	The Brown and Glover School Staff will engage in multiple opportunities throughout the year to develop and strengthen a positive, engaging, and unified professional culture where staff members feel a sense of belonging and thrive as educators.

Improvement Strategies	Action Steps	Who	Timeline	Resources Needed	Status
Regular use of Faculty Meetings to connect, evaluate and share our development as teams and as a staff.	<p>Create SIP/PFS based groups with clear goals and objectives.</p> <p>SIP Groups will be provided opportunities to collaborate with colleagues throughout the year. (ie faculty meetings, PLC Meetings, and PD days.)</p>	Principal and Team Leaders, all staff members	Aug-June	<p>Time</p> <p>Goal and objective templates</p> <p>School Improvement Plan</p> <p>Plan for Success</p>	Ongoing
Further develop our Professional Learning	Provide opportunities for	Principal, Teachers,	October-June	Time, coverage and reflection	Ongoing

Communities	teachers to grow professionally by observing one another and reflecting on best practices.	Leaders. Literacy Leads, Math Facilitators, Inclusion Teachers		protocols	
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Focus Area	Diversity, Equity & Inclusion
Strategic Objective	Promote equity & ensure inclusion by acknowledging & embedding all forms of diversity throughout the district.
Strategic Initiative(s)	3.6 Identify, create, & evaluate practices to ensure all students have access to high quality educational opportunities.
School-Based Goal	The Brown and Glover School staff members will work to ensure accessibility as it relates to all students as measured by the implementation of the DCAP and sharing of best practices during professional development time.

Improvement Strategies	Action Steps	Who	Timeline	Resources Needed	Status
Continue to collaborate to ensure we are offering inclusive practices throughout the school.	<p>Provide PBIS Teams and mental health teams with Professional Learning time to develop data collection processes and protocols.</p> <p>Continue to build inclusive practices into the curriculum, including morning meeting time, and morning announcements</p> <p>Continue to build common language around common school wide expectations as identified by PBIS Team</p>	Principal, Teachers, DEI Team PBIS Team	August- June	<p>Technology Morning announcement time School Wide Community Meeting time Time for PBIS/ DEI Teams to meet</p> <p>Time to review and reinforce school wide expectations at the beginning of the year and throughout the year (after school vacations)</p>	Ongoing

	School wide reinforced monthly core values				
The DEI Team will review and share out best practices from the district DCAP to support the learning of all students and facilitate	<p>DEI Team will review the DCAP</p> <p>Create a plan to share best practices utilizing the DECAP as it aligns to MTSS during faculty meeting times.</p>	Principal, DEI Team	Sept.-June	<p>Time to meet</p> <p>Access to the district DCAP</p>	Ongoing

Village School

School Improvement Plan

2023-2024



#KeepEachOtherWell

Focus Area	Teaching & Learning
District Strategic Objective	Fully align teaching and Learning, Pre K -12 with our multi-tiered system of supports (MTSS) framework to ensure all students meet or exceed academic & social-emotional learning expectations.
District Strategic Initiative(s)	1.2 Expand, & refine instruction to ensure the taught curriculum is consistent & equitable for all students. 1.4 Provide professional development that supports educator development, including best practices for inclusive curriculum.
School-Based Goal	100% of Village ELA and Math teachers will implement and provide high quality instruction to all students using Wit and Wisdom and Illustrative Math.

Improvement Strategies	Action Steps	Who	Timeline	Resources Needed	Status
Village School ELA teachers will learn and implement the Wit and Wisdom curriculum.	Wit and Wisdom PD PLC meetings Teachers will collaborate to streamline lesson plans across the grade level	Teachers Administration Curriculum coaches	August 2023- June 2024 (gradual rollout with purposeful time for reflection)	Time PD from Wit and Wisdom Curriculum materials	
Village School Math teachers will use data to analyze and align instruction.	Participate in vertical planning in order to determine multiple methods to show mastery. Use MCAS, iReady, and relevant data to support areas for growth and areas of strength in the curriculum. Look at common assessments, and score together to calibrate.	Teachers Curriculum coaches Administration	September 2023- June 2024	Time	
Through this process, teachers will collaborate with Brown, Glover and Veterans school staff to align the curriculum and assure standards are addressed.	Schedule time for transitional school staff to work in departments	Teachers Administration Curriculum coaches	September 2023-June 2024	PLC and department time	

Focus Area	Professional Culture
Strategic Objective	Build, strengthen, & support educator capacity and well-being.
Strategic Initiative(s)	2.3 Ensure adequate opportunities and spaces for collaboration in each school and district wide. 2.4 Develop & offer relevant, effective PD throughout the system.
School Based Goal	With the assistance of our coaching staff and teacher leaders, Village will create opportunities to offer relevant PD through staff and PLC's in order to strengthen our teaching and learning.

Improvement Strategies	Action Steps	Who	Timeline	Resources Needed	Status
By working with teacher leaders to define relevant PD for our staff, Village will research and offer PD to support student needs.	Determine teachers and staff with expertise in specific areas. Create a survey to determine what people need to support instruction.	Administration Lead Teachers Coaches	August 2023- June 2024	Time Technology	
Village will continue the process of creating train-the-trainer models to strengthen teacher knowledge and capacity.	Teacher leaders and coaches research and find PD resources relevant to math, ELA, grading and SEL.	Administration , Lead Teachers, Coaches	August 2023- June 2024	Opportunities to visit other districts Time for PD as set in the district Wednesday calendar.	
Village teachers and staff will revisit PBIS as a faculty, setting consistent and revised language, and expectations	Professional staff PD, PBIS within the umbrella of MTSS teams to meet. New systems created.	Administration , teachers, PBIS team.	August 2023-June 2024	PD, planning time	
Determine areas of need in WIN for teachers to strengthen best instructional practices	Set up PD during faculty meetings in relation to WIN strategies. Teachers participate in training on interventions Create cycles for interventions with data meetings to address areas of need and areas of growth.	Coaches Administration Teachers	August 2023- June 2024	PLC time planning time.	

Focus Area	Diversity, Equity & Inclusion
Strategic Objective	Promote equity & ensure inclusion by acknowledging & embedding all forms of diversity throughout the district.
Strategic Initiative(s)	3.6 Identify, create, & evaluate practices to ensure all students have access to high quality educational opportunities.
School-Based Goal	Village will focus on strengthening a sense of belonging for all students within the Village School Community to promote inclusivity, recognition, education, and foster relationships.

Improvement Strategies	Action Steps	Who	Timeline	Resources Needed	Status
By continuing the DEI team we will strengthen conversations and reflections to be sure we are increasing our inclusive practices.	Reflect on curriculum, resources and core novels for varying perspective taking. Build in more time for students to practice social skills, (community meetings, peer mentor/leadership program	DEI team	September 2023- June 2024	Curriculum resources Time	
Analyze data and use it to strengthen inclusive practices.	Look at discipline referrals Determine alternate consequences and strengthen PBIS community expectations	DEI team and PBIS team Administration Teachers	September 2023- June 2024	data from ASPEN, google forms- behavior referrals.	
Improve student-to-student and student/teacher relationships	Organize spirit and awareness days to celebrate neurodiversity. Make announcements in different languages. Educate and provide opportunities to reflect different holiday/cultural events. Create whole grade level community meetings. Utilize advisory for education opportunities.	Teachers Administration DEI team Counselors	September 2023-June 2024	Time scheduled for meetings SEL Counselors Outside resources/ guest speakers	