

## **FY09 District-Wide Goals**

### **Theme 1 – Curriculum, Instruction and Assessment**

**Goal 2- Provide highly effective instruction in every classroom. Ensure the best possible, consistent delivery of curriculum, using strategies and approaches that address the learning needs of all students and maintains high expectations**

*Strategy* - Establish and incorporate the expectation of all teachers to plan and provide instruction based on student performance data and evidence-based practices and strategies

*Action* – Provide professional development programs specifically geared to improving the delivery of services to students including The Skillful Teacher, Observing and Analyzing Teaching II and differentiated instruction over three years

*Success Measure* – PK-12 staff members trained in district professional development programs relative to their teaching responsibilities (30%,50%,75%,85%,100%)

**Goal 3 - Use multiple forms of assessment that are grounded in objective data to inform teachers' instructional decisions and to regularly provide meaningful feedback to students and parents**

*Strategy* - Define and implement forms of assessment data from multiple sources to more effectively inform instructional practice and monitor targeted outcomes across all areas of the curriculum

*Action* – Provide support for teachers to use common assessments and varied classroom assessments through the development of professional learning communities

*Success Measure* – 90% of Danvers students will score in the Advanced or Proficient categories on the MCAS tests on all subjects in all grades tested (establish baseline to target)

### **Theme 2 – Student Support**

**Goal 1 - Anticipate, plan and provide for the needs of all learners, across the spectrum of abilities and backgrounds, to support all students and leave no child behind in achieving individual excellence**

*Strategy* - Expand approaches and options for guidance services across the system with emphasis on high school guidance services and resources for college and non-college bound students, as they plan for post secondary experiences

*Action* - Implement Developmental Guidance program at Danvers High School

*Success Measure* – HS school guidance programs evidences focused and expanded services as determined by NEASC standards and the MA School Counselors' Association (develop through 50% increase)

**Goal 2 – Ensure that the intellectual, emotional, physical and social needs of all students are identified, addressed and coordinated to support their learning.**

*Strategy* – Establish a three-tier model of intervention for PreK-5 students identified as academically at risk

*Action* – Develop and pilot three-tier model of intervention (RTI)

*Success Measure* – Intervention model is used effectively in all elementary schools (develop, pilot, use in all five elementary schools)

*Strategy* – Establish consistent procedures for PreK-12 special education and other student support program development and evaluation

*Action* – Implement Special Education Coordinated Program Review Action Plan

*Success Measure* – Procedures and criteria are consistently in use for new program development and regular evaluation of all student support programs (develop through 100%)

### **Theme 3 – School Climate and Culture**

**Goal 1 – Provide inclusive, welcoming and safe school environments that invited students and their families to school, promote respect for all individuals and cultivate enthusiasm for learning**

*Strategy* – Ensure that Vision, Mission and Core Values of all schools are aligned with those of the district

*Action* - Implement School Council Goals

*Success Measure* – Students, staff and parents continually participate in shared-decision making through the schools, school councils and district-wide committees (baseline through highly effective)

**Goal 2 – Promote the appreciation and valuing of diversity in all school environments**

*Strategy* - Consistently provide activities and trainings for students and staff in all schools' and link to core values and related behavioral expectations

*Action* - Train members of the Danvers community in the importance of cultural proficiency through seminars, out-of-district opportunities and workshops

*Success Measure* – Students and staff annually participate in initiatives that promote awareness and sensitivity to diversity in all schools (baseline through highly effective)

**Goal 3 - Build and cultivate school cultures that encourage and provide for teacher collaboration and sharing.**

*Strategy* – Build and support professional learning opportunity communities within schools and across the district

*Action* – Implement use of ongoing collaborative professional development through the school calendar/early release study committee

*Success Measure* - Teachers, support staff and administrators report an increase in the number of opportunities that encourage teamwork and collegiality (10%,20%,30%,40%, 50%)

<b>Theme 4 – Human Resources</b>
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**Goal 2 - Build and sustain cohesive and consistent leadership opportunities that promote collaboration and academic excellence at all levels of the school community.**

*Strategy* - Assist all staff in understanding and implementing: collective inquiry, collaborative teaming and results orientation as part of a continuous improvement cycle

*Action* – Support principals in development of collaborative teams

*Success Measure* – All professional staff will be involved in school or district leadership or collaborative teaming initiatives as measured by enrollment reports (55%,60%,65%,70%,75%)

**Goal 3 - Ensure leadership and organizational structures across the school district that support a continuous improvement process**

*Strategy* – Ensure that a sound and effective evaluation and development process is in place in all schools and for all school personnel

*Action* - Implement DTA study committee on informal year evaluation tools

*Success Measure* – All personnel are consistently evaluated on established cycle using structures and protocols that ensure effective operations and decision-making (100%)

**Goal 4 - Provide professional development, aligned with the district's students learning priorities, that supports staff in meeting the needs of all students.**

*Strategy* – Develop and implement a Professional Development Plan that addresses the needs of all staff to focus on the priorities outlined in the strategic plan

*Action* – Implement Professional Development Committee with Danvers Teachers' Association

*Success Measure* – The District's professional development program is rated annually as highly effective as measured by staff members who complete professional development evaluation forms (highly effective)

## **Theme 5 – Facilities and Technology**

**Goal 1 – Provide facilities and technology necessary to support student learning expectations through the school system and ensure that resources are equitably distributed across all schools and across the district.**

*Strategy* – Implement High School Building Plan

*Action* – Move forward with designer selection of architect in conjunction with MSBA

*Success Measure* – New Danvers High School is completed (timeline with MSBA)

## **Theme 6 – Communication, Partnership and Planning**

**Goal 2 – Strengthen communication systems and strategies to build shared expectations, understanding and trust with parents and community members about the school system**

*Strategy* - Develop a comprehensive communications plan to disseminate information about the schools, to solicit feedback from all constituencies and keep them engaged in specifics related to the school system's goals

*Action* – Outreach to community is planned and piloted

*Success Measure* – A comprehensive communication plan is developed and implemented (develop, implement, ongoing implementation and assessment)

## **Theme 7 – Budget and Finance**

**Goal 1 – Provide greater stability to budgeting and planning processes**

*Strategy* – Expand use of budget modeling and multi-year financial planning systems for the school district

*Action* - Advocate for appropriate special education funding

*Success Measure* – Budget planning and related decisions are informed based on the availability of timely and accurate models and projections (develop, implement, ongoing implementation and assessment)