

# **Saugus Public Schools**

## **Strategic Plan**

**2004-2009**

**Extended to June 30, 2011**

**as approved by School Committee**

**on 1/14/10**



**Table of Contents**

Introduction ..... 2

Committee Members ..... 3

State of the Saugus Public Schools:

- Strengths ..... 4
- Weaknesses ..... 5
- Opportunities and Threats ..... 7

Values and Beliefs:

- Student Related ..... 8
- Parent Related ..... 8
- Teacher Related ..... 9
- Administrator Related ..... 9
- Community Related ..... 10
- Governance Related ..... 10

Critical Success Factors ..... 11

Vision and Mission Statements ..... 12

Strategic Goals:

- Strategic Goal #1 ..... 13
- Strategic Goal #2 ..... 15
- Strategic Goal #3 ..... 17
- Strategic Goal #4 ..... 19
- Strategic Goal #5 ..... 22
- Strategic Goal #6 ..... 25

## **Introduction**

The Strategic Planning Committee has been meeting since October to draft a Strategic Plan that will guide Saugus Public Schools through the next five years. The process has been open to all Saugus educators, citizens and businesses. Although participation has not been as broad-based as hoped, a cross section of the community has had the opportunity to contribute.

The committee first looked at the strengths and weaknesses of the Saugus Public Schools, as they exist today. Next the opportunities and threats posed by the current economic and political situation were determined. An extensive amount of time was spent developing and agreeing upon the values and beliefs that are and/or should be held by all stakeholders in the school district – students, parents, teachers, administrators, the community, and local government. This was an important first step towards developing a mission statement for the school system.

Once the mission statement was agreed upon, six main areas needing to be addressed to fulfill the mission were identified: facilities, community awareness, student achievement, school culture, technology, and program offerings. One main goal, with several underlying objectives, was developed to address issues in each area. Critical success factors for accomplishing the goals were identified. Timelines have been established for most of the goal objectives and as the objectives are developed, any costs associated with them will be finalized.

This resulting plan was accomplished through many hours of hard work by a small but dedicated group of individuals. The Saugus school community thanks those listed on the following page for their commitment and involvement. We have done our best to include everyone that attended the meetings or contributed in any way. Any omissions are unintentional.

## **Committee Members**

### **Team Members: Goals and Objectives**

F. William Amorosi  
Karen Cote  
Patricia DeMars  
William Dembro  
Linda Gaieski  
Patricia Johnson  
Kieran Joyce  
Lisa King  
Dr. Keith Manville  
Judith Masucci

Judith Mulligan  
Charles Naso  
Nancy Nichols  
Jane Osgood  
Rita Paglia  
Roger Sacilotto  
Kathleen Sweezey  
Thomas Raiche  
Carol Wagner  
Christine Wilson

### **Other Contributing Members**

**Paul Andrews**  
**Allen Austill**  
**Patricia Battaglio**  
**Andrea Cannif**  
**Kathleen Crowley**  
**Sandra DeChristophero**  
**George DeDominico**  
**Barry DeNofrio**  
**Joseph Diorio**  
**Ellen Faiella**  
**Jeannette Fasano**  
**Joanne Gallagher**

**Victor Leone**  
**Stephen Lichwala**  
**Timothy Lynch**  
**John Macero**  
**Diane Parks**  
**John Parks**  
**Susan Rando**  
**Joh Reed**  
**Fred Rossi**  
**John Sanchez**  
**John Serino**  
**Michael Serino**

Deborah Johanson  
William Jones  
Walter Keddy  
Susan Lichwala

James Sullivan  
William Stewart  
Mary Ann Young

## State of the Saugus Public Schools

### Strengths

- Facilities
  - Safety (good learning environment)
- Curriculum
  - Good solid challenging core curriculum at elementary and middle schools
  - Diverse and rich curriculum at high school including wide variety of AP classes
  - Wide variety of co-curricular activities to involve kids
- Public Relations/Collaboration
  - Saugus Business Education Collaborative
  - Health Task Force
  - Police and Fire Dept. involvement
  - D.A. Collaborative
- School Culture
  - Dedicated professionals and staff
  - Parent volunteers and involvement
  - MS Guidance (adjustment issues)
  - Meets needs of students
  - Children like to come to school
  - Good student faculty rapport

- Good system of rewards to recognize student success (MS Scholars & Star of the Month)
- Open-mindedness of faculty to change
- Principal leadership meetings - good lines of communication between staff, principals and superintendent

## **Weaknesses**

### **• Facilities**

- Condition of physical plants
- Lack of library facilities
- Lack of athletic facilities
- Traffic problems
- Lack of maintenance (repairs and staff needed)
- Lack of system-wide security system

### **• Curriculum**

- Lack of staff
- Elementary class size
- Lack of libraries and librarians
- Technology networking problems
- Lack of technology support
- Elementary math/science curriculum person needed
- Lack of gifted/talented program
- Lack of summer academic enrichment programs
- Lack of world language at middle school

### **• Public Relations/Collaboration**

- Communication within school system and from school to community
- Quantity of parent volunteers
- Non-involvement of parents
- Need to link with colleges for satellite campus (evening school)

- Make schools more accessible to the public
- Lack of system-wide Email, LAN and WAN to connect schools and town

## **Weaknesses (cont.)**

- School Culture
  - Lack of beginning teacher assistance program beyond mentoring
  - Need for more professional development
  - Lack of student mentoring
- Financial Support
  - Fiscal problems
  - Lack of funding for athletics
  - Lack of funding for after school programs
  - Lack of funding for transportation
  - Need for grants facilitator

## **Opportunities**

- New leadership in school and town administration
- More public engagement in school matters
- Financial support from private individuals and organizations
- Partnerships and collaborations with neighboring communities

## **Threats**

- Negative community attitude towards schools
- Negative local government attitude toward schools
- Deteriorating and inadequate facilities
- Exodus to non-public schools and Voke
- Demographics of Saugus

- Unfunded mandates
- Reduction in state funding (Chap. 70)
- Moratorium in SBAB funding
- Competition between town departments for limited resources
- Spiraling health care and SPED costs

## Values and Beliefs

### Student related

We believe that all students:

- can learn and should develop skills for life-long learning
- should develop self-esteem through positive learning experiences
- should be respectful of others
- deserve a healthy, safe environment to learn
- deserve proper facilities and materials to learn
- should be active partners in their education
- should be active members of the community

## **Parent Related**

We believe that school and home is a partnership and that all parents/guardians:

- should be active, responsible participants in their child's education
- should have open communication with teachers
- should have input opportunities into major decisions related to their child's education
- should be role models
- should foster life-long learning
- should encourage students and reinforce responsibilities
- should advocate for new facilities and current instructional materials

## **Teacher Related**

We believe that all teachers:

- should be good role models
- should be life-long learners
- should be enthusiastic about teaching and learning
- should set high expectations for each child based on the student's ability to learn
- should help students reach their full potential
- should encourage and enhance learning positively without bias, prejudice or labeling
- should be willing to encourage and accept parent feedback and involvement
- should be provided with proper facilities and materials to teach

## **Administrator Related**

We believe that all administrators:

- should have as their primary task to implement what we believe about students
- should be good role models
- should be life-long learners
- should make decisions based on current research and new developments in education
- should encourage creative, innovative teaching
- should advocate for new facilities and current instructional materials
- should enable staff to maximize potential through professional development
- should use good communication skills to advocate for schools and inform the community

## **Administrator Related (cont.)**

- should be visible and encourage an open door policy for teachers, parents and students
- should acknowledge student and teacher excellence and achievements

## **Community Related**

We believe that the whole community plays an important role in education and that it:

- should accept responsibility for appropriately funding education
- should realize students are the future of Saugus
- should understand what is going on in the schools

- should work cooperatively with parents and students to enhance the value of education
- should provide opportunities for students to be active citizens in their community

## **Governance Related**

We believe that town government:

- should be equal partners with school officials in the education of children
- should advocate for all students
- should stay informed about what is going on in the Saugus Public Schools
- should encourage communication among all boards, departments, etc.
- should be receptive to public input

## **Critical Success Factors**

- Funding necessary to achieve the goals and objectives stated in the plan
- The expertise to improve communication between the public and the school district
- The infrastructure to support technology and learning as defined by NCLB and Mass. DOE
- Professional development that will advance achievement of the goals and objectives
- Alternative, creative and collaborative resources to support the plan

- Administrators, staff and parents that support and encourage team building and a welcoming environment at all schools

## **Vision Statement**

A place of excellence where children are able to achieve their full potential

## **Mission Statement**

The mission of the Saugus Public Schools is to educate, challenge and empower students to be life-long learners and to achieve excellence with integrity in the 21st

century as productive, caring and contributing members of society.

## **Strategic Goals**

### **Strategic Goal #1**

**Develop a facilities plan to bring all school buildings up to structural, environmental, occupational and educational standards through renovation or replacement**

#### **Objective #1**

To establish a building commission to evaluate the actual present state of all school buildings in town

#### **Objective #2**

To have the building commission, comprised of educators, administrators, townspeople, political figures, inspectional services personnel, and craftsmen produce a report on state of buildings (number of individuals from each area to be determined)

### **Objective #3**

To complete objectives 1 and 2 and report back to Town meeting within one (1) year of strategic plan acceptance

## **Strategic Goal #1 (cont.)**

### **Objective #4**

To examine all available sources of revenue to finance any construction or renovation of buildings

- To include sale of vacant/non vacant buildings (Evans Ballard, Roby, etc.)
- To include sale of Town owned land.
- To take advantage of the School Building Assistance Program/federal and state grants (when available)

### **Objective #5**

To develop a contingency plan for repair and maintenance of school buildings and upgrading if funds do not become available

### **Objective #6**

To develop a comprehensive plan (campaign) to make townspeople aware of conditions and inadequacies of school buildings upon completion of building commission study

### **Objective #7**

To establish communication with the surrounding communities which have renovated/built new schools (Lynn, Everett, Wakefield, Malden, Peabody), to discuss their avenues of funding and "Plans of Attack"

## **Strategic Goal #2**

**Increase community awareness of the achievements and needs of the schools**

### **Objective #1**

Find funding sources for two more editions (2004-2005 fall and spring) of Saugus Educator within three months of acceptance of plan

### **Objective #2**

Work with existing print media to maximize exposure for school information and events within six months of acceptance of plan

### **Objective #3**

Explore feasibility of moving cable studio from Jackson Street to the High School within six months of acceptance of plan.  
Benefits - additional classes, upgrading of studio, increase in local programming, and more publicity of school events

### **Objective #4**

Develop a plan to keep web sites updated; add links for homework, lunch menus, activities, employment opportunities and access to administration within one year of acceptance of plan

## **Strategic Goal #2 (cont.)**

### **Objective #5**

In conjunction with Goal 6 develop a plan to bring back adult education to showcase our schools

## **Strategic Goal #3**

**Improve student achievement as measured by standardized testing**

### **Objective #1**

Complete, within one year of the acceptance of the strategic plan by the School Committee, an examination of all materials used to teach core academic subjects (as defined by NCLB) in order to ascertain whether they are aligned with the learning standards of the relevant Massachusetts Curriculum Frameworks

### **Objective #2**

Complete, within two years of acceptance of the strategic plan by the School Committee, an inventory and cost analysis of all instructional materials that need to be replaced, based on age, condition, and/or lack of alignment with Massachusetts learning standards

### **Objective #3**

Identify, for professional development purposes, areas of critical need among teachers of the core academic subjects (as defined by NCLB) within 180 days of acceptance of the Strategic Plan by the School Committee

## **Strategic Goal #3 (cont.)**

### **Objective #4**

Increase annually the percentage of teachers and Title I aides who receive high quality professional development (as defined by MA DOE and NCLB). Formulate a plan to fund such professional development offerings with grants and district resources within 180 days of acceptance of the Strategic plan by the School Committee

### **Objective #5**

Identify students in need of instruction in areas of critical need within 180 days of acceptance of the Strategic Plan by the School Committee

## **Objective #6**

Within two years of acceptance of the Strategic Plan by the School Committee develop and implement remedial and enrichment programs at the elementary, middle school, and high school levels. Programs will address the needs of students in areas such as critical thinking skills, study skills, and mastery of Massachusetts learning standards

## **Strategic Goal #4**

**Improve and maintain a culture of trust, mutual respect, acceptance and scholarship for students, parents, and staff**

### **Objective #1**

Foster collaboration among administrators, teachers, students, parents, and staff by developing a shared vision that allows for collaborative school culture

### **Objective #2**

Complete within two years of acceptance of the Strategic Plan by the School Committee and, subject to funding, the creation

of programs to encourage a culture of trust and mutual respect for faculty and staff:

- Peer coaching
- Critical friends (observation)
- Beginning Teacher Assistance Program with mentoring as a component
- Team building
- Nurture and reinforce existing traditions and ceremonies that represent positive aspects of school culture
- Create opportunities for focused common planning/study groups on pertinent school issues.
- Create a community of learners

## **Strategic Goal #4 (cont.)**

### **Objective #3**

Complete within two years of acceptance of the Strategic Plan by the School Committee and, subject to funding, a plan to create and foster a welcoming and inclusive atmosphere in Saugus Public Schools by:

- Creating programs for welcoming students and parents new to schools
- Appoint parent volunteer liaisons to facilitate communication between schools and parents and to assist with Beginning Teacher Assistance Program
- Update and refine Saugus Public Schools' websites with pertinent info/calendars/notices/activities/volunteer opportunities/school and teacher wish lists
- Develop programs that will attract parents into schools and maximize the opportunities for parents to volunteer.

- Parent volunteers to run homework clubs and after school programs, decorate and brighten the exterior and interior of the schools
- Greeters to direct visitors within the schools

#### **Objective #4**

Complete within two years of acceptance of the Strategic Plan by the School Committee and, subject to funding, a plan to foster an atmosphere of respect and concern for all students including:

- Bullying and harassment awareness
- Mediation training
- Mentor-mentee program

#### **Strategic Goal #4 (cont.)**

##### **Objective #4 (cont.)**

- Community involvement w/Health Task Force, Youth and Recreation Commission, Saugus Community Policing, Melrose Wakefield Hospital, various area colleges

#### **Objective #5**

Create within two years of acceptance of the Strategic Plan by the School Committee and, subject to funding, the opportunity for the enhancement of scholarship through the following:

- Professional development aimed at understanding a student's motivation to learn and learning how to meet each student's individual needs
- Building true learning communities that foster and enhance each student's innate ability and motivation to become a life-long learner

- Create additional programs of recognition for both students and teachers

## **Strategic Goal #5**

### **Maximize the acquisition, utilization and integration of technology in the Saugus Public Schools**

#### **Objective #1**

Complete an inventory and tagging of all technology hardware in the Saugus Public Schools with a value of \$50 or greater within 90 days of acceptance of the Strategic Plan by the School Committee

#### **Objective #2**

Complete an inventory of all software media and licenses in the Saugus Public Schools within 90 days of acceptance of the Strategic Plan by the School Committee

#### **Objective #3**

Complete a survey of all technology users within the school system, to determine what software is being utilized, within 90 days of acceptance of the Strategic Plan by the School Committee

#### **Objective #4**

Have all technology users complete the Mass. assessment tool currently being developed by DOE to determine proficiency levels. The survey will be conducted according to DOE timeline requirements

### **Strategic Goal #5 (cont.)**

#### **Objective #5**

To ensure standardization of equipment throughout the district, a technology purchasing protocol will be developed within 180 days of acceptance of the Strategic Plan. A district-wide plan to determine what technology is needed, where it should be placed, and how it will be funded, will be developed within one year of acceptance of the Strategic Plan by the School Committee

#### **Objective #6**

Create a position of technology coordinator who will work with specialists and the elementary curriculum coordinator to integrate technology into the curriculum. A job description will be completed within 180 days of acceptance of the Strategic Plan by the School Committee

#### **Objective #7**

Identify areas where technology can be used to increase productivity and communication in administrative areas. A survey of all administrators and clerks will be completed and a plan developed based on their feedback within 180 days of acceptance of the Strategic Plan by the School Committee

## **Strategic Goal #5 (cont.)**

### **Objective #8**

Identify the level of support needed to maintain current and future technology capabilities using the total cost of ownership web tools such as <http://classroomtco.cosn.org> and "School Benchmarks and Budgets" at [www.tencorp.com](http://www.tencorp.com). Current support levels needed will be identified within 180 days of acceptance of the Strategic Plan. Future support levels will be determined within 9 months of acceptance of the Strategic Plan by the School Committee

## **Strategic Goal #6**

**Increase program offerings for students, parents and the entire Saugus community**

### **Objective #1**

Increase after school activities with such programs as MS Homework Club, MS Career Awareness Program, expand HS tutoring to MS and introduce MS tutoring to elementary schools, MS and HS Book Club, MS and HS Future Problem Solvers, Elementary Destination Imagination Teams, and Big Brother/Big Sister Programs

### **Objective #2**

Increase electives at middle school in areas such as world language, civics and government, and other (ex: Holocaust study)

### **Objective #3**

Add summer enrichment programs such as cultural awareness field trips, "Outward Bound" explorations, SAT Prep, MCAS reinforcement, "Fun with Literature", Computer Camp, debating group, "Mock Trial" training, Exploration of Theatre, Costume Design and Fashion, etc.

#### **Objective #4**

Restore adult education with such programs as Driving School, Financial Planning, Parenting Skills, Arts and Crafts, Health and Fitness Awareness, Drug Awareness, Computers, SAT Prep, GED, ESL, Culinary Arts/Chef Series, etc.

#### **Strategic Goal #6 (cont.)**

#### **Objective #5**

Add/restore world language programs at middle and elementary schools

#### **Objective #6**

Advertise and encourage "Speaker Series" at school auditoriums

#### **Objective #7**

Encourage use of High School as satellite campus for local colleges

Depending on prioritization, funding and acceptance by the School Committee, objectives will be phased in over a 3-5 year span in accordance with the plan.

