

East Longmeadow Public Schools

Our mission in the East Longmeadow Public Schools is to promote Achievement and Accountability in all endeavors as we educate today for the challenges of tomorrow.



SPOTLIGHT ON YOUR SCHOOLS

Volume 2, Issue 1

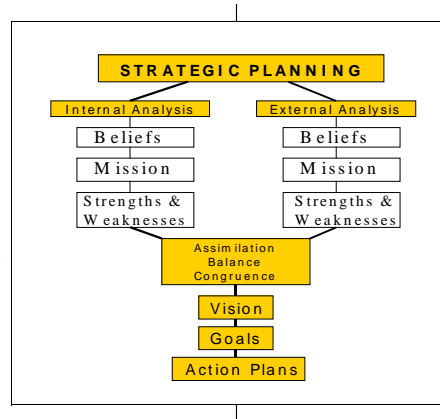
FALL, 2003

Special Edition: A Progress Report On The East Longmeadow Public Schools Strategic Plan

The ELPS Strategic Plan: A Framework for Excellence

Strategic planning provides a framework for excellence within an organization. It is driven from an understanding of future needs and opportunities and enables an organization to concentrate limited resources on mutually determined goals. Strategic planning recognizes that change occurs within a much larger context. Organizational capacity is expanded through looking at the system as a whole rather than as separate parts.

Strategic planning is an ongoing process, not a one-shot event. It includes a continu-



ous evaluation of goals and means and is flexible enough to adapt to unanticipated changes. The process is inclusive. Stakeholders, those with an interest in the organization, have an active role in the planning process.

A strategic plan targets proactive initiatives rather than reactive responses. It focuses on structure, not blame, and builds upon successes and initiatives already in place. It is a living document which weaves together the individual strands of an organization into a unified whole.

OUR DISTRICT'S BELIEF STATEMENTS

The East Longmeadow Public Schools recognize education to be the individual's most unique and valuable asset; therefore, the school district and community have adopted the following nine basic principles of philosophy, called belief statements, as criteria for determining the educational program for the East Longmeadow youth. We Believe:

1. All students can learn and can be successful.
2. All staff, students, and parents deserve respect and must demonstrate respect for human differences.
3. Learning must be the focus of all student experiences.
4. Schools function best through shared decision-making.
5. Every child's full potential should be explored, directed and challenged.
6. Moral and ethical behavior should be practiced, reinforced, and expected from all students, staff, and parents.
7. Schools, parents, students, and community share the responsibility for the education of students.
8. Schools must provide a curriculum conducive to developing the whole child towards lifelong learning.
9. All students and staff have the right to a safe environment.

Strategic Planning Process Enters Year Four

In September of 1998, the East Longmeadow school committee, school staff members and community began a strategic planning process. The initial year of 1998 began with teachers, support staff, parents, students, community, administrators and school committee meeting in numerous committee meetings to examine the past, present, and future. Additionally, we began to identify commonly shared values, principles and beliefs concerning the education of our children. Data generated from these meetings provided a foundation for the district

strategic plan

In July of 1999, the East Longmeadow School System under that guidance of the school committee drafted a mission statement, core principles, guiding belief statements about all students, and ten (10) strategic district goals. Since July of 1999, ongoing meetings with internal committees composed of teachers, administrators, school committee members and parents have met regularly to refine the drafted strategic goals and district wide strategic plan. (continued on page 2)

Strategic Planning, A Definition:

Strategic planning is an ongoing activity in which process, context and products concentrate all efforts, resources, activities and energies toward a designated goal.

Strategic planning answers the question: "why we do- what we do?". Strategic planning is a voluntary commitment to generate rational decisions about the future - before the future either forces decisions or renders any decisions irrelevant.

2003-4 ELPS School

Committee Meeting Schedule:

7:30 p.m. in the High School Conference Room

NOV 4	MAR 9
NOV 18	MAR 23
DEC 2	APR 19
DEC 16	APR 27
JAN 6	MAY 11
JAN 20	MAY 25
FEB 10	JUN 8
FEB 24	JUN 22

This strategic plan is consistent with current programs, teaching pedagogy and new initiatives. Goals and objectives from site-based school improvement plans, grant programs, and school councils were incorporated into the strategic plan. Individuals and parent groups from the community were invited to share their reactions and ideas with the drafting process. Although the plan was written by steering committee members, the goals,

future positions, and strategies reflect the priorities of many different stakeholder groups within our schools and community. As a living document, this strategic plan will continue to undergo change. Its value lies in building a foundation, establishing direction, and providing a framework for decisions within the East Longmeadow Public School District.

ELPS Goals Provide Focus For District Action Plans

The East Longmeadow school district has formulated a list of district goals that prioritize the focus of the educational community. This list is developed and reviewed during the summer prior to each school year and approved by the East Longmeadow School Committee. Periodic reports of annual operating goal accomplishments are made to the School Committee throughout the school year.

Strategic Goals must be "SMART"

- *Specific*
- *Measurable*
- *Agreed upon*
- *Realistic & Results-oriented*
- *Timely*

GOAL I: FOSTER A CLIMATE OF COMMUNICATION AND COLLABORATION THROUGHOUT THE DISTRICT AND COMMUNITY.

Rationale: A school district can only operate at maximum effectiveness and efficiency when a safe, positive and productive climate is maintained. To ensure that human relations within the district are held to those standards, communication, collaboration, and shared decision-making will be emphasized.

Action Plan Objectives:

- Schools will develop shared decision-making site-based committees.
- School Councils will include parents, staff, and administration.
- The School Committee and the East Longmeadow Education Association will meet monthly to communicate and address ideas and concerns.
- The School Committee will hold forums for employee and community information sharing.
- The district will create a District-Community newsletter for the public.
- The district will create and maintain district and school web sites.
- The district will make its curricula available to parents
- The district will form partnerships with colleges and universities
- The district will utilize electronic mail to assist in communication to all parties.

GOAL II: MAINTAIN A FAVORABLE STUDENT-STAFF RATIO.

Rationale: The district recognizes research supporting small class size and will strive to implement effective staffing ratios.

Action Plan Objectives:

- The School Committee will invite members of the public to form a building committee.
- The School Committee, building committee, and Superintendent will explore the possibilities of construction to add classrooms to our schools.
- A three-phase construction program will be developed to add classroom at our elementary schools.
- The district will explore the acquisition of grants to assist in hiring staff.
- The schools will accept parent volunteers in the classrooms to assist the teacher.
- The schools will utilize student interns to assist teachers in the classroom.
- The School Committee will discuss enrollment and impacts annually at school committee meetings
- The district will publish the enrollment and enrollment projections annually.

GOAL III: IMPROVE THE QUALITY AND QUANTITY OF PROFESSIONAL DEVELOPMENT FOR ALL EMPLOYEES.

Rationale: The district will continue to encourage and provide professional development activities at the district level as well as off-site for all employees. These professional development offerings provide activities that are timely, based on the Massachusetts curriculum frameworks and individual needs of administrators, teachers, and support

East Longmeadow Public Schools Guiding Principles:
Integrity has no age.
Honesty has no gender.
Character has no color.
Caring has no language.
Connecting has no handicap.
Compassion has no height or weight.
Relationships have no degrees or certificates.

staff.

Action Plan Objectives:

- The district will assess the current professional development program.
- The district will develop and implement a new staff orientation program.
- The district will plan and offer professional development that is directly related to staff and student needs.
- The district will provide professional development in technology with progressive levels for learners.
- The district will explore ways to cost-share professional development programs and expenses.
- The district will develop and implement an on-line professional development calendar and catalog.
- The district will develop and implement a new teacher

mentor program.

- The district will explore ways to cost-share professional development with other neighboring school districts
- The district will explore and write grant applications for use in professional Development.

GOAL IV: PROVIDE A WELL-BALANCED AND APPROPRIATE CURRICULUM FOR ALL STUDENTS.

Rationale: Curriculum revision will continue to strengthen the curriculum and ensure the incorporation of all state curriculum frameworks. The East Longmeadow Public School Curriculum Development Model will provide the process in which all disciplines will continue this process. Additionally, a comprehensive program of co-curricular (cultural, artistic, academic, technology, athletic, etc.) activities will be offered to all students. All initiatives in the district will be based on sound educational research.

Action Plan Objectives:

- The district will align the East Longmeadow curriculum and sequence to the Massachusetts Frameworks.
- The district will develop, publish, and implement the East Longmeadow curriculum guide in all subjects.
- The district will develop and implement curriculum maps in Math, Science, and subject areas.
- The schools will host parent curriculum meetings.
- The schools will create and implement remedial courses for students.
- The district will convene a Character Task Force of parents and staff to create a unified set of character values for all students and staff.
- The district will publish the ELPS curriculum annually on its website.
- The district will create curriculum department heads at each school for accountability and continuity of curricula.

<p style="text-align: center;">STRENGTHEN OUR CURRICULUM AND ENSURE THE INCORPORATION OF ALL STATE CURRICULUM FRAMEWORKS"</p>

GOAL V: MANAGEMENT OF ALL LEVELS OF THE EDUCATIONAL SYSTEM WILL BE A PRODUCTIVE, EFFICIENT, AND ACCOUNTABLE MANNER.

Rationale: All administrative personnel will continue a program of professional development in the areas of instructional leadership, site-based management and general management skills, and other areas as needs are identified. The data management and financial systems will provide meaningful and timely information for all components of the district, while reducing paperwork wherever possible.

Action Plan Objectives:

- A district-wide strategic plan will drive all plans and operations of the school district.
- All administrators will submit formative goals each year as part of their work plan.
- All administrators will attend a weeklong, concentrated professional development program each summer with the



superintendent.

- All schools will develop and implement annual site-based school improvement plans.
- Pay-for-Performance contracts and evaluations will be developed and implemented for all staff.
- Specific job descriptions will be created and approved through negotiations for all staff and positions within the district.
- New financial software will be implemented with the town to improve accountability.
- A rubric will be developed for the teacher evaluation instrument.
- No Child Left Behind legislation will be implemented across the district.
- Administrative software will be purchased and implemented in all schools for student accountability and safety.

GOAL VI: ENCOURAGE PARENTS TO BE PARTNERS IN THE EDUCATION OF OUR CHILDREN.

Rationale: Parental participation in school programs will be encouraged. Volunteer programs will be supported and expanded. Educational programs that strengthen parenting skills will be provided as appropriate.

Action Plan Objectives:

- The schools will expand PTO membership and parent involvement in our schools.
- The schools will host parent nights and open houses.
- The district will promote "Parents and Schools" and the superintendent will write a monthly column in the Reminder newspaper.
- The schools will host educational/informational programs for parents in the evening.
- The schools will host parent orientations at the beginning of the school year.
- Parents will be invited to serve on school committees such as councils and the hiring of employees.
- Fine Arts and Athletic parent groups will be embraced and encouraged to assist the schools.

GOAL VII: ENCOURAGE AND DEVELOP PARTNERSHIPS WITH LOCAL BUSINESSES AND COMMUNITY ORGANIZATIONS.

Rationale: The educational needs of businesses and industry within the community are important to our school district. These liaisons will allow greater student access to valuable learning resources within our community and will also facilitate a meaningful dialogue on the role of schools and the responsibilities of local industry in preparing the next generation of effective workers.

Action Plan Objectives:

- The district will co-develop the "Storeroom to Classroom" program with Chamber of Commerce.
- Each school will develop school-business partnerships and relationships.
- The middle school will co-develop and implement Career

Day at Birchland Park Middle School with the Chamber of Commerce.

- The high school will continue to expand the high school career center offerings to students.
- The East Longmeadow Education Endowment will be embraced to assist the schools in financing programs for students.
- The Chamber of Commerce and E.L.P.S. will partner in school technology.
- The district will offer the business community trained student interns trained in technology.
- The district will offer the business community staff computer classes after hours.

GOAL VIII: PROVIDE A SAFE AND ATTRACTIVE ENVIRONMENT AND APPROPRIATE FACILITIES FOR ALL STUDENTS AND STAFF.

Rationale: The construction/renovation of all facilities will be timely and cost-efficient based upon a continuous five-year capital plan and allocation of funds. Regular maintenance will facilitate a safe, attractive, and healthy environment for all students and staff.

Action Plan Objectives:

- The district will create a safe-schools community task force to assess the state of our School campuses.
- The district will conduct a district-wide facilities study to assess our existing facilities.
- The district will create a building committee consisting of community members.
- Develop a master facilities plan.
- Video camera security will be implemented in all schools and on school buses.
- The district will create a custodial maintenance plan & calendar.
- Safe School Crisis Plans will be developed and implemented in all schools and central office.
- A transportation safety incentive program will be developed for our bus drivers.
- Crisis Response Teams will be created in each school to assist in responding to the many forms of crisis.
- Emergency communication tools and protocols will be standardized across the district.
- School safety equipment will be purchased to ensure safety of students at events and school.



GOAL IX: CREATE, FACILITATE AND EVALUATE SITE-BASED SCHOOL IMPROVEMENT PLANS TO GROW AND EVOLVE WITH THE COMMUNITY.

Rationale: Each school will invite staff, parents, businesses and students to serve on its school council. These councils will create a shared vision for the school that includes annual goals. Annual goals will be based on the needs of the school to support improvement. The council will devise action plans and evaluation procedures for each of the annual goals. The site-based school improvement plan is used to take schools from “where we are” to “where we want to be” and “how do we get there” in the strategic planning process.

Action Plan Objectives:

- The district will select criteria for data collection in the site-based school improvement plan and format for all schools to use.
- The schools will design and implement a site-based school improvement plan to plan, monitor and evaluate school-wide success.
- Site-based school improvement plans will be evaluated annually and publicly at the June School Committee meeting.
- Staff and school councils will share in the development of the site-based school improvement plan.
- MCAS data will be used, in part, in evaluating the site-based school improvement plans.
- The High School will maintain NEASC accreditation.
- Meadow Brook Elementary School will become NAEYC accredited.
- Birchland Park Middle School will become NELMS accredited.

GOAL X: EACH STUDENT WILL BE ENABLED TO PASS THE MASSACHUSETTS COMPREHENSIVE ASSESSMENT SYSTEM (MCAS.)

Rationale: The Commonwealth of Massachusetts has determined that the tenth grade MCAS test must be successfully passed by each student in order to graduate and receive a state endorsed diploma. All students must receive appropriate educational services in order to be successful.

Action Plan Objectives:

- The district and schools will develop and implement remedial programs and services for students.
- The district and schools will develop student success plans for all students as needed.
- The schools will conduct meetings with parents regarding MCAS and test results.
- The district and schools will profile MCAS results and study lateral and longitudinal data results of the MCAS test to revise curricula.
- The district will develop and implement a district curriculum accommodation plan.
- School and District Report Cards will be published annually in accordance with state and federal testing laws.

East Longmeadow Public Schools

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