



JOSEPH SEARS  
EST. 1899

## Strategic Plan Objectives and Indicators SY18-19

### 1. Student Advancement

Provide students with curriculum, instruction and assessment that fosters growth and challenges them in keeping with the mission and educational philosophy of The Joseph Sears School

Utilizing a combination of the performance measures below, the District will measure its progress toward the Student Advancement goal for the duration of the strategic plan. Each year new SMART goals will be developed by the Administrative Cabinet based on the previous year's data on each assessment:

- ✓ NWEA fall to spring growth data in reading and math
- ✓ NWEA proficiency data (RIT) norms by grade level in reading and math
- ✓ AIMSweb Plus benchmark data in reading, math and writing
- ✓ Benchmark Assessment reading level norm data by grade
- ✓ PARCC data - percent of students meeting and exceeding standards by grade in reading and math
- ✓ Danielson instructional data - percent of teachers demonstrating proficient or distinguished teaching practices in each of the four domains
- ✓ \*Performance assessments developed and implemented by teams and departments demonstrating growth in an academic area and/or Mission/Vision or Educational Philosophy focus area (Curiosity/Creativity/Personalized Learning/Courageous Advocacy, etc.)
  - Examples include but are not limited to: World Language proficiency assessments, unit assessments, observational protocols, etc.

\* Performance assessments have yet to be analyzed and organized and will take some time to develop into reliable measures of academic growth or achievement of goals indicated in the Mission, Vision or Ed. Philosophy.

Objective	Indicators
Objective 1.1: Conduct a comprehensive evaluation of District education delivery model to ensure alignment of curriculum, instruction and assessment to the core values, mission and vision of The Joseph Sears School.	<p>Indicator 1.1.1 The Board Governance Team shall engage the entire Kenilworth community to develop a Profile of a Sears Graduate, detailing the specific competencies for students graduating from The Joseph Sears School no later than 11/30/18.</p> <p>Indicator 1.1.2 The Cabinet shall jointly produce an educational delivery audit detailing a comprehensive</p>

	<p>evaluation of the District’s educational delivery model no later than 11/30/18.</p> <p>Indicator 1.1.3 The Cabinet shall develop an action plan to address the findings of the educational delivery audit (Indicator 1.1.2) no later than 5/30/19.</p> <p>Indicator 1.1.4 The Cabinet shall share findings of the audit and the profile of a graduate (Indicators 1.1.1 &amp; 1.1.2) with the community and provide opportunities for feedback no later than 5/30/19.</p>
<p>Objective 1.2: Define stakeholder expectations for operating within a school district that embraces a spirit of curiosity, creativity, courage and student-centered decision making.</p>	<p>Indicator 1.2.1 The Cabinet shall research and recommend a survey instrument for faculty and staff that captures expectations for operating in accordance with the District mission and philosophy no later than 11/30/18.</p> <p>Indicator 1.2.2 The Cabinet shall include a needs assessment of culture and climate perception data from past surveys in the educational delivery audit no later than 11/30/18.</p> <p>Indicator 1.2.3 The Cabinet shall develop and communicate an action plan to address the challenges indicated in the educational delivery audit’s culture and climate needs assessment analysis to ensure that all students, faculty and staff have clarity on operational expectations which are aligned to the strategic plan no later than 5/30/19.</p>
<p>Objective 1.3: Ensure schoolwide student growth targets are met both at the grade and schoolwide levels.</p>	<p>Indicator 1.3.1: Using growth data benchmarks that will be established through the educational delivery audit on 11/30/18, increase the percentage of students attaining their typical growth on NWEA in Reading and Math from the 2017-2018 school year to the 2018-2019 school year.</p> <p>Indicator 1.3.2: Using growth data benchmarks that will be established through the educational delivery audit on 11/30/18, increase the percentage of students attaining a designation of “exceeding standards” in the PARCC assessments for their grade from the 2017-2018 school year to the 2018-2019 school year.</p>

	Indicator 1.3.3: Using growth data benchmarks that will be established through the educational delivery audit on 11/30/18, increase the percentage of students meeting benchmarks on AIMSweb Plus for their grade from the 2017-2018 school year to the 2018-2019 school year.
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**2. Personnel Development & Retention**

Hire, develop and retain high-performing faculty and staff that embrace continuous improvement in service of Sears students

Utilizing a combination of the performance measures below, the District will measure its progress toward the Personnel Development & Retention goal for the duration of the strategic plan. Each year new SMART goals will be developed by the Administrative Cabinet based on the previous year's data on each assessment:

- ✓ Staff Survey data - (percent of teachers will understanding and clarity around roles and responsibilities, perception of committee structure and perceived efficacy, perceived collaboration between student services and general education departments)
- ✓ Teacher Retention Data
- ✓ Administrator Retention Data
- ✓ Applicant data (numbers of applicants per position, years of experience, etc.)
- ✓ Professional Development Data (participation rates, evaluation data from external and internal professional development sessions)
- ✓ Substitute Data (unfilled v. filled absences, quality of substitute teachers, numbers of substitutes employed by the district)

Objective	Indicators
Objective 2.1: Develop internal system among all grade levels and departments (JK-8) in order to retain and support faculty and staff and more effectively deliver student instruction.	<p>Indicator 2.1.1 The Cabinet shall work with faculty and staff to evaluate and refine internal committee structure, including purpose, committee goals and membership, no later than 10/1/18.</p> <p>Indicator 2.1.2 The Cabinet shall continuously monitor the effectiveness of a refined committee structure through monthly feedback from Team Coordinators throughout the 2018-2019 school year.</p> <p>Indicator 2.1.3 The Cabinet shall conduct an assessment of the collaborative relationship between general education and student services departments through the educational delivery audit. The assessment shall include an articulation of roles, responsibilities and a system of communications between general education and student services teachers. The assessment shall be completed no</p>

	<p>later 11/30/18.</p> <p>Indicator 2.1.4 The Cabinet shall begin preliminary research into the development of a digital solution for communicating policies, procedures, job descriptions to faculty and staff no later than 6/30/19.</p>
<p>Objective 2.2: Ensure adequate and high-quality classroom coverage throughout the building so as to maintain continuity of education in the event of teacher absences.</p>	<p>Indicator 2.2.1 The Cabinet shall utilize data on substitute coverage in order to develop a plan in collaboration with teachers to ensure all students receive quality instruction everyday. The plan, which incorporates research-based strategies for increasing the sub pool and reducing the reliance on instructional assistants, shall be developed no later than 2/1/19.</p>

<p><b>3. <u>Community Partnerships</u></b></p>	
<p>Engage all Sears families and community organizations to communicate and collaborate in a respectful and transparent manner</p>	
<p>Utilizing a combination of the performance measures below, the District will measure its progress toward the Community Partnerships goal for the duration of the strategic plan. Each year new SMART goals will be developed by the Administrative Cabinet based on the previous year’s data on each assessment:</p>	
<ul style="list-style-type: none"> <li>✓ Community Partnership Data (number of organizations directly impacting the district, number and types of opportunities presented by the district for participation, participation data per event)</li> <li>✓ Parent &amp; Community survey Data (perceived number and type of partnership opportunities, perceived impact on students’ social emotional or academic achievement and/or growth)</li> <li>✓ Staff Survey Data (perceived number and type of partnership opportunities, perceived impact on students’ social emotional or academic achievement and/or growth)</li> <li>✓ Student Survey Data (perceived impact on students’ social emotional or academic achievement and/or growth)</li> </ul>	
<p>Objective</p>	<p>Indicators</p>
<p>Objective 3.1: Develop strategies for leveraging the talents, experiences and expertise of residents to enhance and support the educational delivery</p>	<p>Indicator 3.1.1 The Cabinet shall conduct a needs assessment of community engagement opportunities throughout the educational delivery audit in order to leverage the talents, expertise of our parents and</p>

model.	community members no later than 5/30/19.
Objective 3.2: Increase community trust and involvement in The Joseph Sears School by providing the Kenilworth community with opportunities for dialogue and engagement.	<p>Indicator 3.2.1 The Board Governance Team shall hold meaningful monthly opportunities to gather community input and involve the community in the priorities of the District throughout the 2018-2019 school year.</p> <p>Indicator 3.2.2 The Superintendent shall actively recruit community members and organizations to form a community advisory committee to weigh in and discuss significant matters of The Joseph Sears School. The committee shall be formed no later than 9/28/18.</p> <p>Indicator 3.2.3 The Cabinet shall arrange a community social gathering that involves planning and participation from students, faculty and community members no later than 4/13/19.</p> <p>Indicator 3.2.4 The Cabinet shall utilize data and/or community feedback to evaluate the success of the community social gathering no later than 6/1/19.</p>

#### **4. Fiscal and Operational Responsibility**

Maintain a solid short- and long-term financial position while investing in resources and infrastructure that align with educational priorities

Utilizing a combination of the performance measures below, the District will measure its progress toward the Fiscal and Operational Responsibility goal for the duration of the strategic plan. Each year new SMART goals will be developed by the Administrative Cabinet based on the previous year's data on each assessment:

- ✓ The successful completion of an Educational Master Facilities plan utilizing input from all stakeholders.
- ✓ Technology Infrastructure Data (usage, capacity, etc.)
- ✓ Finance Data (rating, etc.)

Objective	Indicator
Objective 4.1: Align the Sears educational delivery model, internal systems and infrastructure in order to ensure all operations are efficient and effective.	<p>Indicator 4.1.1 The Cabinet shall evaluate the existing internal systems and procedures and report on ways to improve general internal operations by 5/1/19.</p> <p>Indicator 4.1.2 The Cabinet shall provide faculty</p>

with professional development as needed in order to support the most effective use renovated spaces as they relate to classroom instruction.

Indicator 4.1.3 The Cabinet shall keep all stakeholders involved in the development and progress toward projects outlined in the master facilities plan throughout the 2018-2019 school year.