



Marblehead Community Charter Public School
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MCCPS Strategic Plan 2012-2017

Mission

MCCPS fosters a community that empowers children to become capable, self-determining, fully engaged individuals who are critical and creative thinkers committed to achieving their highest intellectual, artistic, social, emotional, and physical potential. We are dedicated to involving, learning from, participating in, and serving our school community and the community at large.

Vision

MCCPS aspires to be a learning community whose continual growth will be built upon a shared commitment to inquiry, collaboration, and reflection.

Goals and Measures

I. Academic Success- MCCPS will empower student achievement in all areas by establishing clear expectations for student performance at each grade level that reflect the demands of the Common Core Curriculum and the MCCPS Charter by:

A. Offering high-quality instruction in all subjects and at all grade levels.

1. Accelerated and remedial instruction in math and ELA will be offered at all grade levels, a comprehensive Community Service Learning program will be implemented, and the foreign language program will prepare students to enter high school at or above Year Two.

Measures:

- a. The criteria for assignment to remedial or accelerated instruction in math and ELA will be defined for each grade level via a policy and procedures document. This will be communicated to parents via the *Student/Parent Handbook*. The progress of participating students will be communicated to parents at the end of each trimester.
 - b. A CSL curriculum map will be created for each grade level. Learning objectives will be identified, and performance assessments will be defined. Students at all grade levels will participate in at least one integrated CSL project per term.
 - c. The curriculum map for foreign language will reflect a 5-year plan that is designed to ensure a solid foundation in French or Spanish 1. The percentage of students testing in French II or Spanish II will increase annually.
2. The percentage of students scoring ‘Advanced or Proficient’ on the MCAS will increase annually for all subjects and at all grade levels, and the percentage of students scoring Warning on the MCAS will decrease annually for all subjects and at all grade levels.

Measures:

- a. At the school level, provide at least 3 learning experiences for faculty and staff that are designed to enhance their ability to understand data relative to student achievement and growth. In an evaluation of the experiences, at

least 80% of the participants will report that they learned something that will enable them to use data to foster student achievement and/or growth.

- b. At the department level, MCAS results will be used at least annually to assess the effectiveness of the curriculum and determine areas for professional development. Revisions to the curriculum maps will be documented on faculty.marbleheadcharter.com. Professional Development Coordinator will document all professional development on the Professional Development Calendar. Participants will be surveyed regarding the effectiveness of the learning experiences by the Professional Development Coordinator at least annually.
 - c. At the classroom level and for the subjects for which the it is available, MCAS data will be used to inform instruction, and MCAS exemplars will be used to communicate performance expectations to students and parents. At the teachers' discretion, but at least monthly, classroom instruction will include MCAS exemplars. Also at the teachers' discretion and at least monthly, grade level assessments will include MCAS prompts/questions. Lesson plans and assessments will document the inclusion of exemplars and prompts.
3. The learning experiences will be varied, innovative, student-centered, and performance-based, and will support the personalization of learning, the acquisition of essential habits, and the pursuit of leadership opportunities.

Measures:

- a.

B. Providing a safe, ample, comfortable, and well-equipped facility that fosters productivity and engagement.

1. A building will be purchased in order to provide enhanced/additional classrooms, common areas, and learning spaces, including a larger Community Room, a larger computer lab, and larger art and music rooms.

Measures:

- a. The purchase of the building at 17 Lime St will be completed before May 1st.
- b. A task force will be established to explore potential uses of the additional space/conversion of current space.

2. The Enrichment program will be revised in order to implement a sustainable/guaranteed model and increase the frequency of gifted and talented, high-level academic options.
3. A comprehensive technology plan will be created to address the growing needs of the organization, and progress toward achieving a 1:1 platform for students and teachers will be achieved annually.

C. Recruiting and retaining talented educators who embrace the mission of the school.

1. Relevant support and professional development will be provided to all employees.
2. Excellence and continual growth will be acknowledged and rewarded.
3. The policies and procedures for the supervision and evaluation of educators will be revised to align with the MA Educator Evaluation Protocol.
 - a. The new MCCPS Educator Evaluation Protocol will be implemented with all faculty, staff, and administrators. Evaluators will be assigned, a timeline for meetings will be established, and training will be provided for educators and evaluators.

II. Faithfulness to Charter/Community Goal - MCCPS will create opportunities that inspire parents and community members to be integrally involved in the life of the school by:

A. Communicating accomplishments, best practices, and programmatic offerings to the public.

1. A “Communications Plan” will be created to define the roles and responsibilities of the individuals, groups, and committees of the school, the Board, and the Foundation in regard to communication.

Measures:

1.
 - a. Community members will be surveyed at least annually to determine which modes of communication are preferred.
 - b. The Communications Plan will identify with modes of communication in which situations/with which audiences.
2. The modes of communication will be varied, robust, and predictable.
3. The use of social networking sites to promote MCCPS will be optimized.

Measures:

- a. Social networking sites will be explored to determine which will best support the MCCPS mission.
 - b. Parents and faculty will be recruited to contribute to facebook.
 - c. Facebook will be used as the opening page of the school’s website.
- B. Developing partnerships with businesses, schools, and service organizations.**

1. At least 5 local businesses will commit to support MCCPS annually.

Measures:

- a. A MOU between MCCPS and the Lynch-VanOtterloo YMCA will be established.
 - b. Invitations to collaborate will be extended to at least 10 local businesses.
2. At least 3 colleges will commit to sending student teachers to MCCPS to observe and complete student teaching requirements.

Measures:

- a. Advertisements/invitations will be placed with at least 10 local MA colleges/universities and recruitment services.
 - b. Opportunities to place student teachers at MCCPS will be posted on the MCCPS website.
3. At least 3 service organizations will commit to working with MCCPS students, teachers, and families.

Measures:

- a. Offers of support/involvement will be made to at least 5 local organizations.
 - b. Advertisement will be placed in the Marblehead Reporter, at least quarterly, inviting collaboration with MCCPS.
- C. Offering volunteer opportunities that are varied, easily accessible, and well supported.**

1. An updated list of volunteer opportunities will be posted on the school’s website at least monthly.

Measures:

- a. Volunteer needs will be solicited regularly from the teachers and administration, school and Board committees/task forces, and the Foundation.
2. The number of parent and community member volunteers will increase annually.

Measures:

- a. The rate and variety of volunteerism will be reported at least tri-annually.
3. The rate of active service to the community by students will increase annually.

Measures:

- a. The frequency and variety of service to the community will be reported at least tri-annually.
- b. Advertisement will be placed in the Marblehead Reporter, at least quarterly, inviting requests for involvement with MCCPS.
- c. An offer to provide services to the community and community members will be found on the school's website

III. Organizational Viability Goal - MCCPS will enhance the school's ability to provide high-quality learning experiences for all students by:

A. Addressing all human resources functions effectively.

1. A review of the organizational structure will be conducted in order to clarify all roles and functions, identify needs, provide appropriate levels of support for all programs, and eliminate redundancies.
2. Policies and procedures will be established to ensure fair and equitable compensation for all employees, including competitive pay, performance incentives, multiple year contracts, and alternative methods of compensation.
3. A plan to identify and correct disparities in the current levels of compensation will be developed and implemented.

B. Managing all fiscal and operational resources efficiently.

1. The flexibility to offer competitive rates of compensation will be developed.
2. Policies and procedures will be established to ensure that budgeting and purchasing processes will be transparent.
3. The prioritization of resources will be determined at the department level.

C. Increasing the organization's fundraising capacity.

1. A culture of giving will be cultivated.
 - a. With the Resource Alignment Committee, the roles and responsibilities necessary to establish and maintain an effective partnership between the Board, the Foundation, and the School will be defined. A draft of the *RAC's Policy, Process, & Procedures* will be presented to the Board, the Foundation, and the School for feedback on or before March 1st. After the draft has been vetted by all three entities, but on or before May 1st, it will be presented to each for approval. Once approved, the *RAC's Policy, Process, & Procedures* will be published on the school's website.
 - b. Thank you letters will be sent to those who contribute to the Student Activity Fund, and reminders will be sent to those who have not yet contributed.
 - c. With the Foundation, house parties will be held for all grade levels in order to build community and encourage involvement.
2. The number of parents and community members who contribute to the school's fundraising efforts will increase annually.
 - a. Connections will be made to the wider community, including other schools, local businesses, and neighboring elders.
 - b. Contributions will be tracked via a donor database.
 - c. New and engaging opportunities for contributing will be explored.
3. A plan will be developed to involve MCCPS alums and grandparents in the life of the school.
 - a. A committee to celebrate our 20th year will be established. Membership will include current and former parents, faculty/staff, and students.
 - b. At least one intergenerational event will be hosted.