



Mansfield Public Schools
Strategic Plan 2013-2018

Investing in
Excellence,
Achievement
for All

Executive Summary

The Mansfield Public Schools Strategic Plan begins by setting a solid foundation for our district, defines who we are as a district today, and provides a guide for our district over the next five years. It presents a long-term vision of how our schools will continue to engage our students in a stimulating and diverse education that challenges all of them to develop the competencies and confidence to adapt and contribute their skills in an ever-changing world.

With the foundation in place, the Strategic Planning Committee began looking to the future. They asked stakeholders and faculty, town officials and School Committee members what the Mansfield Public Schools needed to change or where our schools should grow and what that might look like in the future. This long-term vision translates into a set of prioritized overarching goals, outcomes and strategies that set a practical, measureable path to realize that vision.

The committee also considered a number of other factors, including a slowly recovering economy, increased demands of state and federal accountability requirements, a changing student population, and the role technology will play in encouraging new ways of teaching and in enhancing student learning.

It became apparent to successfully implement this plan that we will need to leverage our supportive families, our talented faculty, our high quality instruction and technologies, meaningful partnerships with our community, our students' natural curiosity and the gifts and talents that every one of us possesses to enable the children of Mansfield to confidently take their place in the world.



Where We Are Now

OUR STRENGTHS

Our teachers are talented, dedicated and hard-working, actively collaborating on curriculum and teaching strategies. Their commitment to our students is unwavering. **Our principals and administrators** are committed to the success of our district and to our students' achievement. They too are actively collaborative, willing to "wait their turn" if another school is currently higher on the district's overall priority list and meeting frequently to discuss and coordinate district-wide goals and initiatives. **Our campus** on East Street provides the physical proximity to encourage collaboration between schools. It also supports a centralized, coordinated approach to programmatic, operational and budgetary decisions, resulting in economies and efficiencies that can provide new opportunities for our students. **Our students** take pride in their work and responsibility for their learning and achievements, excelling in and out of the classroom. MCAS scores in Mansfield continue to significantly outpace the state average, with 98% of 10th grades scoring Advanced or Proficient on the ELA exam and 93% of 10th graders scoring Advance or Proficient in Math. An increasing number of MHS students are pursuing AP course offerings in the sciences, humanities, and social sciences, with MHS recognized by the College Board's AP Honor Roll for increasing access and performance on the AP exams. During the 2012-13 school year, 15 students were recognized by the National Merit Scholarship program, including 2 National Merit finalists.

Our students continue to excel in co-curricular activities, with QMS and MHS students in the visual and performing arts recognized at the regional, state and national levels, and with numerous MHS athletic teams winning league, division and state titles. Students at all grade levels, from Robinson through MHS, perform hours of community service through classroom learning activities and after-school clubs. Active involvement by **parents and guardians** provides a crucial partnership that supports our schools, our staff, and most importantly, our students. And **our community** continues to show its commitment to provide a high quality education to all of our students.





OUR CHALLENGES

Currently, our district is working to regain significant staff resources and programs that were lost during the time of the struggling economy.

Unstable state and federal funding and the addition of many unfunded state and federal mandates also has put increased financial pressure on our district budget, requiring us to decrease some services and look to alternative funding to educate our students.

Our operating budget is moving further away from representing the true costs of a public education in Mansfield. Over time, an increasing burden has been placed on community organizations, parent groups (MESA and QMS PAC) and booster clubs/organizations, along with individual parents to fund core and extra-curricular activities for our school district. The result has created reductions and inequities in resource allocations district-wide. In addition, the need to ask parents to fund fees for services (extra-curriculars), busing, classroom materials and technology has resulted in individual students having varied access to opportunities within the Mansfield Public Schools.

Investment is needed in our facilities and capital improvements. Limited funding has resulted in district capital items not being funded and in some facility repairs not being addressed.

Our district enrollment and demographics are changing. Mansfield has experienced enrollment growth over the past 15 years and is now beginning to see an overall decline. However, along with this decline, Mansfield has also experienced a shift in demographics. **Our community is becoming more diversified, with an increasing population of students that are high risk, requiring smaller class sizes (resulting in the need for additional classroom space), and increased staff and instructional support and services.**

OUR VISION

- The Mansfield Public Schools aspires to be a 21st Century school system, meeting success in preparing all students to be career- and/or college-ready and successful in meeting their individual goals.
- From Pre-K through grade 12, our schools are committed to developing the whole child through intellectual, social, and emotional growth.
- We also are committed to challenging all students to be critical thinkers, problem-solvers, artists and innovators who will make contributions to their communities, our nation, and the world.

OUR VALUES

These core beliefs are essential to what makes Mansfield a unique community:

CRITICAL & CREATIVE THINKING: Foster an environment that promotes higher level thinking skills across the curriculum that advances critical, analytical and creative thinking.

ACHIEVEMENT FOR ALL: Cultivate the expectation that all students can achieve academic mastery.

EFFECTIVE COMMUNICATION:

Collaborate and communicate effectively through reading, writing, speaking, computing, the arts and technology.

WELLNESS: Acquire the knowledge, skills and motivation necessary to achieve and maintain optimum health and lifelong fitness.

RESPONSIBILITY: Encourage a sense of self-discipline, self-respect, self-reliance and demonstrate social, civic and environmental responsibility.

CURIOSITY: Develop the skills needed to explore, innovate and adapt in an evolving and technologically advancing society.

UNDERSTANDING & RESPECT: Create a school culture of understanding and respect that reflects the racial, ethnic and cultural diversity of our society and the democratic principles upon which our nation was built.

COLLABORATION: Actively encourage and develop community involvement and partnerships with parents, guardians and caregivers, as an integral part of our students' learning.

EXCELLENCE: Strive for excellence in all that we do, from teaching and student learning, to support and operational services.



Strategic Objectives



Number Bond

10	9	8	7	6	5	4	3	2	1
9	8	7	6	5	4	3	2	1	0
8	7	6	5	4	3	2	1	0	0
7	6	5	4	3	2	1	0	0	0
6	5	4	3	2	1	0	0	0	0
5	4	3	2	1	0	0	0	0	0
4	3	2	1	0	0	0	0	0	0
3	2	1	0	0	0	0	0	0	0
2	1	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0

Focus on every child, in every classroom, every day

Our students come to school with a range of talents, challenges, and interests that make a one-size-fits-all curriculum problematic in offering the appropriate supports to meet their diverse needs. While we continue to make great strides in aligning district efforts with student needs, more must be done as evidenced by the persistent achievement gaps that exist across content areas. In order to ensure that we maintain high standards and expectations for all students, we will complement our core curriculum efforts with a personalized education approach intended to meet students wherever they are developmentally, to support their physical, cognitive, and emotional growth.

KEY INITIATIVES

- Focus on closing achievement gaps among students.
- Expand professional development to support individual instructional strategies.
- Develop an assessment strategy that includes a combination of formative, interim, and summative assessments to inform student interventions and support, as well as training for staff.
- Develop more advanced level learning options for students from Pre-K through grade 12.
- Continue to implement the full-day Kindergarten Model to provide early opportunities to meet the needs of all students with disabilities and those from diverse cultural, economic and linguistic backgrounds.
- Increase the transitional support for students between Robinson, Jordan Jackson, QMS and MHS.



Invest in our Educators

Fundamental to the success of our schools is our ability to recruit, develop, and retain high quality teachers and administrators, beginning with the targeted recruitment of both new and veteran educators who bring diverse backgrounds and expertise into our district. Perhaps most important, all educators – teachers, building principals, and district administrators – must be supported by a learning organization committed to their ongoing development and growth.

KEY INITIATIVES

- Maximize opportunities for professional collaboration within schools and across our district through the development and support of professional learning communities, that offer extended learning opportunities for teachers to foster collaborative learning for improved teaching and learning.
- Develop an on-line Professional Development program that may be shared within our district and with other area districts.
- Continue to develop a new educator appraisal system to provide targeted feedback and support for our teachers and administrators.
- Provide building principals with opportunities to participate in leadership training and professional development opportunities that build the capacity for their continued development in their role of instructional leader.



Provide broad-based learning opportunities as part of a world-class public school system

As the world continues to change rapidly, so too are expectations for what students should know and be able to do. Whether through alignment with the new Common Core standards or meeting the requirements for college and the workforce, the content and skills taught in all classes must prepare all students to be successful after graduation from Mansfield High School.

KEY INITIATIVES

- Integrate key curricular initiatives:
 - a) Alignment with the Common Core Standards.
 - b) Integrate 21st Century Skills that will enable our students to be academically competitive in a global society, good citizens within their community, country and world, embrace new technology, willingly engage in rigorous academic coursework that is innovative and creative.
 - c) Adopt an educational approach that works across all disciplines to design curriculum that spirals key competencies across all content areas and grade levels.
- Strengthen and expand district STEM offerings.
- Expand opportunities for experiential learning at every grade level.
- Establish external partnerships with organizations to provide further content enrichment opportunities for students and staff.



Align resources with educational needs

We will continue to review and to redesign our resource allocation process to provide funding for the vision outlined in this strategic plan. In particular, we will examine options for creative utilization of classrooms and classroom space. Partnerships will play a vital role in establishing programmatic assistance and diversified revenue streams.

KEY INITIATIVES

Establish a long range Facilities Master Plan responsive to the following needs:

- Long-term student enrollment analysis
- Class size Projections
- Targeted Programmatic Needs





Goals and Strategic Initiatives

Goal #1: CURRICULUM, INSTRUCTION and ASSESSMENT

To sustain and refine a challenging and integrated curriculum, K-12, which is aligned with state and national standards and is implemented with sound instructional and assessment practices, based upon the best research currently available, resulting in the continuous improvement of student achievement.

INITIATIVES

1. Continue to align all aspects of our K-12 curriculum with the Massachusetts Curriculum Frameworks and/or national standards through department meetings, summer workshops, grade level meetings and professional development with the use of common curriculum templates.
2. Maintain and expand a professional development program that provides opportunities for staff to remain current on curriculum, instruction, and assessment.
3. Establish and maintain smaller class sizes at all levels in order to improve student learning.
4. Promote district and building Professional Learning Communities.
5. Analyze and utilize all internal and external assessment results to maximize student achievement.
6. Expand the use of formative assessment to monitor student progress and inform instruction.
7. Expand the use of common summative assessments in a backward design model to ensure consistency of curriculum, grading practices, expectations, and instruction.

Goal #2: PARENT and COMMUNITY INVOLVEMENT

To develop and implement a program that increases parental and community support and involvement.

INITIATIVES

1. Disseminate information to parents and community through the use of:
 - MESA and QMS PAC
 - school newsletters
 - updated school and district websites
 - School Messenger
 - local access channel on cable
 - publicizing volunteer opportunities in newsletters, brochures and websites
 - social media
2. Encourage parent participation in the schools through MESA and QMS PAC.
3. Invite parents, relatives, public officials and community members into schools.
4. Establish partnerships among educators, parents, and law enforcement to develop and implement an action plan to combat bullying, cyber-bullying, and the misuse of technology.
5. Identify and develop partnerships with foundations/businesses within town that will support school initiatives.
6. Encourage business and civic organizations to participate in creative fundraising ideas that foster community involvement and support
7. Encourage guest speakers in schools to enhance curriculum and student interest.
8. Encourage opportunities for community service learning at all levels.

9. Provide translated documents to non-English speaking parents as required.
10. Develop an outreach program for non-English speaking parents to enable them to participate fully in their child's education (e.g. peer buddy system with community volunteers, National Honor Society students working with English Language learners.)

Goal #3:

PROFESSIONAL DEVELOPMENT

To develop and implement an ongoing system-wide professional development program that provides opportunities for staff to implement new curriculum initiatives and instructional strategies and meets state requirements for licensure.

INITIATIVES

1. Maintain an on-line system-wide Professional Development Program.
2. Develop a long-range system-wide Professional Development Plan.
3. Continue yearly staff surveys to determine appropriate workshops and courses to be offered.
4. Provide necessary opportunities for all staff to meet state and federal requirements for qualifications and licensure.
5. Provide appropriate and adequate time for effective and consistent professional development opportunities by increasing the number of professional development days, including early release days.
6. Research professional development models in other school systems and utilize, where appropriate, to approve professional development opportunities for Mansfield staff.

7. Continue to provide school-based and other discipline-specific professional development opportunities by providing substitute coverage for teachers.

Goal #4:

TECHNOLOGY and LEARNING

To update and implement a plan to expand the use of technology to enhance student learning and allow students and staff to utilize multimedia technology efficiently and safely across the curriculum.

INITIATIVES

1. Assess infrastructure needs continuously.
2. Provide adequate ongoing professional development designed to enable the teaching staff to use and integrate technology.
3. Provide facilities for full class instruction using technology.
4. Pilot new uses of technology.
5. Develop a long range plan to provide and upgrade technology that enhances learning.
6. Provide adequate staffing to meet state standards for technology support.
7. Use technology to facilitate communication among home, school and community.
8. Use technology to facilitate administrative procedures.



Goal #5: SPECIAL SERVICES PROGRAMMING

To develop and implement effective special services programming for students, aged 3-22, who have diverse learning styles and needs.

INITIATIVES

1. Establish a system of student assessment that is data-based in order to provide ongoing monitoring of student learning outcomes Pre-K through grade 12.
2. Further develop DESE-approved strategies (e.g. graphic organizers, assistive technology) that assist students with disabilities on IEPs to pass MCAS/PARCC exam expectations in all academic subject areas.
3. Increase inclusive programming in the district and evaluate the success of inclusive programming that includes the general education curriculum, Response to Intervention, building and district accommodation plans, Section 504 and special services programming.
4. Expand opportunities for disability/ability awareness and promote a climate/culture of school-wide tolerance, understanding and awareness through Professional Development and MESA and QMS PAC programming from the preschool through postsecondary levels.
5. Expand programming to include: elementary level programming for students with emotional impairments, middle school alternative programming, discrete trial intervention preschool through grade 12, Positive Behavioral Intervention Supports for Pre-K through grade 12 and Response to Intervention Pre-K through grade 12.
6. Provide professional development under the principles of Professional Learning Communities to enhance teacher instruction and student learning.
7. Align our Special Education Department with resources for technical assistance at the local, state and federal level on inclusion to include: college and university affiliations, national networks, institutes on inclusion in order to advance student achievement.

Goal #6: FUNDING and LONG RANGE CAPITAL PLANNING

To develop and implement a comprehensive Long Range Plan that ensures the adequate funding of school programs, and facilities that will meet the present and future educational and physical needs of our youth.

INITIATIVES

1. Articulate the identified long-range needs of the school district.
2. Develop a long-range budget designed to support identified program needs.
3. Promote adequate funding of schools through open discussion with federal and state officials, citizens and town officials.
4. Work in concert with the parent, citizens and town officials to explore additional funding sources and maximize the use of available resources.
5. Continue to incorporate recommendations for capital planning in town-wide capital planning projects.
6. Develop and implement an internet-based, comprehensive plan accessible to all school personnel that will address and monitor current facility needs and as well as anticipated future needs.
7. Develop and implement a systemic and comprehensive teamwork approach to periodic maintenance and upkeep.
8. Develop and implement a comprehensive volunteer program for community building and school projects to promote and encourage shared ownerships in our schools.





MANSFIELD PUBLIC SCHOOLS STRATEGIC PLAN COMMITTEE

Antonia Blinn, Parent Representative

Lynn Cavicchi, Parent Representative

Julie Cline, Parent Representative

Jim Clinton, Parent Representative

Michael Connolly, Principal, Mansfield High School

Bernadette Conroy, Director, Special Education

Catherine DeMassi, Parent Representative

Zeffro Gianetti, Principal, Qualters Middle School

Joanne Jordan, Co-Principal, Robinson Elementary School

Kate Kristenson, Co-Principal, Robinson Elementary School

Siobhan McDonald, Parent Representative

Teresa Murphy, Co-Principal, Jordan Jackson Elementary School

Kathy Podesky, Co-Principal, Jordan Jackson Elementary School

Suzanne Ryan, Assistant Principal, Qualters Middle School

Heather Smith, Assistant Principal, Jordan Jackson Elementary School

Ellen Sultana, Parent Representative

MANSFIELD JOINT SCHOOL/TOWN STRATEGIC PLAN COMMITTEE, SCHOOLS SUB-COMMITTEE

Kit Angland HW Straley

Antonia Blinn Nate Seifert

Sandra Conley Valeria Tivnan

Lisa DiSangro Michele White

Mrs. Brenda Hodges, Superintendent of Schools

MANSFIELD SCHOOL COMMITTEE

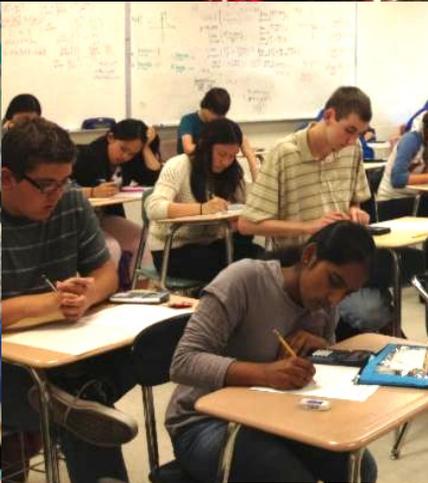
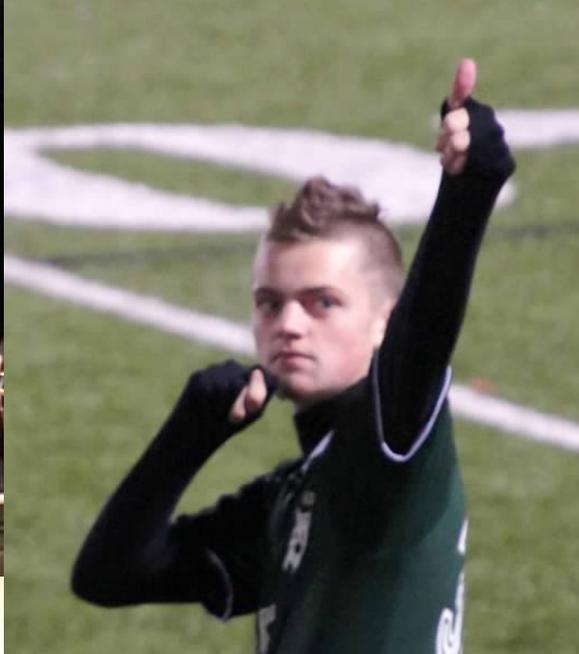
Kiera O'Neil, Chair

Wayne Smith, Jr., Vice Chair

Lynn Cavicchi

Linda Fernando

Michael Trowbridge



In the Mansfield Public Schools, we are committed to challenging all students to be critical thinkers, problem-solvers, artists and innovators who will make contributions to their communities, our nation, and the world.

