

BRAINTREE PUBLIC SCHOOLS

STRATEGIC PLAN

BRAINTREE'S EXCEPTIONAL SCHOOLS OF TOMORROW

(B.E.S.T.)

2005-2010

JUNE, 2005

BRAINTREE PUBLIC SCHOOLS

LONG RANGE PLANNING COMMITTEE MEMBERSHIP

BRAINTREE HIGH SCHOOL:

Student Representative:	Corey Chambers
Teacher Representatives:	Lynn Mills Delores Staton Noreen Sullivan
Parent Representatives:	Maureen Bausemer Sherry Clancy Laura Hamilton Nancy McGuire
Community Representative:	William Dalton
Administrators:	William Farrington, Headmaster Suzanne Kelly, Housemaster Dave Swanton, Housemaster John Hurstak, Housemaster

SOUTH MIDDLE SCHOOL:

Teacher Representatives:	Jean Curtin Desdie Eberman
Parent Representatives:	Marci Toma
Community Representative:	Maryellen Fleming
Administrators:	Edward McDonough, Principal Patricia Prague, Assistant Principal

EAST MIDDLE SCHOOL:

Teacher Representatives:	Marilyn Smith
Parent Representatives:	Lisa Heger Laurie Bourikas Deborah Fay
Administrators:	Michael Connelly, Principal Susan Green, Assistant Principal

FLAHERTY SCHOOL:

Teacher Representatives:	Marcia Bober Nancy Mullen
Parent Representatives:	Ann Marie Lynch Jeanine Shea Susan Williams
Community Representative:	Doris Nelson
Administrator:	Mary Struzziero, Principal

HIGHLANDS SCHOOL:

Teacher Representatives:	Tony Keady Beth West
Parent Representatives:	Colleen Blood Steven Quigley Barbara Tennison
Community Representative:	Ned Berman
Administrator:	Bruno Zoltowski, Principal

HOLLIS SCHOOL:

Teacher Representatives:	Ginny Abbott Nan Roth
Parent Representatives:	Marion Fallon Beti Kara-Stanatis Diane Whalen
Community Representative:	Brian Connolly
Administrator:	Timothy MacDonald, Principal

LIBERTY:

Teacher Representatives:	Kara LaRossa Joan Perrow
Parent Representatives:	Mary Gawron Lisa Zanca
Community Representative:	Marci Toma
Administrator:	Joyce Radiches, Principal

MORRISON SCHOOL:

Teacher Representatives:	Amy Devlin
Parent Representatives:	Richard Bielecki Joan Gould Charmaine Matthews
Community Representative:	Jim Casey
Administrator:	John Riordan, Principal

ROSS SCHOOL:

Teacher Representatives:	Lynn Abravanel Kathleen Rains
Parent Representatives:	Joseph Cox Maria Cross Susan Donaghue
Community Representative:	Marietta Agnitti Susan O'Brien
Administrator:	Deborah Wells, Principal

ADMINISTRATORS:

Director of Art	Joan Carroll
Director of Athletics	Frank Tricomi
Director of English	Mary Cunningham
Director of Family/Con. Science	Katy Welch
Director of Foreign Languages	Ellen Munley
Director of Guidance	Tony King
Director of Mathematics/Technology	William Kendall
Director of Music	Rachel Hallenbeck
Director of Physical Education	Maura Mullane
Director of Science	Paul Hogan
Director of Social Studies	Nancy Guenther
Assistant Director, Special Services	Michael Bochman
Director of Special Services	Mary Sullivan Kelley
Nursing Coordinator	Paula Dowd
Coordinator of METCO	Jacqueline Dix-Smith

SEPAC REPRESENTATIVES:

Barbara Sullivan
Barbara Tennison

SCHOOL COMMITTEE REPRESENTATIVES:

Maureen Clark
Karen Whitney

CENTRAL ADMINISTRATION:

Superintendent	Peter A. Kurzberg
Assistant Superintendent	Susan Dukess
Business Manager	Peter Kress

BRAINTREE PUBLIC SCHOOLS

MISSION STATEMENT

THE MISSION OF THE BRAINTREE SCHOOLS, IN PARTNERSHIP WITH PARENTS AND THE COMMUNITY, IS TO PREPARE STUDENTS TO BECOME RESPONSIBLE AND CONTRIBUTING MEMBERS OF A DIVERSE AND CHANGING SOCIETY. WE MOTIVATE AND ENABLE EACH STUDENT TO DEVELOP INTELLECTUALLY, PHYSICALLY, SOCIALLY, AND EMOTIONALLY THROUGH A RIGOROUS EDUCATIONAL PROGRAM WITHIN AN ATMOSPHERE THAT NURTURES CREATIVE AND CRITICAL THINKING, THE DEVELOPMENT OF VALUES AND THE PURSUIT OF LIFELONG LEARNING.

BRAINTREE PUBLIC SCHOOLS

BELIEFS

Since excellence in instruction and student achievement is our primary objective, we are committed to the following beliefs:

- Students should acquire, and use wisely, a rigorous core of knowledge in an environment that promotes higher level thinking skills across the curriculum.
- Students should be encouraged to attain high standards of achievement.
- Students possess unique talents and gifts and should be encouraged to reach their maximum individual potential.
- Students should be able to communicate effectively through reading, writing, speaking, computing, the arts, and technology.
- Students should acquire the knowledge, skills, and motivation necessary to achieve and maintain optimum health and lifelong fitness.
- Students should develop a sense of self-discipline, self-respect, and self-reliance and demonstrate social and civic responsibility.
- Students should become life-long learners to prepare them for a changing society.
- Students should understand, respect and appreciate the racial, ethnic, and cultural diversity of our society and the democratic principles upon which this nation was built.
- A safe and orderly environment, free of prejudice, drugs, violence, and harassment is essential to promote student learning.
- Ongoing opportunities for the professional growth and development of staff are essential for continued school improvement.
- Parents, in partnership with schools, are an integral part of their child's learning.
- Community involvement should be actively solicited, encouraged and developed.

BRAINTREE PUBLIC SCHOOLS

VALUES

The Braintree Schools recognize their shared responsibility with parents in developing students' values. This shared responsibility includes educating the whole child and working toward developing a good and informed citizenry.

In support of the above, the Braintree School Committee affirms the following values as an integral part of the students' overall education.

RESPECT

COOPERATION

CITIZENSHIP

HONESTY

RESPONSIBILITY

FAIRNESS

COURTESY

COMPASSION

TOLERANCE

COURAGE

WORK ETHIC

KINDNESS

INTEGRITY

PERSEVERANCE

LOYALTY

THE MASSACHUSETTS COMMON CORE OF LEARNING

Thinking and Communicating

All Students should:

READ, WRITE AND COMMUNICATE EFFECTIVELY

Read and listen critically for information, understanding and enjoyment.

Write and speak clearly, factually, persuasively and creatively in standard English.

Distinguish facts from opinion, identify stereotyping and recognize bias.

Read, write and converse in at least one language in addition to English.

**USE MATHEMATICS, THE ARTS, COMPUTERS AND
OTHER TECHNOLOGIES EFFECTIVELY**

Apply mathematical skills to interpret information and solve problems.

Use the arts to explore and express ideas, feelings and beliefs.

Use computers and other technologies to obtain, organize and communicate information and to solve problems.

DEFINE, ANALYZE AND SOLVE COMPLEX PROBLEMS

Make careful observations and ask pertinent questions.

Seek, select, organize and present information from a variety of sources.

Analyze, interpret and evaluate information.

Make reasoned inferences and construct logical arguments.

Develop, test and evaluate possible solutions.

Develop and present conclusions through speaking, writing, artistic and other means of expression.

Gaining and Applying Knowledge

All students should:

ACQUIRE, INTEGRATE AND APPLY ESSENTIAL KNOWLEDGE

Literature and Language

Read a rich variety of literary works including fiction, poetry, drama and non-fiction from different time periods and cultures, relating them to human aspirations and life experiences.

Analyze implications of literary works, and communicate them through speaking, writing, artistic and other means of expression.

Know and understand the development and structure of English and other languages and how learning another language fosters appreciation of people and cultures.

Mathematics, Science and Technology

Know and understand major mathematical concepts such as measurement, estimation, quantity, probability and statistics, and explore the relationships of mathematics to other areas of knowledge.

Recognize and use patterns, construct mathematical models, represent and reason about quantities and shapes, draw accurate conclusions from data, and solve, justify and communicate solutions to problems.

Apply the fundamental principles of the life sciences, physical sciences, earth/space sciences and the science of technology to analyze problems and relate them to human concerns and life experiences.

Investigate and demonstrate methods of scientific inquiry and experimentation.

Social Studies, History and Geography

Know and make connections among important historical events, themes, and issues; recognize the role the past has played in shaping the present; and understand the process by which individuals and groups develop and work within political, social, economic, cultural and geographic contexts.

Synthesize and communicate information about important events and fundamental concepts in Massachusetts, United States and world history, including historical documents such as the Declaration of Independence, Constitution, Bill of Rights, Federalist Papers, and the Gettysburg Address.

Know important information regarding the physical environment and understand concepts such as location and place, critical features of a region, demographic trends and patterns, and the relationship between people and the environment.

Gaining and Applying Knowledge

Visual and Performing Arts

Know and understand the nature of the creative process, the characteristics of visual art, music, dance and theatre, and their importance in shaping and reflecting historical and cultural heritage.

Analyze and make informed judgments regarding the arts.

Develop skills and participate in the arts for personal growth and enjoyment.

Health

Know basic concepts of human development, mental health, sexuality, parenting, physical education and fitness, nutrition and disease prevention, and understand the implications of healthy habits for self and society.

Make informed and responsible judgments regarding personal health, including avoidance of violence, tobacco, alcohol, drugs, teen pregnancy and sexually transmitted diseases.

Develop skills and participate in physical activities for personal growth, fitness, and enjoyment.

Working and Contributing

All students should:

STUDY AND WORK EFFECTIVELY

Set goals and achieve them by organizing time, work space, and resources effectively.

Monitor progress and learn from both successes and mistakes.

Manage money, balance competing priorities and interests, and allocate time among study, work and recreation.

Work both independently and in groups.

Work hard, persevere and act with integrity.

DEMONSTRATE PERSONAL, SOCIAL AND CIVIC RESPONSIBILITY

Accept responsibility for one's own behavior and actions.

Know career options and the academic and occupational requirements needed for employment and economic independence *(and be able to make choices based upon individual interests and aspirations).

Treat others with respect and understand similarities and differences among people.

Learn to resolve disagreements, reduce conflict and prevent violence.

Participate in meaningful community and/or school activities.

Understand the individual's rights, responsibilities, and role in the community, state and nation.

Understand how the principles of democracy, equality, freedom, law and justice evolve and work in society.

Analyze, develop and act on informed opinions about current economic, environmental, political and social issues affecting Massachusetts, the United States and the world.

*(Added for the Braintree Public Schools)

Braintree Public Schools

Strategic 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 practices based upon the best research currently available, resulting in the continuous improvement of student achievement.

Strategic Goal #2

Parent/Community Involvement:

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

Strategic Goal #3

Professional Development:

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

Strategic Goal #4

Technology:

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.

Strategic Goal #5

Special Programs:

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

Strategic Goal #6

Physical Facilities:

To develop and implement a comprehensive Long Range Capital Plan that will ensure that all facilities meet the present and future educational and physical needs of our youth.

Strategic Goal #7

Funding:

To develop and implement a plan that ensures the adequate funding of school programs on a long term basis.

Braintree Public Schools
Strategies

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 practices based upon the best research currently available, resulting in the continuous improvement of student achievement.

Strategies:

1. Continue to align all aspects of our K-12 curriculum with the Massachusetts Curriculum Frameworks through department meetings, summer workshops, grade level meetings and professional development.
2. Maintain and expand a professional development program that provides opportunities for staff to remain current on curriculum issues, effective teaching and assessment techniques and the implementation of rigorous and integrated curricula.
3. Establish and maintain smaller class sizes at all levels in order to improve student learning.
4. Continue monthly elementary grade level meetings to help coordinate curriculum and insure consistency among schools.
5. Analyze and utilize all internal and external assessment results to maximize student achievement.
6. Identify achievement gaps among individuals and subgroups and use effective instructional strategies to improve performance.
7. Analyze the effectiveness of the district's elementary and middle school standardized testing program and make modifications as appropriate.
8. Create and implement individual student success plans for students who do not pass the MCAS examination.
9. Examine grouping practices at the elementary and middle school levels for effectiveness.
11. Improve parent and staff communication regarding K-12 curriculum.
12. Develop a K-12+ comprehensive career education program which fosters career exploration, skill development, and appreciation for the types and value of work.
13. Expand opportunities for academically talented students at the elementary and middle school level.
14. Continue to support the Advanced Placement Program at the high school.
15. Implement appropriate English Language Learner programs as necessary.
16. Insure that instruction embraces multiple learning styles, interests and abilities in order to meet the needs of all learners.

17. Expand foreign language opportunities for students at all levels.
18. Implement full day kindergarten as a means of upgrading the basic skills of students entering first grade.
19. Integrate technology where appropriate to enhance curriculum and instruction.
20. Continue after school homework and remediation programs for under-achieving students.
21. Expand methods to recruit and retain quality teachers who reflect racial, ethnic and cultural diversity and who will help us to maintain high standards of instruction.

Goal #2

Parent/Community Involvement:

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

Strategies:

1. Disseminate information to parents and community through the use of:
 - school newsletters
 - school and district website
 - Connect-Ed
 - local access channel on cable
 - preschool reach-out
 - developing a resource book (supermarket, realtors, physicians, library, banks)
 - publicizing volunteer opportunities in newsletters and brochures
 - parent information displays at every school
 - public venues to distribute information (BELD, library)
 - publishing monthly calendar of events for each school in local paper – Forum
2. Make recruitment a PTO focus and encourage parent participation through the PTO
3. Invite parents, relatives, public officials and community members into schools.
4. Avoid conflicts in schedules by adhering to the Systemwide Calendar.
5. Identify and develop partnerships with foundations/businesses within town that will support school initiatives. Establish at least one business partnership with each school.
6. Encourage business and civic organizations to participate in creative fundraising ideas that foster community involvement and support.
7. Create a “Guest Speaker Program”
8. Incorporate Community Service Learning as a graduation requirement (e.g. Key Club, Interact Club, Internships, Adopt a Family, Food Pantry)
9. Provide translated documents to non-English speaking parents as required.

Goal #3

Professional Development:

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

Strategies:

1. Maintain a systemwide Professional Development Council.
2. Develop a long-range systemwide 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. Form a collaborative association with neighboring communities to offer curriculum- specific topics and courses.
6. Provide appropriate and adequate time for effective and consistent professional development opportunities and restore professional development days.
7. Research professional development models used in other school systems.

Goal #4

Technology:

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.

Strategies:

1. Assess infrastructure needs continuously.
2. Provide ongoing professional development designed to improve competency using technology.
3. Provide every instructional area and classroom with computer access to the school network for email and Internet capabilities, and a convenient connection to a printer.
4. Provide facilities for full class instruction using technology.
5. Develop a long range plan to provide and upgrade application software to support instruction.
6. Provide adequate staffing to meet state standards for technology support.
7. Make technology facilities available beyond the normal school hours.

8. Teach students life-long strategies and techniques for Internet safety that are in alignment with the Child Internet Protection Act.
9. Use technology to facilitate communication among home, school and community.
10. Use technology to facilitate administrative procedures and educational program development.

Goal #5

Special Programs:

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

Strategies:

1. Add capabilities for more successful inclusion services by providing a staffing level appropriate to student needs as well as effective professional development for all staff, in areas such as specialized reading and mathematics programs, behavioral plans and strategies to modify learning techniques.
2. Continue to provide effective techniques to ensure linkages and transition between the various grade levels, preschool to K, 5 to 6, 8 to 9, and graduation to post high school planning.
3. Provide state of the art assistive technology to students and ensure, through in service training, proper utilization of the technology.
4. Expand existing programs to serve the needs of students with more involved verbal and non-verbal disorders and behavioral issues.
5. Initiate and develop programs for students with special needs not yet addressed within our schools (e.g., emotional growth and development program at the elementary level).
6. Offer opportunities for parents to become more familiar with specialized techniques used in school so that facilitation and reinforcement at home can continue.
7. Maintain linkages and keep current with existing community services.
8. Continue to develop alternative assessments for state mandated MCAS testing.
9. Work with the academic departments to develop strategies (e.g. graphic organizers, assistive technology) that assist students with IEPs who are struggling to pass MCAS exams but do not qualify for alternative assessment.
10. Assist parents in understanding IEP 2004 and Section 504.
11. Provide appropriate facilities for specialists to deliver appropriate services.
12. Promote through broad dissemination special programs sponsored by SEPAC (Special Education Parent Advisory Council).
13. Incorporate social skills programs when needed to enhance the learning environment.

Goal #6

Physical Facilities:

To develop and implement a comprehensive Long Range Capital Plan that will ensure that all facilities meet the present and future educational and physical needs of our youth.

Strategies:

1. Develop an alternative plan to address the educational and physical facility needs for the future.
2. Continue to incorporate recommendations for capital planning in town-wide capital planning projects.
3. Develop and implement a plan to bring all facilities in compliance with the American With Disabilities Act.
4. Develop and implement a comprehensive maintenance plan that will address current facility needs and as well as anticipated future needs.
5. Develop and implement systemic and comprehensive teamwork approach to periodic maintenance and upkeep.
6. Develop and implement a comprehensive volunteer program for community building and school projects in order to promote and encourage shared ownership in our schools.

Goal #7

Funding:

To develop and implement a plan which ensures the adequate funding of school programs on a long term basis.

Strategies:

1. Articulate the identified long range needs of the school system.
2. Develop a long range budget designed to support identified program needs.
3. Promote adequate funding of schools through open discussion with federal, state and town officials, citizens and Town Meeting Members.
4. Support the efforts of the Parent Involvement Program, Braintree Schools Educational Foundation and the PTO's.
5. Provide opportunities for citizens to contribute/donate to the school system through their tax bill and/or BELD bill.