



**Springfield Public Schools**

**The Springfield Promise:**

*A Culture of Equity and Proficiency*

**Raise the Bar and Close the Gap**

**2017-2020**

**District Strategic Plan**

## Message from the School Committee Chairman



Preparing our students today for the ever- changing world of tomorrow is challenging but necessary. We are preparing our young people for careers and professions that don't exist today. Beyond simply learning reading, writing, and arithmetic, students need to know how to be expert communicators, collaborators, and creators.

Despite deep financial cuts, we prioritized our students' education by ensuring that each student learns in a real-world, technology-rich environment where learning is rigorous and engaging. The future is now in our schools. WeLearn is the District's initiative to leverage the availability of a laptop for every student to ensure that teaching is rigorous and students are asked to create, communicate, and collaborate in every classroom, every day.

The Springfield Promise 2017-2020 clearly delineates the path the Springfield Public Schools will take to ensure that our students are college and career ready. I believe the strategic plan is a clear, concise road map that when followed will result in all our children graduating from high school with the knowledge and skills to achieve their potential and become part of writing the next chapter in the story of our great City of Springfield.

As a community, let's continue to put our children's interests first and provide them with the effective leadership and execution that they deserve.

Respectfully,

Domenic J. Sarno

Mayor, School Committee Chairman

## Message from the Superintendent



As we in the Springfield Public Schools' community continue moving forward, we are building on the great gains that our students have achieved over the past several years.

Our graduation rate has increased by 12.2 percentage points since 2012 and our dropout rate has been slashed by more than half in that same time. We now have nine top level schools, compared to only one in 2012 and we have 16 schools in the top two tiers of the state's accountability system, compared to only six in 2012.

In addition to these improvements, student performance on the state's MCAS assessment is at its highest and our students' annual gains continue to outpace state gains year after year.

These remarkable improvements, along with others, invigorate me as we update the strategic plan that has gotten us to where we are today. Five years ago, I promised to work to create a culture of equity and proficiency where each child reaches peak performance and unlocks their own unique potential. This document, The Springfield Promise 2.0, continues to pursue that goal urgently and steadfastly.

As we implement The Springfield Promise 2.0, we do so only after seeking community input. I am proud that the priorities, goals and values of Springfield Public School families, staff, and supporters are reflected in this plan. I am also extremely proud of the new initiatives represented in this plan. WeLearn is the district's transformative strategy for accelerating our core work of teaching and learning in every classroom. With the provision of access to a laptop computer for all students, classroom teachers are empowered to personalize instruction to each student, creating engaging and challenging work that pushes our students to innovate and experiment. We Learn ensures that our students have access to a rich, 21st Century learning experience that prepares them for tomorrow's world. It is not enough that our students graduate; every student must graduate

ready for college and the careers of the future.

I am privileged to serve as the leader of this school district at a time when technology is the new frontier. I am confident that The Springfield Promise 2.0, building on the district's WeLearn initiative and broad community support, is a plan that ensures our students graduate poised for 21st Century success.

Sincerely,

Daniel J. Warwick

Superintendent of Schools

# **Springfield Public Schools**

## **School Committee Members**

Honorable Mayor Domenic J. Sarno, Chairman

Peter Murphy, Esq., Vice-Chairman

Christopher Collins

Barbara Gresham

Denise Hurst

Rosa Perez

Norman Roldan

## **Superintendent of Schools**

Daniel J. Warwick

## **Springfield Public Schools**

**1550 Main Street, Springfield, Massachusetts 01103**



## Vision

A Culture of Equity and Proficiency

## Core Values

- A promise that all students graduate college and career ready
- Every student is known
- Safe learning environments
- Stakeholders are valued and treated with dignity, courtesy, and respect
- Open honest two-way communication
- Effective instruction using technology to personalize learning
- Equity, accountability, and trust
- Teamwork and kindness

## Mission: The Springfield Promise

The Springfield Promise is to:

- Develop global citizens that are productive 21st Century leaders;
- Graduate students ready for college and career, able to compete in today's changing world;
- Attract knowledgeable, highly effective, diverse educators and staff who want to work in a high performing district; and,
- Engage parents and community members as essential partners in sustaining *A Culture of Equity and Proficiency*.

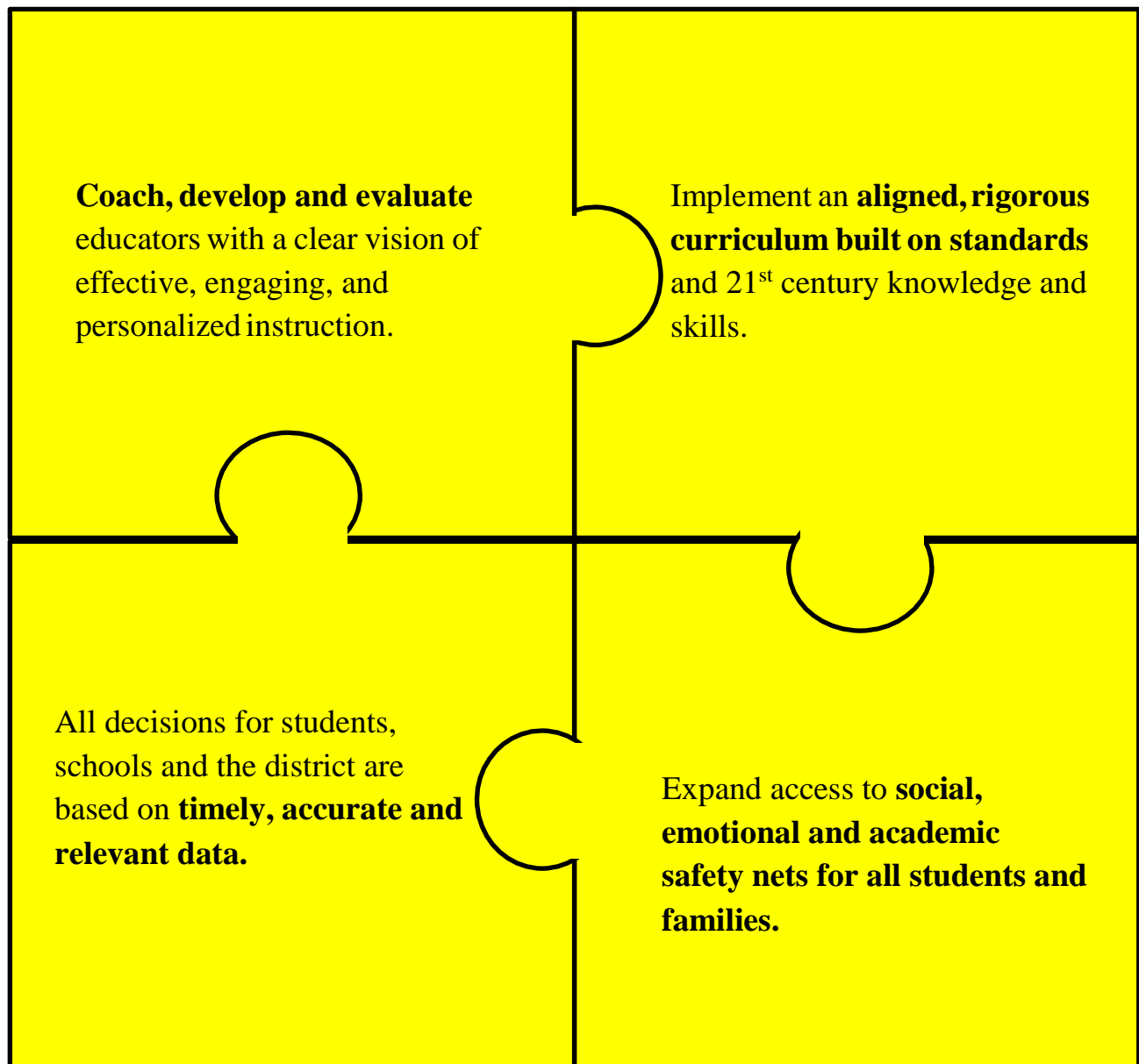
## Theory of Action

IF... there are highly effective, knowledgeable, and diverse principals and teachers in every school who create a learning environment of respect and mutual accountability, use data and technology to differentiate instruction and empower each student to achieve,

THEN...all students will graduate prepared to be successful in college and career in *A Culture of Equity and Proficiency*.

## How it Fits Together: The Four Strategic Priorities to Raising Student Achievement

The Springfield Promise requires organization, coordination, and focus. We have identified four essential strategic priorities that collectively will raise student achievement. With a relentless focus on these four priorities, we will ensure that: effective, rigorous instruction occurs in every class every day; that there are shared high expectations for all students; that students achieve grade level proficiency, and that students graduate college and career ready.



## Strategic Priority #1:

We will accomplish this strategic priority by:

- Recruiting and retaining a highly effective and diverse staff;
- Expanding job-embedded professional development in support of digitally-enhanced instructional practices;
- Advancing mentoring programs at the teacher and administrator level;
- Implementing the educator evaluation system with fidelity;
- Monitoring progress using a performance management system aligned with the school improvement plans; and,
- Providing digital tools that support the development and delivery of engaging and personalized learning.

**Coach, develop, and evaluate** educators with a clear vision of effective, engaging, and personalized instruction.



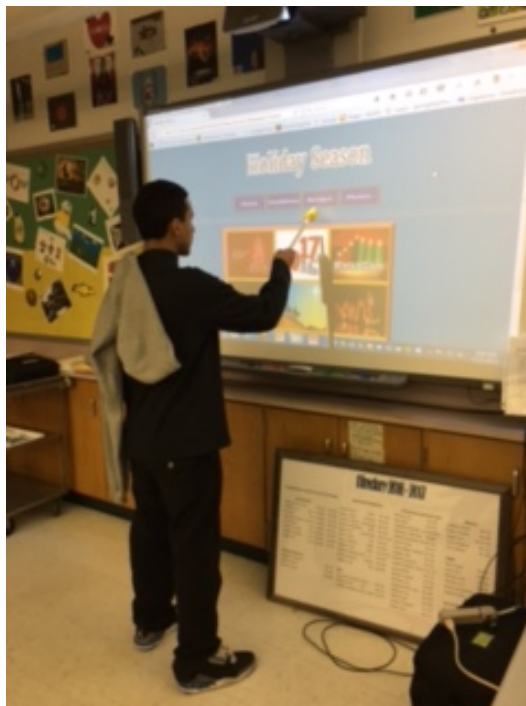


## Strategic Priority #2:

We will accomplish this strategic priority by:

- Expanding curricular resources (e.g., model lessons, e-textbooks and digital content) aligned to Massachusetts curriculum standards;
- Focusing on literacy across all curriculum areas with an emphasis in the early grades;
- Implementing a Literacy and Numeracy Plan emphasizing a multi-tiered system of support to differentiate instruction at all levels;
- Increasing the alignment and rigor of formative and summative assessments;
- Implementing technology tools in support of instruction aligned to standards; and,
- Preparing students and teachers for next generation assessments, featuring online exams and performance tasks.
- Expanding career pathways and vocational opportunities

Implement an **aligned, rigorous curriculum built on standards** and 21<sup>st</sup> century knowledge and skills.



### Strategic Priority #3:

We will accomplish this strategic priority by:

- Expanding data dashboards for teachers, principals, and administrators to include new sources of data and analytical tools;
- Developing predictive analytical models to track student progress at all levels and identify students in need of support;
- Providing ongoing professional development and coaching to all staff on the effective use of data and technology to improve instruction;
- Streamlining a program of formative and summative assessments;
- Enabling families to access real-time data on their student's progress and performance; and,
- Making decisions for students, schools and the district based on timely, accurate and relevant data.

All decisions for students, schools and the district are based on **timely, accurate and relevant data.**



#### Strategic Priority #4:

We will accomplish this strategic priority by:

- Increasing wraparound services to students and families (e.g., City Connects, Wraparound Zones, and other community agencies);
- Expanding Positive Behavioral Interventions and Supports (PBIS) with fidelity;
- Providing all students with tiered academic and social/emotional interventions based on student data;
- Implementing a community data partnership to better support our students;
- Advancing alternative pathways for success for at-risk students:
  - Online credit, grade and attendance recovery
  - Extended learning opportunities
  - Alternative school models
  - 9th grade academies
- Strengthening parent and community engagement through the implementation of initiatives such as:
  - The Springfield Parent Academy
  - Parent Facilitators
  - Parent-Teacher Home Visit Project, and
  - Parent and Community focus groups



## As Springfield Public School Moves Forward . . .

This strategic plan presents an exciting course of action for Springfield Public Schools for the next five years. The full implementation of WeLearn is our promise to provide each student with the digital tools necessary to learn in the real-world environment necessary for success in the 21<sup>st</sup> century. But it is not enough to just have a plan. Systematic monitoring is critical to producing the desired outcomes. To monitor our progress in achieving the Springfield Promise, we will be measuring our initiatives using all the data elements listed below. The metrics on the district website and will be updated regularly as they are available and publicly shared so that everyone can be a part of building *The Springfield Promise*.

### **Student Persistence**

- Dropout Rate

### **Student Attendance**

- Average Daily Attendance
- Percent of Students Chronically Absent
- Percent of Students Severely Chronically Absent
- Truancy Rate

### **College and Career Readiness**

- Graduation Rate
- SAT Participation
- Advanced Placement (AP) Qualifying Score
- Advanced Placement (AP) Exams Taken

### **Student Achievement on MCAS**

- Meeting or Exceeding Expectations Overall (Grades 3-8 and 10)
- Meeting or Exceeding Expectations English Language Arts
- Meeting or Exceeding Expectations Mathematics
- Meeting or Exceeding Expectations Science and Technology
- Student Growth Percentile – English Language Arts
- Student Growth Percentile – Mathematics

### **Teacher Quality**

- Teacher Attendance
- Paraprofessional attendance

### **School Climate and Culture**

- In-School Suspensions
- Out-of-School Suspensions
- Arrests of Students
- Bullying