

Enhancing the D-Y Advantage

Dennis-Yarmouth Regional School District

Empowering Students to Achieve Excellence



Superintendent of Schools

Carol Woodbury

Consultants



Dennis-Yarmouth Regional School District



Ezra H. Baker Innovation School



Marguerite Small Elementary School



Station
Avenue
Elementary
School

Nathaniel H. Wixon
Innovation School



Mattacheese Middle School



Dennis-Yarmouth Regional High School

A Message from the Superintendent

Dear Families, Staff, and Community Members,

On behalf of the Dennis-Yarmouth Regional School District I am pleased to present our Strategic Plan for 2014-2019, ***Enhancing the D-Y Advantage***. This strategic plan is a framework that will focus and guide our work over the next few years as we strive to achieve our vision for the future.

The world is an ever-changing place; therefore no single document can be inclusive of all efforts within the district. This strategic plan must be flexible and recognize the impact of numerous worthy endeavors already underway.

We began the strategic planning process in April 2013 with the assistance of the Massachusetts Association of Regional Schools. Hundreds of people, through focus groups and surveys, provided well-considered feedback as the plan was developed. We thank everyone for their valuable input. Additionally, sincere thanks are due to the more than forty members of the Strategic Planning Steering Committee for their time, vision, and concern for the future of all children.

The collaborative process used to develop this plan is indicative of how the Dennis-Yarmouth Regional School District functions. Helen Keller once said, "Alone we can do so little; together we can do so much." In this complex, fast-paced, changing world we live in we must work together to provide the best education possible for all children. Being college and career ready in 2014 means something very different than when many of us went to school. We must be open to change and dare to dream of a prosperous, fulfilling future for all our students. We thank the community for their partnership on this road to success.

In the Interest of All Children,

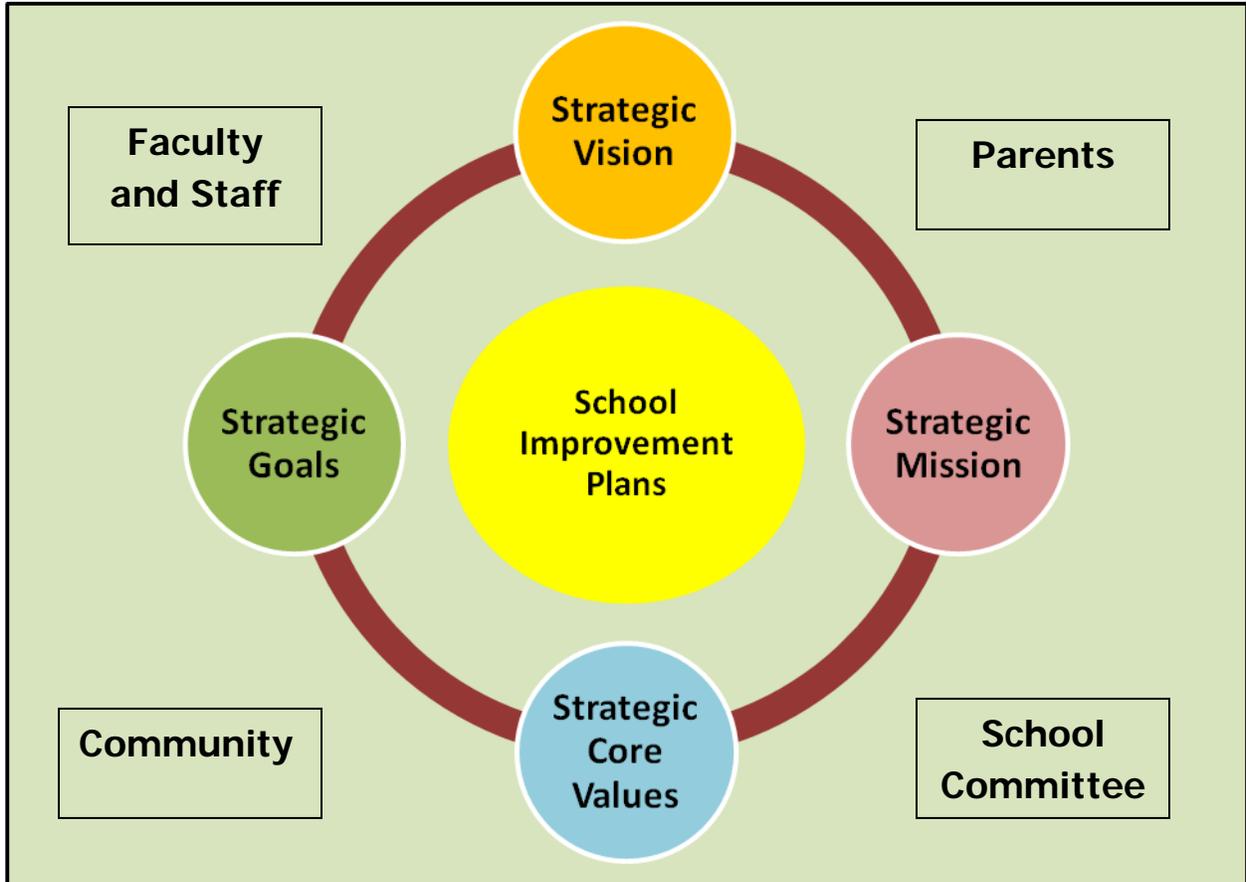
A handwritten signature in black ink that reads "Carol A. Woodbury". The signature is written in a cursive, flowing style.

Carol A. Woodbury
Superintendent of Schools

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How It All Works!



Why Do Strategic Planning?

Does it really help?

Picture yourself on a journey. You come to a fork in the road and you have three pathways from which to choose. Your GPS tells you that one way is the fastest, one way takes longer but it is the safest, and one way provides you with the most scenic route and possibly the most adventurous. Which path would you choose?

Strategic planning is a journey with many pathways from which to choose. If planned correctly, strategic planning will take you down a pathway where your destination will bring you added success and, the journey itself, will provide meaningful experiences from which to grow and learn. The public schools of Dennis and Yarmouth decided to review their current strategic plan and to create a new pathway towards excellence. The hope was that the process, the plan, and its implementation would all serve the district well over the next six years. The plan would turn the district's path toward "True North." Expectations are high.

Peter Block, in his book *The Empowered Manager* says, "Autonomy is the decision we make to act on our own choice. The most fundamental choice we make is to create a future of our own choosing." He states further, "Our current actions can be understood by looking at the future we desire. It is a hopeful way of looking at behavior because it implies that we need not be controlled by our own history." A strategic plan is the vehicle that allows an organization to look at its future. Through visioning, developing a mission, examining core values, and setting achievable goals, the district moves toward attainment of school improvement. A well-done plan keeps the district aligned, puts systems in place, makes improvement a process, and most importantly promotes sustainability.

We do strategic planning for all the reasons listed above. The completed strategic plan will help the district define itself, create purpose, and move everyone in the same direction. The job at hand will be to communicate the plan to the entire school community. If done successfully, everyone will realize that they play a role in the plan's implementation. Over time, then, the district will become stronger, more cohesive, and focused. Each year, school improvement plans should reflect the new vision, mission, and core values. The result will be improved instruction, enhanced student achievement, and a district where high expectations are met. And in the end, a well-done strategic plan is never finished. It will continue to be part of the district's culture.

Strategic Plan Process



The Strategic Plan Process flow chart provided a template for the Steering Committee to follow to complete its work

Dennis-Yarmouth Regional School District

Summary of the Strategic Plan Process

In the spring of 2013, The MARS Consulting Group (Massachusetts Association of Regional Schools) was contracted to facilitate a strategic planning process for the Dennis-Yarmouth Regional School District. The MARS consultants proposed a plan that included four main steps that were divided in multiple phases. The four steps were:

- Clarify the Vision, Mission, Core Values/Beliefs
- Collect and Analyze the Data
- Identify Critical Issues
- Develop the Strategic Plan.

Our initial involvement focused on a series of meetings with the Superintendent as well as administrators and the Regional School Committee where we presented information about the value of strategic planning after defining vision, vision and core values with input from all constituent groups. A Steering Committee was also constituted during this early period of work. This Committee, appointed from volunteers by the superintendent, numbered forty representatives from school staff, parents and community members. The Committee was initially charged with the development of a redefined vision, mission, and core values/beliefs which would serve as the infrastructure for the strategic plan for the district.

The MARS Consulting Group began the series of introductory meetings with a PowerPoint presentation (see Appendices), the process was explained and a general timeline was reviewed. Much emphasis was placed on the importance of data collection and analysis which would be critical to the success of the venture. Several methods of data collection were used, most notably through a survey mechanism and a process known as a SWOT analysis. A SWOT analysis involves working with groups who are asked to describe the **Strengths, Weaknesses, Opportunities and Threats** related to the district.

The consultants began SWOT analyses with internal school district groups. Initial analyses were done with Central Office personnel and Building Administrators in the spring. These types of meetings continued throughout the fall when SWOT analysis opportunities were given to staff in all six individual school buildings (Ezra H. Baker Innovation School, Station Avenue Elementary School, Marguarite E. Small Elementary School, Nathaniel H. Wixon Innovation School, Mattacheese Middle School, and Dennis-Yarmouth Regional High School), plus members of the Steering Committee, a group of town officials, and a parent group. An executive summary (see Appendices) of all of the SWOT meetings was prepared by the consultants and presented to the Steering Committee in February. This document pointed to all of the common points made across

all of the constituent groups and provided a basis for the development of core values and also for the identification of critical issues which could be addressed through the strategic plan.

The other major data gathering came from the use of a public survey. The Steering Committee was presented with a template of a Community Survey that focused on values, asking whether participants share the district's educational values and whether they believe the schools demonstrate these values. Other topics included school and district communications. The survey presented these questions to parents and guardians of Dennis-Yarmouth Regional School District students, as well as to local residents who do not have students in the district's schools. The survey, designed by K12 Insight, a technology and communications firm that helps school district leadership better engage in conversations with parents, teachers, staff, students and the general public on critical district issues, was adapted and modified to make it reflective of Dennis-Yarmouth. The survey (see Appendices) was open from December 9-20, 2013 and received 436 responses. The Superintendent invited participation through an email containing a unique URL for the survey. A public URL was also available on the district's website. An executive summary of the data obtained through the survey (see Appendices) was prepared and presented to the Steering Committee in February.

The Steering Committee members utilized the information during a series of meetings as they worked to develop a vision, mission, and core values/beliefs. This work culminated when the Committee reached consensus on all of the above. The Steering Committee agreed to finalize its work in March but also identified several areas of interest from which the development of the specific strategic initiatives to be articulated in the strategic plan could emerge.

The Steering Committee also agreed that the work on the specific strategic initiatives would be finalized by the administrative staff. The Steering Committee met a last time to review the final strategic initiatives that they had prioritized and members of the administration had developed into a five-year strategic plan.

The culmination of the entire body of work is a Strategic Plan that represents a reflection of the environment and profile of the regional district. The Strategic Plan supports the schools of Dennis and Yarmouth's vision of "Enhancing the D-Y Advantage" by providing quality educational experiences to the children who attend school each day. The Strategic Plan was presented to the Regional School Committee for its review and approval. The Regional School Committee and Superintendent Woodbury communicated the final Strategic Plan to the entire school community. Superintendent Carol Woodbury, her Central Office Staff, the members of the Steering Committee, and Maureen Burnham, Administrative Assistant to the Superintendent all played a significant role in the process and development of this Strategic Plan.

The Strategic Plan **Steering Committee** included a cross section of the educational community and was comprised of the following:

<i>Members</i>	
Larry Azer	Director of Finance and Operations
Jeanne Barbi	Parent
Mary Ann Bartlett	Teacher
Brian Beasley	Parent
Dave Bisbee	Community Member
Brian Carey	School Committee Member
Kim Crowell	Parent
Peter Crowell	Principal, Station Avenue Elementary School
Kevin Depin	Principal, E.H.Baker Innovation School
Judith Dion	Director of Pupil Services
Jim Dykeman	School Committee Member
Deanna Desroches	Parent
Carol Eichner	Principal, M.E.Small Elementary School
Lisa Gillis	Parent
Michelle Goode	Teacher
Ken Jenks	Principal, Dennis-Yarmouth Regional High School
Ann Knell	Principal, Mattacheese Middle School
Gloria Lemerise	Director of Instruction
Mary Loebig	Teacher
Chris Machado	Director of Technology
Tracey Machnik	Parent
Mary Beth Capobianco	Parent
Mary Cotoia	Parent
Doug Mayo	Teacher
Richard McGarr	Community Member
Sheryl McMahon	Board of Selectmen, Dennis
Emily Mezzetti	Principal, N.H.Wixon Innovation School
Tammy Neter	Teacher
Nick Pasquarosa	School Resource Officer
Patty Maradian	Parent
Erin Porter	Teacher
Tracy Post	Board of Selectmen, Yarmouth
Elena Schuck	Teacher
Virginia Stewart	Teacher
Marti Tardif	Teacher
Gretchen Marie Towers	Parent
Anastasia Welch Perrino	Parent
Phil Wick	Community Member
Sue Williams	Parent
Carol Woodbury	Superintendent of Schools

Vision Statement

The vision of a district is a picture of what a district believes it should be in the future. It is a statement that everyone will strive to reach and attain. As it is developed, the district needs to ensure that the vision is sustainable. It should therefore meet the test of time. The district should plan to review its strategic plan on a continuous five-year basis. If the vision statement truly reflects the district's future, then as the plan is reviewed, the vision should not change. The statement developed by the Steering Committee represents beliefs and aspirations that encompass the passion that each member brought to this process.

VISION STATEMENT

The Dennis-Yarmouth Regional School District, a community of learners, will be an innovative leader in preparing each student to be college, career, and civic ready, with the capacity to seek new challenges and make a positive difference.

Mission Statement

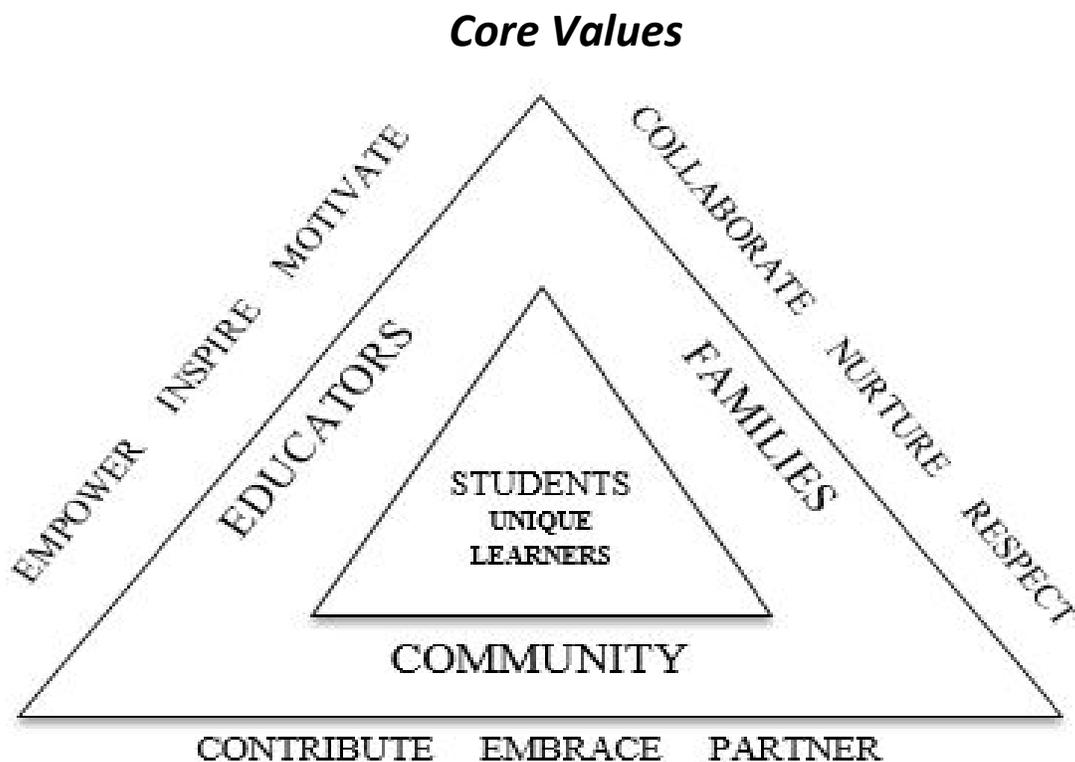
The mission statement differs from the vision in that it describes what the district does, whom it serves, and how it accomplishes its goals. If written properly, it communicates succinctly and quickly. It is clear and unambiguous and can be implemented by all who work for the district. The Dennis-Yarmouth Regional School District Mission meets this test: The **what**- "*achieve excellence with integrity*"; the **whom**- "*each student*", and the **how**- "*Empowering*" In short, the mission becomes the means to achieve the vision.

Mission Statement

*Empowering each student to achieve excellence
with integrity in a changing world.*

Core Values

Core Values represent the “heart and soul” of a school district. Their importance should not be underestimated. They form the foundation for all the actions that the district takes. They are the underpinnings of beliefs, how the district operates, how it works with people at all levels, and what the district envisions as its purpose. Before a vision or mission can be crafted, the district needs to look inward and decide what is important. The Steering Committee has selected the following to represent the district’s core values.



The Dennis-Yarmouth Regional School District is a community of innovative learners. Each student will be college, career, and civic ready, empowered to seek new challenges and make a positive difference in a changing world.

The FOCUS GROUP/SWOT Process and COMMUNITY SURVEY

[SWOT = Strengths/Weaknesses/Opportunities/Threats]

Once the Mission, Vision, and Core Values were identified, the Steering Committee selected the most pressing and critical issues that face the district. Utilizing a public survey instrument and detailed focus group meetings, data was analyzed to begin discussion about what critical issues the district needed to address. A SWOT (Strengths, Weaknesses, Opportunities and Threats) process helped the focus groups and the Steering Committee make their choices. The SWOT process also helped the Steering Committee members to begin thinking about significant issues that could become goals for the Strategic Plan. The Steering Committee also reviewed the results of over 435 responses to a community survey about the schools answered by a cross section of members of the communities. Multiple areas were identified from this data. From this list, the final group of specific and critical issues was selected. These issues formed the basis for the Strategic Plan's Goals and Strategic Initiatives.

Top Four Identified Issues

1. Student Learning - Curriculum, Instruction, & Assessment

- Curriculum
- Technology

2. School Culture

- Diverse learners
- Wellness

3. Communication

- Inform
- Listen
- Engage

4. Safety

STRATEGIC FOCUS AREA #1: Student Learning – Curriculum, Instruction and Assessment

GOAL STATEMENT: Maintain and enhance a challenging and rigorous curriculum that empowers students to achieve success in a world community of continual change and accelerating complexity.

Strategic Initiative 1A: Curriculum, Instruction and Assessment						
Goal: Continuously update curriculum, instruction, and assessment to improve student achievement.						
Identified Needs	Data	Strategies	Responsibility	Timeline	Required Resources	Indicators of Success
Updated curriculum maps	Local and state assessment data Identified gaps in instructional sequence	Partner with consultants to create a district-wide template for Understanding by Design (UbD) template Develop district-wide curriculum maps	Superintendent Directors Building Level Administrators Teachers	2014-2019	Consultants Professional Development (PD) Webinars Partnerships with university researchers Funding for PD Funding for publishing District PD	Map Template Completed content maps, aligned horizontally and vertically
State requirement to identify District Determined Measures (DDMs)	MA State Curriculum Frameworks (2011)	Designate assessments to measure growth and achievement	Superintendent Directors Building Level Administrators Teachers	2014-2019	District PD DESE Implementation Briefs and webinars Funding for PD	Common assessment by grade/content area Student impact data points
Create an assessment timeline	Local assessment data	Embed assessments at key points during academic year	Superintendent Directors Building Level Administrators Teachers	2014-2019	Current timelines Assessments	Cycle of assessments embedded in maps
Establish a curriculum renewal cycle	2011 and upcoming drafts of State Curriculum Frameworks (i.e. Science, Technology Engineering)	Convene a curriculum council to establish a cycle of curriculum renewal process	Directors Curriculum Council	2014- 2019	Establish meeting schedule Curriculum Committee Members Funding for PD	Renewal cycle calendar

STRATEGIC FOCUS AREA #1: Student Learning - Technology

GOAL STATEMENT: Maintain and enhance the tools, infrastructure and use of technology in order to meet the emerging needs of all learners.

Strategic Initiative 1B: Technology						
Goal: Ensure student access to current technology to enhance technology integration and literacy.						
Identified Needs	Data	Strategies	Responsibility	Timeline	Required Resources	Indicators of Success
Technology integration	Extended instructional opportunities and access Increasing expectations of digital learners	Expansion of one-to-one roll-out plans Ongoing professional development for instructional integration Utilize Edwin Teaching and Learning System for extending curriculum, instruction and assessment	Superintendent Directors Building Level Administrators Teachers	2014 -2019	Professional Development in Edwin Webinars and workshops Local funding Grants – as available and appropriate	Professional development calendars Inclusion of technology integration in curriculum maps
Expansion of tools and devices for teaching and learning	Mandates for technology infrastructure for assessment Continued need to merge student information and achievement data	Planning for electronic assessment Upgrade infrastructure	Superintendent Directors Building Level Administrators Technology Directors Technicians	2014 -2019	Staff schedules Local funding Grants – as available and appropriate	Technology plan Completion of data transfer as directed by state mandate

STRATEGIC FOCUS AREA #2: Supportive School Culture – Diverse Learners

GOAL STATEMENT: Maintain and enhance a supportive school culture that scaffolds learning and supports a continuum of students and adult learners.

Identified Needs	Data	Strategies	Responsibility	Timeline	Required Resources	Indicators of Success
Identify and meet the needs of a diverse population to maximize the education outcomes for each student	Subgroup Assessment Data Subgroup Attendance Data Student Participation Data Graduation Rate Drop Out Rate	Establish learning targets for each identified subgroup	Classroom Teachers Small Group Specialists Special Education Team Chairs Social Workers Building Level Administrators Directors	2014-2019	Data Professional Development Instructional Materials	Demonstrated Growth: Subgroup Data Graduation Data Dropout Data Participation Data
Communicate effectively with families of diverse learners	Translated materials Data on attendance at school events Attendance Data Participation Data	Create a district library of translated materials Process for specialized, personalized communication with families of diverse learners	Classroom Teachers Small Group Specialists Special Education Team Chairs Social Workers Building Level Administrators Directors	2014-2019	Translators Parent Advisory Council Parent Liaisons	Family Attendance Rates at Events Established Resource Library Parent Engagement in events and activities
Provide professional development focused on the unique needs of diverse learners	Student Assessment Data ACCESS Data (ELL students)	Areas to provide Systemic Professional Development: RETELL Responsive Classroom Mentoring Anti-Bullying Mindfulness Positive Behavioral Intervention and Supports	Classroom Teachers Small Group Specialists Special Education Team Chairs Social Workers Building Level Administrators Directors	2014-2019	Finding and time for Professional Development	Reduction in student discipline referrals Assessment results Staff Survey Student Participation Rates
Increase individual student attendance	Attendance Data for students with more than five absences in a trimester	“Keep Them Coming” Program	Same as above	2014-2019	“Keep Them Coming” Team School Nurse & Doctor Social Worker District Attorney	Improved individual student attendance

STRATEGIC FOCUS AREA #2: Supportive School Culture – Wellness

GOAL STATEMENT: Maintain and enhance a supportive school culture that scaffolds learning and supports a continuum of students and adult learners.

Identified Needs	Data	Strategies	Responsibility	Timeline	Required Resources	Indicators of Success
Increased physical health of students	Physical Education schedules Lesson Plans (Pk-12)	Increase meaningful, active time in Physical Education	PE Staff School Nurses Building Level Administrators Directors	2014-2019	Curriculum Maps	Increased student attendance Increased participation Systemic, enhanced vertical PE alignment
Increased emotional regulation for all students	Discipline Data Social Worker’s Data Child Study Team (CST) Records Attendance Data	Introduce and utilize pro-social curriculum such as Calmer Choice	Teachers Social Workers CST Members School Nurses	2014-2019	Calmer Choice Professional Development	Reduced discipline referrals Increased attendance Qualitative records for individual students
Increased knowledge of and participation in choosing nutritionally sound meals	Participation Rates Health Education Nutrition Curriculum Lunch Menus Student BMI Data	Salad bar for each school site Vertically aligned nutrition curriculum	Food Service Coordinator Director of Finance & Operations School Nurses Health Education Teachers Building Level Administrators	2014-2019	Food Service Equipment Health Education (Nutrition) Curriculum Professional Development for Food Service Personnel	Improved student BMI data Improved attendance Reduced discipline referrals Vertically aligned health curriculum

STRATEGIC FOCUS AREA #3: Communication - Inform, Listen, Engage

GOAL STATEMENT: Maintain and enhance support systems for effective, proactive and two-way communication among schools, families, and community.

Identified Needs	Data	Strategies	Responsibility	Timeline	Required Resources	Indicators of Success
Strategic Initiative 3A: Inform						
Goal: Keep staff, families, and community well-informed about our schools.						
A knowledgeable community of stakeholders	Determine the most effective ways to inform staff, families, and community	<u>Internal:</u> Faculty meetings, district meetings, staff newsletters <u>External:</u> AlertNow, press releases, newsletters, websites, media, public forums, School Committee meetings	School Committee Superintendent Directors Building Level Administrators Teachers Staff	2014-2019	Technology tools, Local partners (i.e. Cape Cod Community Media Center) District funds Donations Costs for Publications	Survey results (i.e. Strategic Planning Stakeholder Survey MasTELLS School Climate Survey Employee Engagement Survey)
Strategic Initiative 3B: Listen						
Goal: Pursue opportunities for stakeholder input.						
Ability to encourage and embrace feedback	Determine preferred methods of communicating input to the District and schools.	Surveys (i.e. Strategic Planning Stakeholder Survey, MassTELLS, School Climate Survey, Employee Engagement Survey) School Committee Public Comment period Individual, small group and large group communication Review of print media and Internet venues	School Committee Superintendent Directors Building Level Administrators Teachers Staff	2014-2019	District Funds	Response to feedback received through surveys and community input

Identified Needs	Data	Strategies	Responsibility	Timeline	Required Resources	Indicators of Success
Strategic Initiative 3C: Engage Goal: Create opportunities for two-way communication.						
Collaboration with families and community	Determine the most effect venues to establish two-way communication with the public based on surveys and attendance records	Focus group forums Parent/teacher conferences School Councils and parent organizations SEPAC (Special Education Parent Advisory Council) Electronic Meetings Face-to-Face meetings Open Houses Special events	School Committee Superintendent Directors Building Level Administrators Teachers Staff Families Students Stakeholders Advisory groups Other community organizations Town Leaders	2014-2019	Technology tools Time Cost of publications	Retention of students

STRATEGIC FOCUS AREA #4: Safety

GOAL STATEMENT: Maintain and enhance a safe and secure environment for all students, staff, and visitors

Identified Needs	Data	Strategies	Responsibility	Timeline	Required Resources	Indicators of Success
Conduct annual reviews of emergency operations plan	Current plan last updated in 2012-2013	Conduct “Crime Prevention Through Environmental Design” (CPTED) analysis of current plan; revise as needed	School and District Administrators, School Resource Officers, Public Safety Departments	Complete preliminary review by 6/30/14 and then review annually after that	Time of responsible parties Cost to produce manuals, in print and/or electronically	Heightened awareness and knowledge of emergency plans
Conduct safety drills on a regular basis during the school year	Minimum of two lockdown drills and three fire drills each school year	Conduct analysis of current plans and identify areas for improvement, ensuring drills are conducted during all times of school day	School and District Administrators, School Resource Officers, Public Safety Departments	Annually throughout each school year	Time of responsible parties	Increased preparedness of staff and students during safety drills at all times of school day
Maintain and enhance access control equipment, practices, and procedures	Initial access control equipment installed in 2008-2009	Conduct survey of current environment and recommend enhancements and improvements	District Safety Team (High School Principal, Director of Finance & Operations, School Resource Officers, Facilities & Technology Depts.)	No later than 2016	Funding for equipment and other accessories (proximity cards, signage, etc.)	Enhanced access control and increased monitoring of entry activity in buildings
Maintain and enhance video monitoring systems	Previous installations: Phase 1A - 2007 at High School Phase 1B - 2011 at High School	Continue expansion of current system to other schools	District Safety Team (High School Principal, Director of Finance & Operations, School Resource Officers, Facilities & Technology Depts.)	Phase II at Mattacheese to be completed by 2015 Phase III at other schools based on available funding	Funding for equipment and installation Time to monitor and review activity	Enhanced monitoring of activity in and around buildings

Identified Needs	Data	Strategies	Responsibility	Timeline	Required Resources	Indicators of Success
Review school traffic plans to maximize safety and efficiency	Currently being done annually	Conduct analysis of current traffic plans and identify areas for improvement	School and District Administrators, School Resource Officers, Public Safety Departments	No later than August 2014 and then review annually after that	Time of responsible parties Cost of flyers, signs and painting	Safer and more efficient traffic plans at all schools
Develop and implement a plan to enhance security for maintenance, grounds facilities and equipment	Plan has been developed but awaits funding	Conduct survey of current environment and recommend enhancements and improvements	Facilities Department, in conjunction with Director of Finance & Operations and High School Administration	No later than 2017	Funding for project, either from district funds or town capital funds	Enhanced security of district assets

MARS Consulting Group

Stephen Donovan, M.Ed.

Steve Donovan has worked in school districts for thirty-six years. He has served as Counseling Department Chair, Coordinator of Special Education, Director of Pupil Services, and High School Principal in Regional School Districts for thirty years. He has worked on regionalization efforts and strategic planning initiatives.

Malcolm Reid, M.S.

Mac Reid has worked as an administrator in regional school districts for thirty-five years and another six years in non-regional district. He has served as Principal, Director of Pupil Services, Director of Personnel, and other Central Office positions. He has also been a Superintendent who helped two districts to regionalize as well as consulted with a Regional School District Planning Board and served on one in his hometown. He has also participated in the development of strategic plans in other school districts.