Pioneer Valley Performing Arts Charter Public School

Governance Commttee

Published on May 29, 2019 at 6:32 PM EDT

Date and Time
Wednesday May 29, 2019 at 5:30 PM EDT

Location
Herman Robert Landenheim Library, 15 Mulligan Dr., South Hadley, MA 01705

Agenda

	Purpose	Presenter	Time
I. Opening Items			**5:30 PM**

Opening Items

A. Record Attendance and Guests
B. Call the Meeting to Order

	Purpose	Presenter	Time
C. Read Mission Statement			1 m

PVPA offers its students intensive exposure to the performing arts within the context of an excellent college preparatory curriculum.

	Purpose	Presenter	Time
D. Approve Minutes	Approve Minutes		5 m

Due to a meeting cancellation.

Approve minutes for Governance Commttee on February 5, 2019

E. Approve Minutes	Approve Minutes	

Approve minutes for Governance Commttee on March 19, 2019

II. Strategic Action Plan		**5:36 PM**

	Purpose	Presenter	Time
Governance			
A. Next steps	Discuss	Donovan Arthen	20 m

- Meeting with the new SAP Committee leadership to discuss process and help provide some perspective on the previous plan.

III. By Laws

IV. Board Recruitment			5:56 PM
A. Planning for the next wave of recruitment	Discuss	Donovan Arthen	20 m

- Update on online form results
  - Discuss potential candidates
  - Delegate contact person to arrange meeting visitations

V. Closing Items			6:16 PM
A. Adjourn Meeting	Vote		

Coversheet

Approve Minutes

Section: I. Opening Items
Item: D. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Governance Commttee on February 5, 2019

Pioneer Valley Performing Arts Charter Public School

Minutes

Governance Commttee

Date and Time
Tuesday February 5, 2019 at 6:00 PM

Location
Herman Robert Landenheim Library, 15 Mulligan Dr., South Hadley, MA 01705

Committee Members Present
Donovan Arthen, James Barnhill, Jorge Rodriguez

Committee Members Absent
None

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Donovan Arthen called a meeting of the Governance Committee of Pioneer Valley Performing Arts Charter Public School to order on Tuesday Feb 5, 2019 at 6:11 PM.

C. Read Mission Statement

read by Jorge

D. Approve Minutes

Jorge Rodriguez made a motion to approve minutes from the Governance Commttee on 12-04-18 Governance Commttee on 12-04-18.
Donovan Arthen seconded the motion.
The committee **VOTED** unanimously to approve the motion.

II. Strategic Action Plan

A. Strategic Action Plan

Potential structure for SAP Committee Leaders:

- 3 co chairs
- 3 sub committees
- 1 chair 2 vice chairs - suggested 1 board member chair, 1 Faculty VC and 1 Admin VC
- 2 co chairs

A note for the committee - the language used in the plan needs to be carefully vetted for legal repercussions as well as tone and meaning

Suggestions for the next School Leader search - Utilize a search firm to make sure that candidates are thoroughly vetted.

III. Board Recruitment

A. Planning for the next wave of recruitment

Reach out to NAYP for potential recruitment.

Friday Notes Blast, potentially an email from Mindi or Donovan

Jim will reach out to Geoff Sumi about some potential South Hadley contacts.

Reach out to local art community to find potential board members, maybe a venue owner?

Jim will look into Lawyerly folk

more financial minded people

IV. Closing Items

A. Adjourn Meeting

James Barnhill made a motion to adjourn the meeting.
Jorge Rodriguez seconded the motion.
The motion unanimously did not carry.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:05 PM.

Respectfully Submitted,
Donovan Arthen

Coversheet

Approve Minutes

Section: I. Opening Items
Item: E. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Governance Commttee on March 19, 2019

Pioneer Valley Performing Arts Charter Public School

Minutes

Governance Commttee

Date and Time
Tuesday March 19, 2019 at 6:00 PM

Location
Herman Robert Landenheim Library, 15 Mulligan Dr., South Hadley, MA 01705

Committee Members Present
Donovan Arthen, James Barnhill, Jorge Rodriguez

Committee Members Absent
None

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Donovan Arthen called a meeting of the Governance Committee of Pioneer Valley Performing Arts Charter Public School to order on Tuesday Mar 19, 2019 at 6:07 PM.

C. Read Mission Statement

Read by Jorge Rodriguez

D. Approve Minutes

James Barnhill made a motion to approve minutes from the Governance Commttee on 02-05-19 Governance Commttee on 02-05-19.
Jorge Rodriguez seconded the motion.
The motion unanimously did not carry.

II. Strategic Action Plan

A. Next steps

We would like to suggest that the president of the Board of trustees appoint the following people as the leadership of this Working Task Force.

- Chair - Marcus McLaurin
- Vice Chairs - Laura Davis, Loris

After they (or other candidates) have been appointed, we will invite them to attend a governance meeting to build a mutual understanding of the upcoming Strategic Planning Process

III. Board Recruitment

A. Planning for the next wave of recruitment

Donovan will put the form in Friday notes this week.

Jorge will reach out to folks who attend Spotlight.

Reaching out to arts faculty in the local colleges as a potential place to recruit some folks.

Reach out to Chris Fournier for potential UMass contacts.

Jim will reach out to both his wife; as well as Geoff and Jenny Sumi for other contacts throughout the valley.

IV. Closing Items

A. Adjourn Meeting

James Barnhill made a motion to adjourn the meeting.
Jorge Rodriguez seconded the motion.
The motion unanimously did not carry.
There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:42 PM.

Respectfully Submitted,

Donovan Arthen

Coversheet

Next steps

Section: II. Strategic Action Plan
Item: A. Next steps
Purpose: Discuss
Submitted by:
Related Material: SAP mid point check in JJR notes.pdf
                      SAP mid point check in Donovan Arthen.pdf
                      SAP mid point - Jim Barnhill - Services, Facilities & Technology.pdf
                      SAP mid point - Jim Barnhill - OUTREACH AND COMMUNICATION.pdf
                      2016-2021 Strategic Action Plan.pdf
                      2016-2021StrategicPlanMatrix.pdf

Arts & Academics, with Laura 10/12

Goal 1:

1.1 → next year going into 5th year of curriculum review cicle PCMAPs.
we have Course Expectations for all courses.
this fall, will collab with dept. leaders to define courses for 19-20.

1.2 → part of the course offerings conversation
↳ make sure we have enough access points
↳ "singleton" courses → only one unit offered
variety vs. access
↳ goal variety with dif. in the class

1.3 → Arts & Ac. Integration Committee working on it

1.4 → what does this mean? → clarification needed
prod. calendar in place, Marc wants to keep from adding to it; next year may be the same; not the time to cut

1.5 → Jevey working with teachers on: +setting up a
             - differentiation   PLC
             - collab learning / teaching
SBL / standards-based learning committee
clarifying practices - deadlines

1.6 → Jevey working with teachers

Goal 2:
2.1 → Ac. support. Math support (S-block: HW, math, reading wksp)
MAP testing → nationally-known reading & math exam → 7/8 team used results to determine supports & study data/engagement in class.
→ being used in HS with a smaller set of students to determine supports

2.2 → Studied MAPs data
HS ac. team looking at MCAS data from last year to modify instruction.
Jackie, stand. Test Coor, working with Zeo & depts. to further exame data

manages AP MAP, MCAS, access.

2.3 → wouldn't say we have structures right now; that's the work ahead.
making sure things are running, but looking to create structures so we are not always reactive.

2.4 → at the beginning of the process, unpacking what it means; see 1.5

Goal 3: Mare has taken on this
↳ Laura focused auditions
↳ process reviewed/updated in Staff Handbook

Other: Restorative practice should have a positive impact on academics & arts → shift the focus on being here to learn.

Student Support with Brent Nielsen   10/16/18

Overall objective #1 is to provide student support
& lots of what we've done under S.S.

+added   When Brent arrived, his predecessor
2 years to update → wrote all IEPs; all were boiler plate
records; now   and did not address specific needs
organized in comprehensive → there were no Sped Teachers;
binders for each   at a charter school a sped
student with IEP/504 →   → now we have 5 fully licensed,
        as opposed to 3 unlicensed;
Teachers didn't   2 are licensed as ELA,
have access to IEPs   1 is licensed as Reading;
        - Anna did a semesters worth
        of English over Paideia so
        studs could grad on time.

co-teaching { Toria + Ken → Found. of Math
is a new   { - Emil + Megan → Found of Bio
implementation { - Emil + Karen → Found of English
            ↳ new course:
            2 full years
            in place of
            Bio & Env. Sc.
            ↳ smaller class

Algebra IA & IB → spreads 1 year into 2.
Found. of Geometry - Joe
    ↳ creates a continuum of instruction
    for students who struggle

For science + math, we have created new classes that supports more students.

Not so lucky with E.L.A. Tried a pull out class called Foundations of Humanities
↳ 6-8 studs; just one SPED teacher
↳ behavior was too hard to manage

It's important for us to have more support in an inclusion setting.

IEP process:
- meeting
- parents get notes at meeting and sign for them
- Sped teacher writes IEP over next week
- Brent reviews and submits to parent within two weeks
- Parent must sign within 30 days (otherwise submit to DESE as a rejected IEP)

Student binders: sign in
                 IEPs
                 evaluations
                 progress report (on IEP goals; written by whoever is responsible for the goal)
                 ↳ the goals have to be measured quarterly, with each report
                 Misc. documents

Working on tc. sup. teachers: got them on a 32.5 sched; used to be all day for same pay.

Before: a stud with IEP would have their classes
selected and any open blocks would be A.S.

Now: it's not an after-thought → A.S. classes are
enrolled in better balance

Next: our schedule presents an obstacle to A.S.
offerings

90 studs with IEPs, around 23%; up from 80
↳ uptick in # may be due to how scheduling issues
amplified withdrawals.
↳ word of mouth about our SPED prog. attra
attracts people seeking our services.

25-30 of 80 were dissatisfied with SPED at previous
school!

Parents who may be satisfied with IEP process,
but feel stud has not gotten the support, accomo,
or mods. in the classroom.

↳ some teachers need the P.D. to how to
include all students. Not all our teachers
have the training of how to implement an IEP.
↳ more a problem in Academic than Arts
↳ some teachers are intuitive about acc., even
without the training
↳ communication with parents & teachers
would be started

There are more students with more mental health issues
↳ LE & Mya, along with stud. support team
↳ trauma sensitive comm.   ↳ added Adjustment Conidors

Staff Support with Zivey   10/23/18

(1.1) Zivey's new position → Faculty Support
+ previously split into two roles, and teacher support fell to bottom of the list
+ getting into classrooms everyday, a few at least
- supervision process hasn't changed; just the person/role; tied to union negotiations
- could be benefitial to go to the state's survey of teachers
  b letter coordinated to teacher rubric
- much on pause because of union

(1.2) Prof. Development
- a good deal of money for it → ask Marc: has it gone up or down.
- Restorative Practice training
- Conf. on Div. Access & Equity last week
- Zivey's role: to match teachers with PD that would support them
- Focus on Res. Prac. & diversity/equity
- CPI → math program

(1.3) Zivey's role to clarify PD request process
- Mentoring program - "new bee" support; in place and will continue

(1.4) Getting invitations for charters
- we have access to comparable PD as other schools
- but budget may or may not be there.

(2.1) What is the grievance procedure?
- Do they go to Marc & Zivey? Marcy?
- How does this change with the union?
- Zivey has ear to the ground for teacher needs (not exactly grievances)
  & supplies, snacks

Other:
- Admin very cohesive ⇒ working well, addressing issues together with less interpersonal problems.

Donovan Arthen

PVPA SAP Mid Point update notes

<u>**Staff Support and Development**</u>

1. Goal 1
    1.1) **Unit B of the PVPA Union is subject to Collective Bargaining -**
        - Create & revise job descriptions
        - Develop Process of supervision and Evaluation
        Senior Leadership -
        - Currently reevaluating the 8 job descriptions, as well as supervision and evaluation
        - Re-investigating the org chart
    1.2) - Extensive restorative justice training
        - Zevey and Laura are developing a PD plan for staff
    1.3) - no established method for staff feedback
        - supervision and PD, refer to 1.1
    1.4) - Compensation is within the range of comparable schools, any change is subject to union negotiations.
        - Professional opportunities are similar to, if not better than, traditional district schools in our area.
2. Goal 2 – we do not have a format for staff to voice concerns (other than all staff meetings and now the union)
        2.1) Grievance procedure is subject to union negotiations.

<u>**Resources and Development**</u>

1. Goal 1
    1.1. Annual fund raising plan does not exist
        - The apparatus and Infrastructure is being built
        - no priority list for restricted giving
        - prioritizing building an annual fund
    1.2. New guidelines for field trip authorization and fundraising are in place.
    1.3. Ambitious – check
        Realistic – not quite, but still very constructive
    1.4. In process
        - Hired full time position
        - Created series of events
        - Very active Facebook group
2. Goal 2
    - Created ED position that includes Grant writing in Job description
    - Already applied for a big grant (UPDATE – was selected for said grant!)
3. Goal 3
    - ED is busy investigating new sources of revenue and funding, especially in Springfield and Boston

<u>Leadership and Governance</u>

1. Goal 1 - DONE!
2. Goal 2
    2.1. Restorative Justice, Dean of School Culture, Org Chart revisions, grievance procedures in union negotiation
    2.2. New system for requests for field trips and expenditures by department
    2.3. - Teachers and staff – meetings with the union
        - Parents – events (openhouses), email surveys, Friday notes
        - Students – Upgraded student council to a class
        - Board – Monthly reports at BoT meetings
    2.4. See 2.3
    2.5.
        2.5.1. Board - publishes notes on website, only directly addresses the community after very big decisions and/or challenging times
        2.5.2. Admin
            - All staff meetings every three weeks
            - Weekly correspondences to all staff/faculty
            - Student council
            - Friday notes
3. Goal 3
    3.1. - After the challenges of years 1 and 2 of this plan, the board and administration are working to rebuild momentum
        - Founding of the Long Term Infrastructure Plan Committee is one big piece of supporting institutional growth
        - Creation of new positions – Dean of School Culture and Director of Teacher Development
    3.2. Good on most requirements and mandates
        - ELL support is one weakness that we need to address
    3.3. Data is not showing results yet, however, the school has invested heavily in student supports to address the issue.
    3.4. Recruited a number of new parent board members
        - Much more connection with student council
        - email surveys to parents

SERVICES, FACILITES & TECHNOLOGY

Goal 1: ~~Ensure all students have~~ [Promote student access] to healthy food options.

> *Recommendation for wording: deleting the strike through language, and adding language in brackets.*

REPORTER'S NOTE ON GOAL 1

According to the Oxford Dictionary and Thesaurus, the word "ensure" means to guarantee, to insure. It is not reasonable to expect any human individual, paid or unpaid, to guarantee success. Perfection is not possible. Using the word "ensure" virtually ensures failure.

> **Objective 1.1** Provide a range of healthy food options and reduce amount of low-quality food.

> *Recommendation for wording: no change.*

> **Objective 1.2** Determine ways to provide breakfast options for students.

> *Recommendation for wording: no change.*

REPORTER'S NOTES TO OBJECTIVE 1.1 AND 1.2

These goals need to be ongoing. It is recommended that they be looked at every year to the extent that we are able to do so. Signed contract with agreed terms, which help with pricing, may affect our ability to change every year. The major problem is that, although healthy alternatives are available from alternative vendors, they are more expensive.

Objective 1.2 has been accomplished.

Goal 2: ~~Ensure~~ [Promote development of] safe and functional spaces that ~~adequately~~ [reasonably] meet the current and anticipated needs of the school.

> *Recommendation for wording: deleting the strike through language, and adding language in brackets.*

REPORTER'S NOTES TO GOAL 2

From a legal and risk-management point of view, the original wording is, frankly, scary. See definition of "ensure" above. The original language could be used in a lawsuit as evidence of fault in case there is any accident or, even worse, intrusion. Furthermore, the "ensure" standard is not possible to attain, because it assumes perfection.

Goal 2 includes a number of labor-intensive objectives that currently exceed the capacity of the school to pursue at once. (Note that our capacity may change.) Therefore, the discussion below suggests establishing priorities.

10/4/15 2:21 PM
SAP mid point - Jim Barnhill - Services, Facilities & Technology

Objective 2.1 Develop multi-year plan for facility upgrades, additions, and maintenance.

Recommendation for wording: no change.

REPORTER'S NOTES TO OBJECTIVE 2.1

This should be a 1st tier objective.

. **Objective 2.2** Explore wind and solar power generation options as both a way to reduce costs or generate revenue and educate our students about sustainability.

Recommendation for wording: no change.

REPORTER'S NOTES TO OBJECTIVE 2.2

This goal is recommended for tier 3 because of the expense and difficulty of accomplishing it, particularly in the absence of personnel with available time and financial resources to investigate it. That said, reducing energy consumption is a laudable and important goal. Some might argue that it is best addressed at the power-company level, and such persons might point out that at present we lack evidence that installing wind and solar power generation equipment would be cost-effective, although it is certainly possible that it would be.

Objective 2.3 Expand library holdings and digital capabilities.

Recommendation for wording: no change.

REPORTER'S NOTES TO OBJECTIVE 2.3

Goal 2.3 is recommended for tier 2. This goal would be best pursued only after the school adopts a clear long-term instructional vision.

Goal 3: Maintain a level of technology that ~~adequately~~ [reasonably] supports teachers and students.
Recommendation for wording: deleting the strike through language, and adding language in brackets.

REPORTER'S NOTES TO GOAL 3

Again, the use of the word "adequately" sticks the school's neck out. In the real world of constrained funding and finite financial and staffing resources, it is more reasonable and more practical to constrain laudable goals within the limits of that which actually can be accomplished.

Objective 3.1 Increase the number of portable computers for teacher and classroom use [as needed and applicable].

Recommendation for wording: add bracketed language.

2

10/4/15 2:21 PM
SAP mid point - Jim Barnhill - Services, Facilities & Technology

<div align="center">REPORTER'S NOTES TO OBJECTIVE 3.1</div>

Work on Objective 3.1 is ongoing.

Objective 3.2 Provide ongoing tech training to meet teachers' needs

Recommendation for wording: no change.

Objective 3.3 Provide ongoing tech training to meet students' needs

Recommendation for wording: no change.

<div align="center">REPORTER'S NOTES TO OBJECTIVE 3.2 AND 3.3</div>

The reason for this wording addition is that the needs for teachers and classrooms computers change (sometimes yearly) depending on the current curriculum teaching structure, subject and needs of the classroom. Simply saying to add more computers across the board may not reflect optimum accuracy and realism.

Work on Objectives 3.2 and 3.3 is ongoing but constrained by staffing. There are training videos, but not everyone uses them. Suggestions are the preparation of a web-site index, the creating of our own website, and clear directories.

We can alter our web site to some extent, but there are limitations imposed by our current web site host company. Discussion of a new web-site hosting company or creating our own web site has been going on for a while now, but without reaching a decision. Creating our own web site would give us what we want, but we may not have the available resources to deal with the extra work required.

It has been suggested that objectives 3.2 and 3.3 would optimally address "school-wide needs and our ability to move forward in a unified direction, and that the school should develop a vision for instructional innovation. Thus, it is argued that medium and long-range planning for technology and building/space could become divergent with instructional goals. If that happened, the result would create financial planning inefficiencies and even waste. Therefore, there is some support for adding goal 4, below.

Goal 4: Create a unifying school-wide vision for instructional direction, including pedagogical, technological, social/communal, and structural needs together.

Recommendation for wording: this goal is completely new.

<div align="center">REPORTER'S NOTES TO GOAL 4</div>

See REPORTER'S NOTES TO OBJECTIVES 3.2 AND 3.3.

3

OUTREACH AND COMMUNICATION

Goal 1: Strengthen existing ties and build new bridges to the wider community and organizations.

>**Objective 1.1** Organize and highlight the network of internships / community service / school outreach programs for PVPA students.
>>*Recommendation for wording: no change*

>**Objective 1.2** Strengthen and clarify relationships with area colleges.
>>*Recommendation for wording: no change*

>**Objective 1.3** Strengthen and clarify relationships with local ~~artists~~ [performing artists, visual artist, and persons engaging in other relevant creative activities.]
>>*Recommendation for wording: recommend deleting the strike through language, and adding language in brackets. The recommended modifications noted above are clarify a slight ambiguity in the word "artists," which might be interpreted to be confined to visual artists, for example.*

REPORTER'S NOTES TO OBJECTIVES 1.1, 1.2, AND 1.3

PVPA currently is devoting a great deal of energy to Objectives 1 and 2. For example, the Orchestra Director of Mt. Holyoke College worked directly with Frank Newton. PVPA students can attend Mt. Holyoke rehearsals, even sitting in the relevant bank sections. Leaders for the Mt. Holyoke band sections are currently considering participation at PVPA. At the Leaps Symposium, students share their experiences in workshops, where they can receive feedback and suggestions. This year, a group of PVPA students attended the LeapSymposium at Mt. Holyoke, met current Mt. Holyoke students and attended Mt. Holyoke student presentations. PVPA 8th grade students participated in public sidewalk art projects. Individuals from the U Mass Fire Arts Center dance project led classes at PVPA. Christian Scott led a class at PVPA. PVPA participate in external internships, for example at the North Hampshire Community Center, and some PVPA alums are interested in sponsoring internships. PVPA students teach dance to elementary school students.

>**Objective 1.4** Development strategies for dissemination of PVPA best practices to the larger community (local, regional, and national).
>>*Recommendation for objective 1.4: delete.*

REPORTER'S NOTES ON OBJECTIVE 1.4

Pursuing any objective costs time, effort and money. Therefore, it must be justified by its relevance to the mission of the school. The mission of PVPA is to educate its students. Dissemination of PVPA practices to the larger community does not sufficiently contribute to the education of PVPA students except to the extent that it supports the other objectives listed in goal 1. Therefore, objective 1.4 should not be listed as an independent objective, implying that

it is valuable in and of itself. It should be pursued to the extent that it reinforces or supports other objectives.

Objective 1.5 Maintain a student recruitment plan that supports a diverse student applicant pool.
Recommendation for wording: no change.

REPORTER'S NOTES TO OBJECTIVE 1.5

We are satisfied with the recruitment plan presently in place.

Objective 1.6: increase the opportunities for family involvement [in the education of their children.]
Recommendation for wording: bracketed language added

REPORTER'S NOTES TO OBJECTIVE 1.6

Recommend adding the bracketed language to clarify that parents are entitled to and, we hope, will be concerned with the education of their children. The broader school issues are the function of faculty, administration, and the Board of Trustees. Of course, parents may communicate with those people as appropriate.

Objective 1.7: increase promotion of PVPA through external media [with a special emphasis on social media.]
Recommendation for wording: add bracketed language

REPORTER'S NOTES ON OBJECTIVE 1.7

Emphasizing social media is recommended for efficiency and as the best method of reaching the target audience. There has been some promotion already, for example, a feature on November 21 featuring alumni and the current dance department leader.

Goal 2: ~~Ensure~~ Promote clear, two-way systems of communication at all levels.
Recommendation for wording: delete strike-through.

REPORTER'S NOTE ON GOAL 2

According to the Oxford Dictionary and Thesaurus, the word "ensure" means to guarantee, to insure. It is not reasonable to expect any human individual, paid or unpaid, to guarantee success, particularly regarding a goal that depends on the two-way participation of people over whom the school has no control, such as parents. Perfection is not possible. Using the word "ensure" virtually ensures failure.

Objective 2.1 Increase transparency in decision-making [as appropriate, including informing the community about the role of the Board of Trustees.]
Recommendation for wording: add bracketed language

REPORTER'S NOTES TO OBJECTIVE 2.1

Transparency is not appropriate for some matters, such as certain personnel matters and the matters allowed for executive session by the open meeting law. There is an apparent lack of complete understanding in some quarters about the legally mandated roles of the Board of Trustees. It is in the interest of the school community better to understand the governance structure of the school.

Objective 2.2 Maintain grade portal, and teach students and families [how] to access it regularly
Recommendation for wording: add bracketed language

REPORTER'S NOTES TO OBJECTIVE 2.2

The bracket language is recommended because families, particularly, are entitled to self-determination. This objective is being accomplished.

Objective 2.3 ~~Increase~~ **[Substantially maintain] pathways for families to give feedback to [the] school.**

REPORTER'S NOTES TO OBJECTIVE 2.3:

Recommend eliminating the strike-through word and adding the bracketed word. It is felt that there are sufficient pathways in place at the present time.

Objective 2.4 Evaluate effectiveness of school-to-family communication and improve systems as needed.
Recommendation for wording: no change

Pioneer Valley Performing Arts

Strategic Action Plan

2016-2021

Table of Contents

1

Foreword

The 2016-2021 Strategic Action Plan (SAP) for PVPA charts an exciting and bold course forward as it centers upon three main tenets: student supports; communication and inclusion; and community outreach. This plan emerged through extensive review of the 2011-2016 SAP and the subsequent gathering of information from all members of our community about future goals, suggestions, and hopes. As a committee, we listened carefully to varied and divergent points of view, identified synergies and common themes, and never forgot the sparkling outliers. Accordingly, this SAP includes both longstanding goals that represent abiding values and captures new and expanded aspirations. While the 2011-2016 plan led us to the creation of a professional theater space, a physical manifestation of our commitment to the arts and our community, the current plan seeks to deepen and extend the intangible structures and supports of our school. In short, the 2016-2021 plan distills the ideas and ideals of our community into a coherent roadmap for effectively evolving PVPA.

Mission

The Pioneer Valley Performing Arts Charter Public School offers its students intensive exposure to the performing arts within the context of an excellent college preparatory curriculum.

The goal is to provide students with a supportive and challenging environment that is responsive to multiple learning styles, emphasizes learning through the arts, and integrates critical and creative thinking throughout the curriculum.

2

Values

During the time of writing the 2011-2016 Strategic Action Plan, the committee members attempted to capture the intangible aspects of the school treasured by the community. These values continue to be alive in the PVPA community; we keep them in this current plan because we hope they will continue to hold a central place in our school.

–Critical and Higher Order Thinking Skills: These include searching for and evaluating sources, holistic analysis, the ability to ask appropriate questions, the capacity to evaluate and judge, and openness to outliers of thought and minority opinions. We value rigorous thinking and approaches to learning such as the recognition of connections between one's own life and the larger society, willingness to embrace paradox and ambiguity without rushing to conclusions, and an ability to recognize multiple perspectives—all of which are foundations for students' future education.

–Creative Thinking: We value experimentation, risk-taking and mistake-making, interdisciplinary approaches, collaboration between co-creators, divergent as well as convergent thinking, and the ability to draw from oneself the material for creating and for making new and essential connections.

–A Passion for Inquiry and Self-Reflection: We value the right to question assumptions and to demonstrate knowledge in a variety of forms. This passion is modeled by the outstanding educators at PVPA–teachers who, in their fields of expertise, are enthusiastic facilitators of student learning. Passion and learning go hand-in-hand and are compatible with rigorous standards and expectations.

–A Loving Community: Students, faculty, families, administrators, Board members, people from various social classes, ethnicities, life experiences, and with a variety of learning styles are respected. We value all voices being heard when important decisions are made and expect community members to support the school's mission and values. PVPA aspires to be a safe environment for students and encourages them to develop their own ideas and opinions.

–School as One Part of a Larger Learning Community: We believe that education goes on all the time and everywhere. We value our essential connections with the broader community and with artists in various disciplines. PVPA is committed to being part of a community of artistic organizations, where our approaches to education are shared, where our students present arts performances, where we both receive and give. We seek to enhance our visibility in the communities where our students reside and in other public schools.

3

Vision

The 2016-2021 Strategic Action Plan builds on the foundation set by the previous plan. In continuing the school's growth and progress, we see three primary areas of focus: expanding our support for all students; improving communication and cultivating active inclusion; and spreading our efforts and innovations to the wider community through intentional outreach.

Firstly, this plan identifies areas of growth in the domain of student supports. Specifically, we endeavor to provide students at all achievement and skill levels access to developmentally appropriate and rigorous curriculum as part of a cohesive 7-12, college preparatory program. This objective draws from lessons-learned and data gathered to ensure that all students have an outstanding learning experience. We will also continually evaluate and improve our academic and artistic curricula to stay focused on this goal of supporting students.

Our second objective - to improve communication and cultivate active inclusion - seeks to be continually responsive to the needs of all members of the PVPA community. Improving communication practices will ensure that all members of the community thrive and meaningfully contribute to the institution. Valuing, by actively seeking including, the diverse contributions of each member of our community is - and we hope will always be - central to who we are as a school.

Our last objective requires that we look beyond the scope of our own school building. We seek to build upon the momentum of our capital campaign to further solidify our financial viability and extend our community networks. We envision opportunities for other progressive educators to learn from our faculty and for our arts programs to partner with community organizations for mutual benefits. We are innovative in many respects, from our grading system to our arts integration, and we are eager to share these practices.

These three objectives are woven through all aspects of this strategic plan to illustrate their centrality to our collective vision of a passionate, creative, intellectually rigorous, and inclusive PVPA. We are an accomplished school that values every student, engages in progressive pedagogies, and offers a rich artistic experience. The 2016-2021 SAP moves us towards being exemplary.

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Faithfulness to Charter

Leadership and Governance

Goal 1: Uphold PVPA's Mission in all aspects of the school.

Goal 2: Foster capacity for shared governance through transparency and inclusive decision-making at all leadership levels - board, administration, faculty, staff, families, students.

> **Objective 2.1:** Build and maintain equitable systems of accountability.
> **Objective 2.2:** Increase consistencies in communication and decision-making in order to ensure equity of access to resources.
> **Objective 2.3:** Develop and maintain clear channels of communication to ensure community input.
> **Objective 2.4:** Develop ways to acknowledge and engage with ideas and suggestions from Stakeholders.
> **Objective 2.5:** Increase transparency in decision-making by communicating how school-wide decisions are made and by whom.

Goal 3: Provide institutional support shaped by community wide visioning that is responsive to the challenges we face.

> **Objective 3.1:** Maintain momentum of institutional growth.
> **Objective 3.2:** Continue to adapt to state mandates as they apply to charter schools.
> **Objective 3.3:** Identify and implement strategies to increase academic achievement of under-performing subgroups as identified by standardized achievement data.
> **Objective 3.4:** Actively seek input from students and families in order to capitalize on collective problem-solving and development of the school as a whole.

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Diversity

Goal 1. Diversity Education: By providing comprehensive diversity education for our board, faculty and student body, PVPA demonstrates an institutional commitment to honoring and valuing all identities of all community members.

> **Objective 1.1** Diversity in Curriculum: Develop and maintain a comprehensive curriculum that is inclusive and reflects cultural and social diversity.
>
> **Objective 1.2** Faculty/Staff and Board of Trustees Diversity Training: Ensure education leading to socio-cultural competency.
>
> **Objective 1.3** Student Diversity Education: Identify and provide consistent and ongoing opportunities for students to gain increased cultural and social understanding and sensitivity.
>
> **Objective 1.4** Educational Resources: Develop library and learning resources to reflect and provide exposure to a diverse array of identities.

Goal 2. Global Citizenship: As an institution, we provide and grow opportunities for all students in order to foster their sense of belonging to and personal investment in a globally conscious society.

> **Objective 2.1** Cultural Positivity: Promote cultural awareness and affirmation through community celebrations, showcases and events.
>
> **Objective 2.2** Social and Cultural Affinity Groups: Provide students the opportunity to participate in social and cultural affinity groups that provides a safe, positive space and a forum to educate peers.

Goal 3. School Community Engagement and Outreach: We actively cultivate community-to-school relationships that involve identified community stakeholders in an ongoing, collaborative process focused on building understanding, investment and involvement in diversity education.

> **Objective 3.1** Accessible Opportunities: Increase accessible opportunities to engage all school community members at all levels of participation.
>
> **Objective 3.2** Targeted Programming: Provide programming to strengthen community investment and participation in PVPA endeavors.

Goal 4. Outreach and Support for a Diverse Student Community: We intentionally seek to have a student body that represents diversity of identity. We provide clear and accessible avenues of support for all students, with dedicated attention focused on students who hold target identities. Our goal is to equitably facilitate student movement to academic achievement and socio-emotional well-being.

> **Objective 4.1** Student Outreach: Implement strategies to increase the diversity of student population.
>
> **Objective 4.2** Student Retention and Support: Provide a safe and supportive school culture for students of all identities.

Goal 5. Diversity in Faculty: As an institution, we believe that diversity and excellence are inseparable. We value and support faculty of all identities and foster mutual respect with the the clear intention of promoting success, achievement and retention of diverse members of our school community.

> **Objective 5.1** Recruit, hire and retain teachers, administrators, and staff with diverse identities.

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Academic Progress

Arts and Academics

Goal 1. Strengthen and maintain the quality of academic and arts curricula at all levels to achieve the mission of the school.

> **Objective 1.1:** Ensure well-developed curricula which is reviewed by departments in a 5-year curriculum renewal/review cycle while maintaining flexibility in annual course offerings.
>
> **Objective 1.2:** Ensure access points (from entry-level to advanced-level) for all students within departments and within courses through annual department review of course content/skills and vertical alignment between courses.
>
> **Objective 1.3:** Provide opportunities and support for arts/academics enhancement or integration within and between departments.
>
> **Objective 1.4:** Establish and maintain a balanced calendar that supports all teachers in distributing academic and performance expectations.
>
> **Objective 1.5:** Define and improve upon common, school-wide instructional practices that support student learning.
>
> **Objective 1.6** Increase all teachers' use of formative assessment practices in daily lessons.

Goal 2. Support all students' success with external measures of academic achievement.

> **Objective 2.1:** Increase early academic interventions for students in 7th and 8th grade to support student readiness.
>
> **Objective 2.2:** Build faculty proficiency in interpreting and analyzing achievement data and using it to plan instruction and prepare students for external measures of academic achievement.
>
> **Objective 2.3:** Build institutional structures to track achievement data over time, including achievement of PVPA alumni.
>
> **Objective 2.4:** Continue to educate the PVPA community (students, families, and teachers) about the philosophy and methods of standards-based grading.

Goal 3. Define and maintain protocols and procedures for all aspects of PVPA productions.

> **Objective 3.1:** Define the role of the Production Manager.
>
> **Objective 3.2:** Ensure annual review of production guidelines.
>
> **Objective 3.3:** Ensure equitable budget process vis a vis school wide production needs.

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School Climate

Goal 1: Define PVPA's core values and find ongoing ways to enact and sustain them.

    Objective 1.1: Use PVPA's Values (from the Strategic Plan), Diversity Statement, Code of Conduct, HOWLs, and Classroom Norms, to create an overarching framework of core values.

    Objective 1.2: Increase celebration of academic, cultural, artistic, and professional accomplishments and expressions.

    Objective 1.3: Continue to engage with social justice issues, both at the school and as a part of the local and global community.

Goal 2: Foster respectful engagement and inclusion of all members of the PVPA community.

    Objective 2.1: Teach community norms of mutual respect and responsibility.

    Objective 2.2: Develop appropriate systems of accountability.

    Objective 2.3: Foster a sense of school togetherness and pride.

    Objective 2.4: Ensure that all students have access to opportunities for meaningful community connections.

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Student Support

Goal 1. Provide students at all achievement and skill levels access to developmentally appropriate and rigorous curriculum as part of a cohesive 7-12 program.

> **Objective 1.1** Ensure differentiated curriculum & instruction so that all students access learning.

Goal 2. Provide students at all achievement & skill levels with resources needed for success in learning.

> **Objective 2.1:** Provide targeted student support services in math and literacy in grades 7-10.
>
> **Objective 2.2:** Extend Homework Support 7-10 model as targeted student support services different from "self-directed study" needs.
>
> **Objective 2.3:** Evaluate the need for staffing to provide push-in supports in arts classes.
>
> **Objective 2.4:** Regularly evaluate and improve the efficacy of Tier 2 (Math Support, Reading Workshop, Homework Support) and Tier 3 (Academic Support, Foundations classes) programs; ensure consistent screening processes to determine student needs.

Goal 3: Provide students with resources to support success with personal health, social-emotional development, post-graduate planning, and other extra-curricular opportunities.

> **Objective 3.1:** Clarify the role of the School Psychologist and School Counselors.
>
> **Objective 3.2:** Expand student support with the college planning process.
>
> **Objective 3.3:** Determine and implement ways to provide comprehensive health education for students in the middle school and in the high school program.

Goal 4: Ensure adequate training and resources to aid faculty in support of all students.

> **Objective 4.1:** Develop and implement a transparent professional development plan to support faculty and staff growth and innovation.
>
> **Objective 4.2:** Maintain teacher support programs, including orientation, ongoing mentoring, professional learning communities, peer observation, and professional development.
>
> **Objective 4.3:** Continue to develop PVPA's apprentice teacher program.
>
> **Objective 4.4:** Ensure consistent disciplinary processes that recognize the needs for and provides behavioral and emotional support.

Goal 5: Improve PVPA's standards-based grading system to more effectively communicate student progress and achievement to students, families, and faculty.

> **Objective 5.1:** Increase consistencies among faculty implementation of PVPA's grading system.
>
> **Objective 5.2:** Engage and educate students and families about the philosophy and methods of standards-based grading.
>
> **Objective 5.3:** Create systemic interventions that support student achievement of habits of work and learning (HOWLs).
>
> **Objective 5.4:** Increase student and family use of online communication systems to report work completion.

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Faculty Support and Development

Goal 1. Institutionally commit to valuing and supporting the professional work of PVPA faculty members.

    Objective 1.1 Ensure adequate training and resources to aid faculty in support of all students.

    Objective 1.2 Build and maintain structures for faculty to provide and receive supportive feedback and requests for professional development and training.

    Objective 1.3 Maintain compensation and professional opportunities commensurate with comparable area schools.

    Objective 1.4 Develop annual equitable processes for distribution of school resources for student learning (ex. Field trips, productions, department supplies, special projects)

Goal 2. Develop and maintain systems that are institutionally accountable to respond to faculty concerns.

    Objective 2.1 Regularly review school grievance procedures.

    Objective 2.2 Explore consultants in human resources and ombuds, as a way to engage in institutional reflection, including coaching and mediation.

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Staff Support and Development

Goal 1. Institutionally commit to valuing and supporting the professional growth of PVPA staff members.

> **Objective 1.1** Clearly define the roles, expectations, and supervision procedure for all staff members.
>
> **Objective 1.2** Ensure adequate training and resources to aid individual roles in support of staff and students.
>
> **Objective 1.3** Create structures for staff to provide and receive supportive feedback and requests for professional development and training.
>
> **Objective 1.4** Maintain compensation and professional opportunities commensurate with comparable area schools

Goal 2. Develop and maintain systems that are institutionally accountable to respond to staff concerns.

> **Objective 2.1** Regularly review school grievance procedures

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Organizational Viability

Outreach and Communication

Goal 1: Strengthen existing ties and build new bridges to the wider community and organizations.
Objective 1.1: Organize and highlight the network of internships / community service /school outreach programs for PVPA students.
Objective 1.2: Strengthen and clarify relationships with area colleges.
Objective 1.3: Support teachers' collaboration with local artists.
Objective 1.4: Develop strategies for dissemination of PVPA best practices to larger community (local, regional and national).
Objective 1.5: Maintain a student recruitment plan that supports a diverse student applicant pool.
Objective 1.6: Increase the opportunities for family involvement.
Objective 1.7: Increase promotion of PVPA through external media.

Goal 2: Ensure clear, two-way systems of communication at all levels.
Objective 2.1: Increase transparency in decision-making by communicating how school-wide decisions are made and by whom.
Objective 2.2: Maintain grade portal, and teach students and families to access it regularly.
Objective 2.3: Increase pathways for parents to give feedback to school.
Objective 2.4: Evaluate effectiveness of school-to-family communication and improve systems as needed.

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Resources and Development

Goal 1: Support PVPA's current and future financial needs through participation in fundraising.
    Objective 1.1: Create and maintain an annual development plan that articulates the distinct priorities for which fundraising may occur.
    Objective 1.2: Develop a system for equitable distribution of fundraising opportunities for school-related experiences (i.e. student groups, course projects, field trips).
    Objective 1.3: Define ambitious and realistic annual fundraising goals.
    Objective 1.4: Create system for alumni engagement.

Goal 2: Create institutional structures for grant-writing.

Goal 3: Explore and develop new revenue sources for the school

Services, Facilities & Technology

Goal 1: Ensure all students have access to healthy food options
    Objective 1.1: Provide a range of healthy food options and reduce amount of low-quality food.
    Objective 1.2: Determine ways to provide breakfast options for students.

Goal 2: Ensure safe and functional spaces that adequately meet the current and anticipated needs of the school.
    Objective 2.1: Develop multi-year plan for facility upgrades, additions, and maintenance.
    Objective 2.2: Explore wind and solar power generation options as both a way to reduce costs or generate revenue and educate our students about sustainability.
    Objective 2.3: Expand library holdings and digital capabilities.

Goal 3: Maintain a level of technology that adequately supports teachers and students.
    Objective 3.1: Increase number of portable computers for teacher and classroom use.
    Objective 3.2: Provide ongoing tech training to meet teachers' needs.
    Objective 3.3: Provide ongoing tech training to meet students' needs

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Strategic Plan Committee

Erica Foley, 7/8 Math Teacher, Committee Chair

Will Decherd, 7/8 Science Teacher, Teacher Representative to Board of Trustees

Loris Bjorkman, High School Academic Support Teacher

Genesis Mendez-Hernandez, student, class of 2016

Torri Lonergan, student, class of 2016

Kissy Mathewson, parent

Carol Stewart, parent

Anju Diggs, parent

Becky Odell, parent

Ann Biddle, parent, Dance Department Leader, Director of Arts Programs

Llama Maynard, Director of Academic Programs

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STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX
Fall 2016

The Strategic Plan Matrix is a working document intended as a tool for use by PVPA staff, faculty, and Board of Trustees. This document lays out the goals and detailed implementation strategies of PVPA's 2016-2021 Strategic Action Plan. The Matrix articulates the implementation strategies over time and identifies individuals or groups accountable for implementing the strategies. In order to create a document that is a useful instrument, it includes balance of detail and room for innovation. The timeline should be seen as flexible enough to accommodate pertinent needs and economic realities, all while striving to meet the goals set out in the plan.

The Strategic Plan Matrix is broken down into three sections across time. These roughly break at Years One-Two, Years Three-Four, Year Five. As such there is approximately a 20-month span of time for each column. Under the year columns, the implementation strategies are written in regular font with those responsible for each listed in brackets immediately following the strategy.

It is assumed that any strategies that are listed for implementation in an earlier time frame (years 1-2 or years 3-4) will be continued/maintained in later years (years 3-4 or year 5).

Items listed in bold, whether Objectives or Implementation Strategies, represent the identified 2016-2017 School-Wide Priorities.

While individuals and groups are identified as accountable, these same individuals may not ultimately conduct the tasks themselves. In many instances several individuals/groups have been identified as accountable for tasks. This was done to underscore the premise that shared leadership is valued throughout the community. Shared leadership also addresses the school infrastructure and how the component parts and departments work together.

Table of Contents

Note for SAP Committee review, Summer 2016: Italicized items were developed as draft by LM when need was apparent. Many italicized items are copied from other sections of the SAP, as the strategies to promote one objective will also support others.

PVPA's 2016-2021 STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

Leadership and Governance

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
L&G Goal 1: Uphold PVPA's Mission in all aspects of the school.				
L&G Goal 2: Foster capacity for shared governance through transparency and inclusive decision-making at all leadership levels - board, administration, faculty, staff, families, students.	Objective 2.1: Build and maintain equitable systems of accountability.	__ Develop and implement parallel supervision and evaluation system for non-teaching staff. (Admin) 6/16 Develop surveys to elicit feedback from teachers related to the work of administrators. (HoS) __ Clarify regular meeting times, purpose, procedures, and roles within active committees of shared leadership. (Admin, PAB, Dept Lead, Div Comm, SCT, SLDT, DDT, Paid Comm, Student Counc) __ Review and update to school grievance procedures (Admin - create committee / gather feedback from staff & faculty, PAB)	__ Revise surveys to elicit feedback from teachers regarding administrators	
	Objective 2.2: Increase consistencies in communication and decision-making in order to ensure equity of access to resources.	__ *Update request forms to clarify priorities for access to resources, i.e. field trip processes, fundraiser processes, purchase requests, production budgets (Bus Off)* __ *Establish annual routines for communication about access to resources, i.e. field trip processes, fundraiser processes, purchase requests, production budgets (Admin, Dept Lead)* __ *Clarify roles and systems for communication between Department Leaders and administration, and PAB and administration. (Admin, Dept Lead, PAB)* __ Increase collaborative communication between Student Council and Administration related to school policies and decisions. (Admin, Div Coor, Student Counc)		
	Objective 2.3: Develop and maintain clear channels of communication to ensure community input.	__ Develop tools and assess effectiveness of current two-way communication structures between PVPA leadership and PVPA community members. (Admin) __Establish structures for increased communication from Board of Trustees to PVPA staff. (BoT) __ Increase collaborative communication between Student Council and Administration related to school policies and decisions. (Admin, Div Coor, Student Counc)	__ Implement new and revised two-way communication structures between PVPA leadership and PVPA community members. (All)	
	Objective 2.4: Develop ways to acknowledge and engage with ideas and suggestions from Stakeholders.	__ Increase articulation of school-wide priorities when communicating decisions with PVPA community members. (Admin) __ Study & implement transparent "decision-making models,", considering impact on daily operations and efficacy of leadership. (BoT, Admin, Dept Lead, Student Council) __Increase stakeholders' contribution to decisions that impact policy or curriculum.	__ Communicate and act on any adjustments to increase transparency in decision-making in all aspects of school leadership. (BoT, Admin, Dept Lead, Student Council)	

PVPA's 2016-2021 STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

	Objective 2.5: Increase transparency in decision-making by communicating how school-wide decisions are made and by whom.	__ Study & implement transparent "decision-making models,", considering impact on daily operations and efficacy of leadership. (BoT, Admin, Dept Lead, Student Council) __ Maintain transparency and inclusive decision-making in annual school-wide priorities and planning of Collaborative Time and Curriculum/Work Days, including structures to increase feedback from all staff and faculty. (Admin)	__ Communicate and act on any adjustments to increase transparency in decision-making in all aspects of school leadership. (BoT, Admin, Dept Lead, Student Council)	
L&G Goal 3: Provide institutional support shaped by community wide visioning that is responsive to the challenges we face.	Objective 3.1: Maintain momentum of institutional growth.	6/16 Relate annual School-wide Priorities to shared vision of the Strategic Action Plan. (Admin) __ Assess and identify additional dissemination opportunities. (Admin, Teach) __ Assess and identify opportunities to strengthen connections with area schools, colleges, arts organizations, and individual artists. (School Couns, Admin, Dept Lead) __ Monitor efficacy of current recruitment and retention plan. (Admin)	__ Engage with (or initiate) national coalition of Arts-focused secondary schools. (Admin)	
	Objective 3.2: Continue to adapt to state mandates as they apply to charter schools.	__ *Implement strategies to achieve Level 1 status in DESE review.* (Admin)	__ Apply for revision to charter in order to increase number of students from 400 to 412.	
	Objective 3.3: Identify and implement strategies to increase academic achievement of under-performing subgroups as identified by standardized achievement data.	__ *Implement interim assessment system in grades 7,8,9 ELA and Math, including communication with PVPA families about purpose and format. (Admin)* __ *Provide professional development to support teachers' use of interim assessment data to make adjustments to instruction and supports. (Admin)* __ *Strengthen annual review of MCAS data and other external measures of achievement (Admin, SLDT, DDT, Dept Lead)* __ *Identify or develop tools to evaluate the efficacy of Tier 2 and Tier 3 programs.* (Admin)	__ *Improve Tier 2 and Tier 3 programs to better meet student needs based on data review and program evaluation. (Admin)*	
	Objective 3.4: Actively seek input from students and families in order to capitalize on collective problem-solving and development of the school as a whole.	__ *Develop tool to assess effectiveness of current two-way communication structures between PVPA leadership and PVPA community members, and build more tools for communicating and feedback gathering (Admin)*	__ *Implement new and revised two-way communication structures between PVPA leadership and PVPA community members. (All)* __ *Conduct a revised School Climate Survey to elicit feedback about students' experiences at PVPA. (Admin, Div Comm)*	

PVPA's 2016-2021 STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

Diversity

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
Div Goal 1. Diversity Education: By providing comprehensive diversity education for our board, faculty and student body, PVPA demonstrates an institutional commitment to honoring and valuing all identities of all community members.	Objective 1.1 Diversity in Curriculum: Develop and maintain a comprehensive curriculum that is inclusive and reflects cultural and social diversity.		__ Educator review of curriculum using the Diversity in Curriculum Assessment Criteria __ Set educator and department goals using the Diversity in Curriculum Assessment Criteria	
	Objective 1.2 Faculty/Staff and Board of Trustees Diversity Training: Ensure education leading to socio-cultural competency.	__ New faculty and staff receive an overview diversity training during new faculty orientation days. __ A minimum of 1 collaborative time each semester will be dedicated to continuing diversity education for all faculty. __ Diversity Coordinator completes yearly professional development and continuing education work __ *Opportunities identified for related professional development for all members of Diversity Committee.*	__ Administrators receive annual specialized diversity trainings provided by outside professional consultants. __ The Board of Trustees will receive biennial specialized diversity trainings provided by outside professional consultants. __ Development of Diversity Committee members	
	Objective 1.3 Student Diversity Education: Identify and provide consistent and ongoing opportunities for students to gain increased cultural and social understanding and sensitivity.	__ PVPA will continue a contract relationship with the NCCJ or a similar social justice youth activism educational organization, ensuring that PVPA students will have access to youth social justice camps, trainings, workshops, action clubs and a dedicated PVPA advisor liaison. __ Students will have the opportunity and be encouraged to participate in diversity student groups		
	Objective 1.4 Educational Resources: Develop library and learning resources to reflect and provide exposure to a diverse array of identities.	__ Outreach to families will be increased with the dual goal of 1) familiarizing families with currently available resources that reflect their socio-cultural identities and 2) obtaining new resources and learning materials that families identify as relevant. __ A support list will be compiled for teachers that provides information by topic.	__ An instruction resource list will be compiled for teachers that provides resources by topic All community members are familiar with what learning resources are available and how they can be accessed.	
Div Goal 2. Global Citizenship: As an institution, we provide and grow opportunities for all students in order to foster their sense of belonging to and personal investment in a globally conscious society.	Objective 2.1 Cultural Positivity: Promote cultural awareness and affirmation through community celebrations, showcases and events.	__ Form affinity groups that provide support for students, as well as produce showcases/educational opportunities for the whole school __ Provide a structure that allows time for these groups to meet weekly in a productive and meaningful way		
	Objective 2.2 Social and Cultural Affinity Groups: Provide students the opportunity to participate in social and cultural affinity groups that provides a safe, positive space and a forum to educate peers.	__ Using newly-formed affinity groups and the group adviser to plan, facilitate, and oversee the events will provide a structure that supports cultural awareness, education and affirmation.		
Div Goal 3. School Community Engagement and Outreach: We actively cultivate community-to-school relationships that involve identified community stakeholders in an ongoing, collaborative process focused on building understanding, investment and involvement in diversity education.	Objective 3.1 Accessible Opportunities: Increase accessible opportunities to engage all school community members at all levels of participation.	__ Measure current level of family community participation	__ Develop and utilize a Family Diversity Council to serve as a liaison to the family community __ Create new or alter current participation opportunities for family based on feedback from the Family Climate Survey	

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PVPA's 2016-2021 STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

	Objective 3.2 Targeted Programming: Provide programming to strengthen community investment and participation in PVPA endeavors.			
Goal 4. Outreach and Support for a Diverse Student Community: We intentionally seek to have a student body that represents diversity of identity. We provide clear and accessible avenues of support for all students, with dedicated attention focused on students who hold target identities. Our goal is to equitably facilitate student movement to academic achievement and socio-emotional well-being.	Objective 4.1 Student Outreach: Implement strategies to increase the diversity of student population.	__ Host annual information sessions at an identified list of sites in diverse communities, including maintaining access for Spanish-speaking families.		
	Objective 4.2 Student Retention and Support: Provide a safe and supportive school culture for students of all identities.	__ Outline a safe and supportive grievance policy to handle student-adult diversity concerns	__ Perform an exit interview with students and families that addresses potential issues of diversity	
Goal 5. Diversity in Faculty: As an institution, we believe that diversity and excellence are inseparable. We value and support faculty of all identities and foster mutual respect with the the clear intention of promoting success, achievement and retention of diverse members of our school community.	Objective 5.1 Recruit, hire and retain teachers, administrators, and staff with diverse identities.	__ Provide structures of support for faculty for addressing diversity concerns __ *Develop system to monitor diversity of pool of applicants and analyze recruitment efforts to increase diversity, as needed.*	__ Disseminate information about job openings in communities with cultural and social diversity __ Participate in Nemnet recruitment fairs and/or other organizations that promote diversity in the workplace	

PVPA's 2016-2021 STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

Arts and Academics

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
A&A Goal 1. Strengthen and maintain the quality of academic and arts curricula at all levels to achieve the mission of the school.	Objective 1.1: Ensure well-developed curricula which is reviewed by departments in a 5-year curriculum renewal/review cycle while maintaining flexibility in annual course offerings.	__ **Ensure ongoing curricula development and review processes to support school's mission. (Admin, Arts Dept Lead)** __ Form committee representative of PVPA community to analyze school's mission statement related to an excellent college preparatory curriculum. (Admin) __ Strengthen processes for annual planning of course offerings (incl. Paideia) and curriculum review. (Admin, Paid Comm) __ **Align curriculum to the MA STE Standards with a focus on the use of the Scientific Practices and communicate changes with students and families. (Admin, Sci Dept)** __ Explore alignment arts curriculum to NCCAS and communicate with students and families about potential changes (Arts). __ Review staffing implications and structures to offer a Health course within the high school program. (Admin)	__ *Disseminate findings of committee tasked with analyzing college preparatory curriculum. (TBD Comm)* __ *Strengthen school-wide understanding of the role of multiple learning styles and arts/academics integration & enhancement in supporting all students. (Admin, Dept Lead)* __ Disseminate findings of committee tasked with analyzing college preparatory curriculum. (TBD Comm) __ Evaluate students' options for offsite courses, independent studies, and placement exams. (Admin, School Couns, Lib)	__ Evaluate and implement recommendations from committee regarding college preparatory curriculum. (Admin, Dept Lead, School Couns) __ *Evaluate and implement recommendations from committee regarding college preparatory curriculum. (Admin, Dept Lead, School Couns)*
	Objective 1.2: Ensure access points (from entry-level to advanced-level) for all students within departments and within courses through annual department review of course content/skills and vertical alignment between courses.	__ *Strengthen processes for annual planning of course offerings. (Admin)* __ Assess range of annual course offerings in line with this objective. (Dept Lead) __ Continue to provide opportunities for all students to contribute to performances. (Art Dept Lead) 6/16 Clarify PVPA Honors program and offer more honors opportunities. (Admin, Dept Lead)	__ Clarify and communicate opportunities for students to enroll in classes with unmet prerequisites through placement tests or instructor permission. (Dept Lead)	
	Objective 1.3: Provide opportunities and support for arts/academics enhancement or integration within and between departments.	__ *Continue to provide professional development and professional time to support teachers' learning and collaboration in arts/academics enhancement or integration. (Admin, Mentors)* __ *Organize and internally disseminate PVPA's collection of arts/academics enhancement or integration curricular materials. (Admin)*	__ *Strengthen school-wide understanding of the role of multiple learning styles and arts/academics integration & enhancement in supporting all students. (Admin, Dept Lead)*	
	Objective 1.4: Establish and maintain a balanced calendar that supports all teachers in distributing academic and performance expectations.	6/16 Establish a balanced production calendar for Arts Departments. (Admin, Arts Dept Lead) __ Analyze impact of timing of Paideia on course curriculum, especially end of fall semester. (Paid Comm) __ Document similarities and differences in expectations of workload between spring semester 8th grade academic courses and fall semester 9th grade academic courses. (Admin, Teachers)	__ Analyze relationship between a balanced production calendar and course curriculum in all departments. (Admin, Dept Lead) __ Implement adjustments to curriculum to better align workload expectations between spring semester 8th grade academic courses and fall semester 9th grade academic courses. (Teachers)	
	Objective 1.5: Define and improve upon common, school-wide instructional practices that support student learning.	__ **Identify, collect, disseminate and strengthen current practices in formative assessment. (SLDT, Admin, Dept Lead)** __ Determine upcoming priorities for whole staff PD related to common instructional practices, with attention to the anticipated need for "literacy across the curriculum." (Admin, Dept Lead)	__ *Develop 3-year plan for professional development cycle related to support teacher's work to provide modifications and accommodations based on student need. (Admin)*	

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PVPA's 2016-2021 STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

		__ Prioritize professional development opportunities to support teachers' work to provide modifications and accommodations based on student need. (Admin)	*__ Strengthen school-wide understanding of the role of multiple learning styles and arts/academics integration & enhancement in supporting all students. (Admin, Dept Lead)*	
	Objective 1.6 Increase all teachers' use of formative assessment practices in daily lessons.	**__ Identify, collect, disseminate and strengthen current practices in formative assessment. (SLDT, Admin, Dept Lead)**		
A&A Goal 2. Support all students' success with external measures of academic achievement.	Objective 2.1: Increase early academic interventions for students in 7th and 8th grade to support student readiness.	__ Implement formative assessments for incoming students during registration and early in the school year. (Admin, 7/8 Teach) *__ Implement revised 7/8 Academic schedule to allow for flexibility of support blocks at the start of the school day (7/8 Teach)* *__ Identify or develop tools to evaluate the efficacy of Tier 2 and Tier 3 programs.* (Admin)	*__ Improve Tier 2 and Tier 3 programs to better meet student needs based on data review and program evaluation. (Admin)* *__ Review efficacy of ⅞ Academic schedule*	
	Objective 2.2: Build faculty proficiency in interpreting and analyzing achievement data and using it to plan instruction and prepare students for external measures of academic achievement.	__ Implement interim assessment system in grades 7,8,9 ELA and Math, including communication with PVPA families about purpose and format. (Admin) __ Provide professional development to support teachers' use of interim assessment data to make adjustments to instruction and supports. (Admin) __ Strengthen annual review of MCAS data and other external measures of achievement (Admin, SLDT, DDT, Dept Lead)	*__ Improve Tier 2 and Tier 3 programs to better meet student needs based on data review and program evaluation. (Admin)*	
	Objective 2.3: Build institutional structures to track achievement data over time, including achievement of PVPA alumni.	*6/16 Build an Alumni Portal on the school website* that tracks post-graduation plans and experiences. (Tech) *6/16 Create and administer an Exit Survey for graduates. (DDT, Tech)*	*__ Determine long-term management of Alumni data. (Tech, SRC)* *__ Develop tools and routines for multi-year surveys of alumns. (DDT, Tech)*	*__ Build routines for analysis of alumni data. (Admin, DDT)*
	Objective 2.4: Continue to educate the PVPA community (students, families, and teachers) about the philosophy and methods of standards-based grading.	__ Strengthen communication systems to support families' understanding of PVPA's grading system. (Admin) __ Assess consistencies in teacher practices within PVPA's grading system. (Admin) *__ Develop 5-year plan for professional development cycle related to common assessment practices, including developing quality formative and summative assessments, using assessment data to inform instruction, and implementing standards-based grading per PVPA's grading system. (Admin, SLDT, Mentors)*	__ Provide professional development to support increased consistencies in teacher practices within PVPA's grading system. (Admin)	
A&A Goal 3. Define and maintain protocols and procedures for all aspects of PVPA productions.	Objective 3.1: Define the role of the Production Manager.	*__ Create or revise a clear job description and Production Guidelines document. (Admin)* *__ Evaluate need for additional or altered staffing to support production management. (Admin)*		
	Objective 3.2: Ensure annual review of production guidelines.	**_Define and maintain equitable and balanced processes and procedures for all aspects of PVPA productions. (Admin, Arts Dept Lead)_**		
	Objective 3.3: Ensure equitable budget process vis a vis school wide production needs.	**_Define and maintain equitable and balanced processes and procedures for all aspects of PVPA productions. (Admin, Arts Dept Lead)_**		

School Climate

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		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
SC Goal 1: Define PVPA's core values and find ongoing ways to enact and sustain them.	Objective 1.1: Use PVPA's Values (from the Strategic Plan), Diversity Statement, Code of Conduct, HOWLs, and Classroom Norms, to create an overarching framework of core values.	__ Use PVPA's Values (from the Strategic Plan), Diversity Statement, Code of Conduct, HOWLs, and Classroom Norms, to create an overarching framework of core values. (SCT) __ *Communicate this framework to all members of the PVPA community. (Admin, SCT)*	__ Make recommendations based on this framework of core values	
	Objective 1.2: Increase celebration of academic, cultural, artistic, and professional accomplishments and expressions.	__ *Identify additional ways to provide school-wide celebrations for students' successes that are authentic and recogni (SCT, Student Council, Admin)* __ Develop opportunities for student leadership and acknowledge accomplishments through peer mentoring, peer tutoring, and student committees. (School Couns, Div Coor, TBD) __ Establish Unite Festival (celebration of culture) created and run by affinity groups: Latino Student Union, Black Student Union, Asian Student Union, GSD, PeaceJam. (Admin, Div Coor, Aff Lead) __ Maintain time within fall and spring Curriculum Days for communicating appreciations of students. (Admin) __Explore viability of starting a National Honors Society chapter at PVPA (Admin & Faculty liasion)	__ Form teacher/student committee to study efficacy and impact of developing a required portfolio presentations or capstone project within school-wide expectations. (Admin) __ Seek out & promote accomplishments through friday notes, local paper blurbs, celebration nights, and other recognition avenues.	__ Disseminate findings of committee tasked with studying capstone project ideas. (TBD Comm)
	Objective 1.3: Continue to engage with social justice issues, both at the school and as a part of the local and global community.	-- *Strategies included within Diversity Section of Strategic Plan.* --	-- *Strategies included within Diversity Section of Strategic Plan.* --	-- *Strategies included within Diversity Section of Strategic Plan.* --
SC Goal 2: Foster respectful engagement and inclusion of all members of the PVPA community.	Objective 2.1: Teach community norms of mutual respect and responsibility.	__ Develop vertically-aligned experiences for students throughout grades for teaching of community norms. (Div Coor, Student Council, SCT, Admin) __ Strengthen all community members' understanding of PVPA's Code of Conduct. (Admin) __ **Develop engaging and effective middle school advisory and health programs. (Admin, 7/8 Teach)**	__ Review efficacy of PVPA's Code of Conduct and systems of feedback for students and staff implementation of this Code. (Admin, SCT)	
	Objective 2.2: Develop appropriate systems of accountability.	__ **Design, revise, and implement systems of interventions and accountability to support all students. (Admin, SCT)** __ *Increase administrator communication with families earlier when patterns of concern related to absences arise. (Admin, Attend Coor)* __ *Increase administrator support of systems of accountability in expected student behavior (Admin)* __ *Expand supervised lunch system to grade 9. (Admin)*	__ *Review efficacy of PVPA's Code of Conduct and systems of feedback (interventions and accountability) for students and staff implementation of this Code. (Admin, SCT)*	
	Objective 2.3: Foster a sense of school togetherness and pride.	__ Explore opportunities & create structured opportunities for class bonding, collaborative decision making and building, and fun (pvpa swag, spirit week, class field trips - build a student group that works to plan this)	__ Develop annual school-wide experiences for service. (Div Coor, Student Council, SCT, Admin)	

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		__ Use PVPA's Values (from the Strategic Plan), Diversity Statement, Code of Conduct, HOWLs, and Classroom Norms, to create an overarching framework of core values. (SCT) **__ Develop engaging and effective middle school advisory and health programs. (Admin, 7/8 Teach)** __ Strengthen engagement and purpose in grade meetings. (Div Coor, Student Council)		
	Objective 2.4: Ensure that all students have access to opportunities for meaningful community connections.	__ Develop vertically-aligned experiences for students throughout grades for teaching of community norms. (Div Coor, Student Council, SCT, Admin) __ Establish or strengthen affinity groups: Latino Student Union, Black Student Union, Asian Student Union, GSD, PeaceJam. (Admin, Div Coor, Aff Lead) **__ Develop engaging and effective middle school advisory and health programs. (Admin, 7/8 Teach)** __ Develop opportunities for student leadership through peer mentoring, peer tutoring, and student committees. (School Couns, Div Coor, TBD) __Expand DEL grant to provide more outreach opportunities to other arts departments. _Consider proposal to change PVPA's internship graduation requirement to focus on more sustained service opportunities. (Student Counc, Admin)_		

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Student Support

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
SS Goal 1. Provide students at all achievement and skill levels access to developmentally appropriate and rigorous curriculum as part of a cohesive 7-12 program.	**Objective 1.1 Ensure differentiated curriculum & instruction so that all students access learning.**	6/16 Clarify PVPA Honors program and opportunities. (Admin, Dept Lead) __ Offer more honors opportunities and higher-level courses when possible. __ Prioritize professional development opportunities to support teachers' work to provide modifications and accommodations based on student need. (Admin) __ Improve systems for teachers' documentation of accommodations used to support students throughout instruction. (Admin, Tech) __ *Improve documentation of curriculum and learning for students who are working within a fully modified curriculum in an inclusion setting. (spec. Teach, Admin)* __ *Identify or develop tools to evaluate the efficacy of Tier 2 and Tier 3 programs.* (Admin)	__ Develop 3-year plan for professional development cycle related to support teacher's work to provide modifications and accommodations based on student need. (Admin) __ *Improve Tier 2 and Tier 3 programs to better meet student needs based on data review and program evaluation. (Admin)*	
SS Goal 2. Provide students at all achievement & skill levels with resources needed for success in learning.	Objective 2.1: Provide targeted student support services in math and literacy in grades 7-10.	__ *Identify or develop tools to evaluate the efficacy of Tier 2 and Tier 3 programs.* (Admin) __ *Improve documentation of curriculum for Math Support and Reading Workshop. (spec. Teach)* __ *Identify continued professional development opportunities to support sustainability of these programs. (Admin, ELA & Math Dept Lead)*	__ *Modify and improve Tier 2 and Tier 3 programs to better meet student needs based on data review and program evaluation. (Admin)* __ *Review staffing implications and structures to offer Tier 2 literacy interventions for grades 9 & 10. (Admin)*	
	Objective 2.2: Extend Homework Support 7-10 model as targeted student support services different from "self-directed study" needs.	__ *Implement revised 7/8 Academic schedule to allow for flexibility of support blocks at the start of the school day. (7/8 Teach)* __ *Review staffing implications and structures to offer Homework Support in grades 9 & 10 as a distinct structure from a "self-directed study." (Admin)* __ *Continue to refine Homework Support model, including consistencies of expectations between all Homework Support teachers. (spec. Teach, Admin)*		
	Objective 2.3: Evaluate the need for staffing to provide push-in supports in arts classes.	__ *Increase professional development for Arts teachers to support their work to provide modifications and accommodations based on student need in Arts classes. (Admin)* __ *Continue professional development for Arts teachers to support their response to student behavior needs in Arts classes. (Admin)* __ *Continue to identify students' services based on disability through the team meeting process, including consideration of supports needed in all classes with increased input from arts teachers. (Admin, AS Teach)* __ *Continue to adjust Academic Support staffing based on student need. (Admin)*		

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	Objective 2.4: Regularly evaluate and improve the efficacy of Tier 2 (Math Support, Reading Workshop, Homework Support) and Tier 3 (Academic Support, Foundations classes) programs; ensure consistent screening processes to determine student needs.	__ *Implement formative assessments for incoming students during registration and early in the school year. (Admin, 7/8 Teach)* __ *Identify or develop tools to evaluate the efficacy of Tier 2 and Tier 3 programs.* (Admin)	__ *Improve Tier 2 and Tier 3 programs to better meet student needs based on data review and program evaluation. (Admin)*	
SS Goal 3: Provide students with resources to support success with personal health, social-emotional development, post-graduate planning, and other extra-curricular opportunities.	Objective 3.1: Clarify the role of the School Psychologist and School Counselors.	__ Increase communication about the work and role of School Counselors to all members of the PVPA Community. (School Couns) __ Solidify the School Counselors' vertically-aligned "guidance curriculum" based on the ASCA model. (School Couns)		
	Objective 3.2: Expand student support with the college planning process.	__ Strengthen annual routines and communication about PVPA's supports for the college planning process. (School Couns)		
	Objective 3.3: Determine and implement ways to provide comprehensive health education for students in the middle school and in the high school program.	__ **Develop engaging and effective middle school advisory and health programs. (Admin, 7/8 Teach)** __ Review staffing implications and structures to offer a comprehensive Health program within the high school. (Admin) __ Identify opportunities for student leadership within school-wide health education experiences. (School Couns, Psy, Nurse, Div Coor, Admin)	__ Implement a comprehensive Health program in the high school. (Admin, School Couns, Teach)	
SS Goal 4: Ensure adequate training and resources to aid faculty in support of all students.	Objective 4.1: Develop and implement a transparent professional development plan to support faculty and staff growth and innovation.	__ Develop 5-year plan with staff input for professional development cycle related to common assessment practices, including differentiated work with developing quality formative and summative assessments, using assessment data to inform instruction, and implementing standards-based grading per PVPA's grading system. (Admin, SLDT, Mentors) __ Develop 3-year plan for professional development cycle related to diversity. (Div Coor, Div Comm, Admin) __ Determine upcoming priorities for whole staff PD related to common instructional practices, with specific attention to the anticipated need for "literacy across the curriculum." (Admin, Dept Lead) __ *Continue to provide professional development and professional time to support teachers' learning and collaboration in arts/academics enhancement or integration. (Admin, Mentors)* __ *Organize and internally disseminate PVPA's collection of arts/academics enhancement or integration curricular materials. (Admin)*	__ Develop 3-year plan for professional development cycle to support teacher's work to provide modifications and accommodations based on student need. (Admin) __ Strengthen school-wide understanding of the role of multiple learning styles and arts/academics integration & enhancement in supporting all students. (Admin, Dept Lead)	
	Objective 4.2: Maintain teacher support programs, including orientation, ongoing mentoring, professional learning communities, peer observation, and professional development.	__ *Maintain teacher support programs, including orientation, ongoing mentoring, professional learning communities, peer observation, and professional development. (Admin, Mentors, Dept Lead)* __ *Develop and implement leadership program for department leaders to support the vision of shared governance. (Admin)*		
	Objective 4.3: Continue to develop PVPA's apprentice teacher program.	__ Develop and implement parallel supervision and evaluation system for feedback for apprentice teachers. (Admin)		

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		__ Provide tools for collaboration between apprentice teachers and classroom teachers to support students during class time. (Admin, AS Teach) __ Communicate the goals of the Apprentice Program to all staff. (Admin)		
	Objective 4.4: Ensure consistent disciplinary processes that recognize the needs for and provides behavioral and emotional support.	**__ Design, revise, and implement systems of interventions and accountability to support all students. (Admin, SCT)** *__ Expand supervised lunch system to grade 9. (Admin)*	*__ Ensure that any disciplinary process is in alignment with PVPA's diversity plan. (Admin)* *__ Elicit feedback and monitor data from students and families about PVPA's disciplinary processes. (Admin)*	*__ Establish a schedule to regularly evaluate any disciplinary program through an anti-oppression framework. (Admin)*
SS Goal 5: Improve PVPA's standards-based grading system to more effectively communicate student progress and achievement to students, families, and faculty.	Objective 5.1: Increase consistencies among faculty implementation of PVPA's grading system.	*__ Assess consistencies in teacher practices within PVPA's grading system. (Admin)* *__ Develop 5-year plan with staff input for professional development cycle related to common assessment practices, including differentiated work with developing quality formative and summative assessments, using assessment data to inform instruction, and implementing standards-based grading per PVPA's grading system. (Admin, SLDT, Mentors)*	*__ Provide professional development to support increased consistencies in teacher practices within PVPA's grading system. (Admin)*	
	Objective 5.2: Engage and educate students and families about the philosophy and methods of standards-based grading.	*__ Strengthen communication systems to support families' understanding of PVPA's grading system. (Admin)*		
	Objective 5.3: Create systemic interventions that support student achievement of habits of work and learning (HOWLs).	*__ Identify or develop tools to evaluate the efficacy of Tier 2 and Tier 3 programs.* (Admin) *__ Increase administrator communication with families earlier when patterns of concern related to absences arise. (Admin, Attend Coor)* *__ Implement revised 7/8 Academic schedule to allow for flexibility of support blocks at the start of the school day. (7/8 Teach)* **__ Develop engaging and effective middle school advisory and health programs. (Admin, 7/8 Teach)** *__ Review staffing implications and structures to offer Homework Support in grades 9 & 10 as a distinct structure from a "self-directed study." (Admin)* *__ Continue to refine Homework Support model, including consistencies of expectations between all Homework Support teachers. (spec. Teach, Admin)*	*__ Improve Tier 2 and Tier 3 programs to better meet student needs based on data review and program evaluation. (Admin)*	
	Objective 5.4: Increase student and family use of online communication systems to report work completion.	*__ Strengthen communication systems to support families' understanding of PVPA's grading system. (Admin)*		

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Faculty Support & Development

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
FS&D Goal 1. Institutionally commit to valuing and supporting the professional work of PVPA faculty members.	Objective 1.1 Ensure adequate training and resources to aid faculty in support of all students.	__ *Develop 5-year plan with staff input for professional development cycle related to common assessment practices, including differentiated work with developing quality formative and summative assessments, using assessment data to inform instruction, and implementing standards-based grading per PVPA's grading system. (Admin, SLDT, Mentors)* __ Communicate about equitable system to prioritize and determine professional development opportunities for all faculty. (Admin) __ *Prioritize professional development opportunities to support teachers' work to provide modifications and accommodations based on student need. (Admin)* __ *Improve systems for teachers' documentation of accommodations used to support students throughout instruction. (Admin, Tech)* __ Maintain annual structures for IEP/504 review and increase time for review of unit curricular materials to plan needed modifications. (Admin) __ Continue to ensure that all teachers are implementing accommodations and modifications in IEPs and 504 plans through the supervision and evaluation process. (Admin) __ Strengthen systems to communicate/collaborate about supporting common students. (Admin, AS, Tech) __ Develop professional development summer institutes and school seminars led by PVPA faculty and staff. (Admin, Teach) __ Strengthen documentation of all course curricula to ensure long-term cohesion in the event of any faculty changes. (Admin, Teach) __ Increase recognition of successes in professional work with positive feedback and appreciations. (Admin, All) __ *Continue to provide professional development and professional time to support teachers' learning and collaboration in arts/academics enhancement or integration. (Admin, Mentors)*	__ Identify and pursue professional development opportunities for arts teachers in NCCAS (National Core Arts Standards). (Admin) __ Increase use of instructional technology school-wide based on priorities from Technology Needs Assessment. (Admin, Tech) __ Establish systems to actively assess strengths and priorities for professional growth for teachers. (Admin)	
	Objective 1.2 Build and maintain structures for faculty to provide and receive supportive feedback and requests for professional development and training.	__ Review distribution of and compensation for stipended opportunities to ensure equity. (Admin) __ Continue to award annual PDPs for staff with professional licensure, per DESE licensure processes. (Admin) __ Identify and support faculty with opportunities for teacher recognitions and awards. (Admin)	__ Educate all staff about DESE supports for applying/reapplying for teaching licensure. (Admin)	
	Objective 1.3 Maintain compensation and professional opportunities commensurate with comparable area schools.	__ Maintain faculty salaries and benefits at levels comparable to similar schools. (HoS, CFO) 6/16 Clarify time in contracted blocks within matrix hours to ensure equity. (HoS, CFO)		

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		__ Continue to support faculty presentations at regional and national conferences, including those which focus on arts and academics integration/ enhancement. (Admin, Teach) __ Strengthen communication about benefits through Human Resources systems of PVPA. (CFO)		
	Objective 1.4 Develop annual equitable processes for distribution of school resources for student learning (ex. Field trips, productions, department supplies, special projects)	__*Establish annual routines to clarify budget allocation processes with interested staff members. (Admin)* __ Update request forms to clarify priorities for access to resources, i.e. field trip processes, fundraiser processes, purchase requests, production budgets (Bus Off) __ Establish annual routines for communication about access to resources, i.e. field trip processes, fundraiser processes, purchase requests, production budgets (Admin, Dept Lead)		
FS&D Goal 2. Develop and maintain systems that are institutionally accountable to respond to faculty concerns.	Objective 2.1 Regularly review school grievance procedures.	__ Review and update school grievance procedures (Admin, PAB)		
	Objective 2.2 Explore consultants in human resources and ombuds, as a way to engage in institutional reflection, including coaching and mediation.	*6/16 Hire outside consultant to assess strengths and challenges within internal school communications. (BoT)*		

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Staff Support & Development

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
SS&D Goal 1. Institutionally commit to valuing and supporting the professional growth of PVPA staff members.	Objective 1.1 Clearly define the roles, expectations, and supervision procedure for all staff members.	__ *Develop and implement parallel supervision and evaluation system for non-teaching staff. (Admin)* __ *Maintain "How we can be Helpful" document to communicate staff member roles to the internal PVPA community. (HoS, Office Staff)*	__ Establish review process to ensure that job descriptions are up-to-date. (CFO) __ Develop "How we can be Helpful" document to communicate staff member roles to PVPA families. (HoS, Office Staff)	
	Objective 1.2 Ensure adequate training and resources to aid individual roles in support of staff and students.	__ *Develop and implement parallel supervision and evaluation system for non-teaching staff. (Admin)* __*Identify professional development and training opportunities for non-teaching staff (Admin)* __ *Provide clinical supervision for School Counselors and the School Psychologist. (Admin)* __ *Identify professional growth opportunities for the School Psychologist. (Admin)*		
	Objective 1.3 Create structures for staff to provide and receive supportive feedback and requests for professional development and training.	__ Establish systems to actively assess strengths and priorities for professional growth for staff. (Admin) __ Increase recognition of successes in professional work with positive feedback and appreciations. (Admin, All)	__ Strengthen documentation of role-specific tasks to ensure long-term cohesion in the event of any staff changes. (Admin, Office Staff)	
	Objective 1.4 Maintain compensation and professional opportunities commensurate with comparable area schools	__ Maintain staff salaries and benefits at levels comparable to similar schools. (HoS, CFO) __ Maintain opportunities for staff to apply for stipended positions. (Admin) __ Strengthen communication about benefits through Human Resources systems of PVPA. (CFO)		
SS&D Goal 2. Develop and maintain systems that are institutionally accountable to respond to staff concerns.	Objective 2.1 Regularly review school grievance procedures	__ Review and consider updates to school grievance procedures (Admin, PAB)		

PVPA's 2016-2021 STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

Outreach & Communication

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
O&C Goal 1: Strengthen existing ties and build new bridges to the wider community and organizations.	Objective 1.1: Organize and highlight the network of internships / community service /school outreach programs for PVPA students.	__ *Consider proposal to change PVPA's internship graduation requirement to focus on more sustained service opportunities. (Student Counc, Admin)* __ Identify regular opportunities for families to volunteer at PVPA. (Parent Group, Office Staff)	__ Establish structures to monitor Internship opportunities with organizations interested in a long-term partnership with PVPA. (School Couns)	
	Objective 1.2: Strengthen and clarify relationships with area colleges.	__*Increase communication with students and families to clarify availability of college courses as part of PVPA transcripts. (Sch Couns, Admin)* __ *Strengthen institutional collaborations with colleges that support teacher licensure, especially in the area of arts. (Admin)*	__ *Identify increased opportunities for performance opportunities at or with area colleges. (Arts DLs, Admin)* __ *Identify increased opportunities for students and families to access tutoring through local colleges, including college interns or volunteers at PVPA. (Sch Couns, Admin)*	
	Objective 1.3: Support teachers' collaboration with local artists.	__ *Continue to provide professional development and professional time to support teachers' learning and collaboration in arts/academics enhancement or integration. (Admin, Mentors)* __ *Assess and identify additional dissemination opportunities. (Admin, Teach)*		
	Objective 1.4: Develop strategies for dissemination of PVPA best practices to larger community (local, regional and national).	__ Assess and identify additional dissemination opportunities. (Admin, Teach) __ *Organize and internally disseminate PVPA's collection of arts/academics enhancement or integration curricular materials. (Admin)* __ Develop professional development summer institutes and school seminars led by PVPA faculty and staff. (Admin, Teach) __ Continue to support faculty presentations at regional and national conferences, including those which focus on arts and academics integration/enhancement. (Admin, Teach)	__ Write and distribute PVPA-specific curricula in arts and arts integration/enhancement to be shared with the larger community. (Admin, Teach)	
	Objective 1.5: Maintain a student recruitment plan that supports a diverse student applicant pool.	__ *Monitor efficacy of current recruitment and retention plan. (Admin)*		
	Objective 1.6: Increase the opportunities for family involvement.	__ Establish a formal school-wide parent group to support the work of the school and act as a hub for parent-school collaborations. (Families, Admin) __ Monitor opportunities for family members to act as guest speakers to support curriculum. (Teach) __ *Identify regular opportunities for families to volunteer at PVPA. (Parent Group, Office Staff)*		
	Objective 1.7: Increase promotion of PVPA through external media.	__ Increase the number of press releases from PVPA to local news sources. (Admin, Office Staff)	__ Revise or develop marketing materials to support school programs. (Admin, Office Staff)	

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			__ Develop and promote increased opportunities for PVPA students to form collaborative relationships with external organizations. (School Couns, Admin)	
O&C Goal 2: Ensure clear, two-way systems of communication at all levels.	Objective 2.1: Increase transparency in decision-making by communicating how school-wide decisions are made and by whom.	__ Link Board of Trustees minutes to Friday Notes or post more prominently on school website. (Office Staff) __ Establish a suggestion box for Student Council's review. (Stud Counc) __ Increase communication from administrators to families about school-wide initiatives and changes. (Admin) __ *Develop tool and assess effectiveness of current two-way communication structures between PVPA leadership and PVPA community members. (Admin)* __ *Study transparent "decision-making models" for adoption at PVPA, considering impact on daily operations and efficacy of leadership. (BoT, Admin, Dept Lead, Student Council)*	__ Update school website to include faculty/staff bios. (Tech) __ Increase communication from Department Leaders to families to articulate curriculum and educational philosophy. (Dept Lead, Admin) __ Develop routines for regular communication from various groups and committees to families to highlight key initiatives and accomplishments. (Admin)	
	Objective 2.2: Maintain grade portal, and teach students and families to access it regularly.	__ *Strengthen communication systems to support families' understanding of PVPA's grading system. (Admin)*		
	Objective 2.3: Increase pathways for parents to give feedback to school.	__ *Develop tool and assess effectiveness of current two-way communication structures between PVPA leadership and PVPA community members. (Admin)*	__ Implement new and revised two-way communication structures between PVPA leadership and PVPA community members. (All)	
	Objective 2.4: Evaluate effectiveness of school-to-family communication and improve systems as needed.	__ *Develop tool and assess effectiveness of current two-way communication structures between PVPA leadership and PVPA community members. (Admin)*		

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Resources & Development

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
R&D Goal 1: Support PVPA's current and future financial needs through participation in fundraising.	Objective 1.1: Create and maintain an annual development plan that articulates the distinct Implementation Strategies for which fundraising may occur.	__ *Educate PVPA community about the purpose of annual and capital campaigns. (HoS)* __ *Establish routines to support an annual development plan. (HoS, BoT)*	__ Ensure that all department webpages are consistent in breadth and depth of information about programming, including postings of "wish list" items to solicit donations. (Dept Lead)	
	Objective 1.2: Develop a system for equitable distribution of fundraising opportunities for school-related experiences (i.e. student groups, course projects, field trips).	__ *Update request forms to clarify priorities for access to resources, i.e. field trip processes, fundraiser processes, purchase requests, production budgets (Bus Off)* __ *Establish annual routines for communication about access to resources, i.e. field trip processes, fundraiser processes, purchase requests, production budgets (Admin, Dept Lead)*		
	Objective 1.3: Define ambitious and realistic annual fundraising goals.	__ Establish structures for annual solicitation of gifts from staff and Board of Trustees in order to promote 100% participation in giving. (HoS)	__ Clarify the role of the Friends of PVPA in the donation process, and evaluate the need for an additional or replacement committee for fundraising efforts. (BoT, Friends, HoS)	
	Objective 1.4: Create system for alumni engagement.	6/16 Build an Alumni Portal on the school website that tracks post-graduation plans and experiences. (Tech) *6/16 Create and administer an Exit Survey for graduates. (DDT, Tech)*	__ *Determine long-term management of Alumni data. (Tech, SRC)* __ *Develop tools and routines for multi-year surveys of alumns. (DDT, Tech)* __ Establish annual communication with alumns to highlight school updates. (Office Staff)	__ *Build routines for analysis of alumni data. (Admin, DDT)*
R&D Goal 2: Create institutional structures for grant-writing.	No specific Objectives	__ *Identify staff members or community members with knowledge and capacity to assist with grant writing opportunities. (Admin)*		
R&D Goal 3: Explore and develop new revenue sources for the school.	No specific Objectives	__ Develop partnerships with outside organizations interested in leasing theater space. (Admin) __ Develop PD opportunities hosted by PVPA staff for area schools. (Admin)	__*Develop partnerships with area schools to attend PVPA performances. (Admin)*	__ Analyze potential for electricity generation by solar or wind power. (Fac, TBD Comm)

PVPA's 2016-2021 STRATEGIC PLAN: GOALS & IMPLEMENTATION STRATEGY MATRIX

Services, Facilities, & Technology

		~Years 1-2 Implementation Strategies	~Years 3-4 Implementation Strategies Includes elicit and review feedback about prioritized Implementation Strategies from Years 1-2.	~Year 5 Implementation Strategies Includes develop any needed next steps related to prioritized Implementation Strategies from Years 1-4.
SF&T Goal 1: Ensure all students have access to healthy food options	SF&T Objective 1.1: Provide a range of healthy food options and reduce amount of low-quality food.	__ Set up systems to elicit student feedback about the amount of food available and the amount of time available for eating that food. (Student Council) __ Continue to educate students about using time well to eat during school breaks and lunch. (All Staff) __ Ensure regular review (ex. every 3 years) of vending machine contracts with priorities for quality and cost. (CFO, Office Staff)	__ Explore development of student-run cafe. (Student Council and Admin)	
	Objective 1.2: Determine ways to provide breakfast options for students.	__ *Ensure regular review (ex. every 3 years) of vending machine contracts with priorities for quality and cost. (CFO, Office Staff)* __ *Analyze budget implications of fee-for-breakfast offerings. (CFO)*	__ *Communicate with families to determine viability of fee-for-breakfase offerings. (Admin)*	
SF&T Goal 2: Ensure safe and functional spaces that adequately meet the current and anticipated needs of the school.	Objective 2.1: Develop multi-year plan for facility upgrades, additions, and maintenance.	__ Clarify system for submitting and receiving approval for work requests. (Fac) __ Ensure regular review (ex. every 3 years) of all outside vendors/contracts with priorities for quality and cost. (CFO, Office Staff)	__ Develop a formal Facilities Needs Assessment that gathers input from staff members, monitors strategic plan objectives, and considers state requirements and future needs. (Fac)	
	Objective 2.2: Explore wind and solar power generation options as both a way to reduce costs or generate revenue and educate our students about sustainability.		__ *Conduct and communicate findings of a facilities review of potential for alternative energy systems on site. (Fac)*	__ Analyze and communicate findings of a facilities review for potential for electricity generation by solar or wind power. (Fac)
	Objective 2.3: Expand library holdings and digital capabilities.	__ *Strengthen annual routines for review of holdings and priorities for expansion within library budget.* (Lib)		
SF&T Goal 3: Maintain a level of technology that adequately supports teachers and students.	Objective 3.1: Increase number of portable computers for teacher and classroom use.	8/16 *Provide chromebooks for all teaching staff. (Tech, Admin)* __ Develop a formal Technology Needs Assessment that gathers input from staff members, monitors strategic plan objectives, and considers state requirements and future needs. (Tech)		
	Objective 3.2: Provide ongoing tech training to meet teachers' needs.	__ Develop a system for students to support school technology, i.e. "Student Tech Team". (Tech, Student Counc) __ *Continue to develop training tools to ensure consistent use of prioritized technology: GradeBook, gmail/google drive, Chromebooks. (Tech)* __ *Develop assessment tools to identify individuals in need of targeted support for prioritized technology. (Tech)*	__ Ensure that all department webpages are consistent in breadth and depth of information about programming, including postings of "wish list" items to solicit donations. (Dept Lead)	
	Objective 3.3: Provide ongoing tech training to meet students' needs	__ Continue to develop training tools to ensure consistent use of prioritized technology: GradeBook, gmail/google drive, Chromebooks. (Tech)		