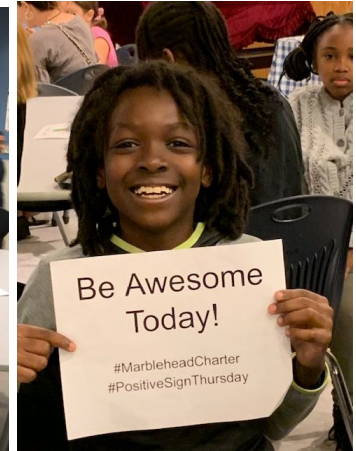
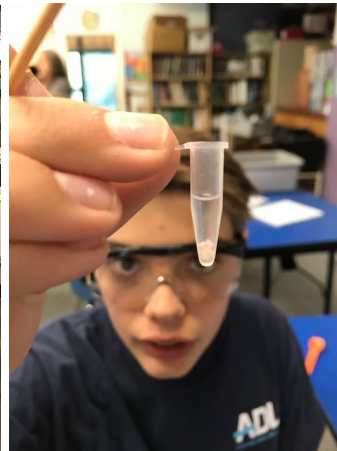
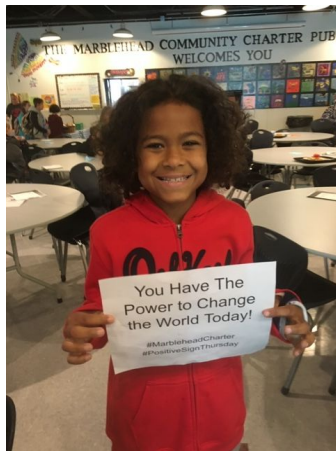
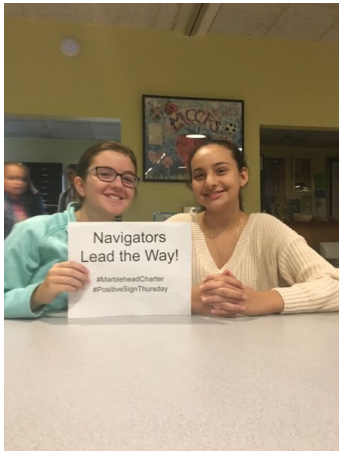


# Marblehead Community Charter Public School Strategic Plan 2020-2023

Approved by the Board of Trustees October 2019

## Navigators Chart the Course



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## **INTRODUCTION**

### **What is Marblehead Community Charter Public School?**

We are a Charter Public School located in the beautiful coastal town of Marblehead, Massachusetts. Serving students in grades 4-8, our school welcomes students from Marblehead and the surrounding communities of Swampscott, Lynn, Salem, Nahant, Peabody, Saugus, and Beverly. With space for up to 230 students, our school maintains manageable class sizes to maximize student learning opportunities. As one of the first Charter Public Schools in the state, Marblehead Charter has provided many students over the past 25 years with educational experiences that have set them up for success in high school, college, and careers.

The MCCPS Strategic Plan is designed to ensure that the human, financial, and capital resources of the organization are efficiently and effectively allocated in accordance with the priorities established by the MCCPS Board of Trustees. As a charter school in Massachusetts, MCCPS is mandated to fulfill three promises. They are:

1. to be faithful to the School's Charter;
2. to provide a learning environment that fosters academic success; and
3. to be a viable organization.

This strategic plan is intended to ensure that these promises are met and that the school's mission is honored.

## LETTER FROM THE HEAD OF SCHOOL

*To Our Community,*

*Opportunity. This one word summarizes this plan and the vision for the future. We are pleased to share this strategic plan document with the community at this unique moment in the evolution of the Marblehead Community Charter Public School. Our school is preparing for the renewal of our charter, the 25th anniversary celebration, and we have new leadership. This strategic plan will work in concert with the recommendations from the state inspection visit and lead to a shared vision for the school.*

*The opportunity we have is to rededicate our efforts to providing our students with outstanding educational experiences that set each of them up for success. Together, our community will seize this opportunity to build on our strengths as a school that is focused on empowering students to be critical and creative thinkers through project-based learning activities where students are challenged to apply their knowledge and skills to solve real-world dilemmas. We view this moment as an opportunity to both reflect on the past 25 years and look ahead to the next 25 years at Marblehead Charter.*

*It is our hope that this strategic plan will be a living document and a guide for our journey of improving our systems and differentiating our school as a place where the needs of each student are the focus of our work. We encourage you to review the plan and join us as we dedicate our work toward continuous improvement. It will take our whole community working together to allow us to achieve the ambitious goals outlined here.*

*It is indeed a great day to be a navigator.*

Peter D. Cohen, Ed.D  
Head of School  
October 2019

### **Student Success**

Learning experiences for MCCPS students will be innovative, highly-engaging, and appropriately challenging so that each student will be empowered to reach her or his highest potential.

### **Faculty & Staff Success**

The professional experiences for faculty, staff, and administrators will honor their expertise, support their continual growth, and recognize their contributions to the achievement of the school's mission.



### **Operations Success**

The operational framework provided by the MCCPS Head of School, Faculty and Staff, and Board of Trustees will be well-informed, robust, and sustainable, and will lay the foundation for the school's next 25 years of development and growth.

### **Community Success**

The growing slate of opportunities for parents, extended family, community members and alumni will build on the strengths of our existing community while providing a framework for growth.

# STRATEGIC PLAN ONE PAGER

## Student Success Goals

1. Provide an integrated, student-centered, and project-based learning experience that incorporates the 21st century skills of critical thinking, collaboration, communication and creativity.
2. Provide a personalized educational experience that enables all students to meet or exceed the expectations of the state's curriculum frameworks.
3. Incorporate technology as a resource for curriculum implementation.
4. Provide a variety of opportunities and formats for students to document and demonstrate their learning.
5. Differentiate 7th and 8th grade experience with an eye to retention and preparing students for high school.
6. Enhance the support for new students at all grade levels in order to ensure a smooth and successful transition to MCCPS.
7. Enhance the support for new students at all grade levels in order to ensure a smooth and successful transition to MCCPS.
8. Provide opportunities for learning that extends beyond the classroom.
9. Provide robust, meaningful and integrated service learning opportunities within each grade level across all three terms.
10. Continue to enhance the elements of student voice and student choice within the curriculum.
11. Foster a kind, safe and collaborative school culture that incorporates consistent behavioral expectations and appropriate incentives and consequences for student choices.

## Faculty & Staff Success Goals

1. Develop stronger recruitment and hiring strategies to ensure a highly-skilled faculty, staff and administration is in place and are committed to the success of all students.
2. Hire and retain specialized personnel including nurse, guidance counselor, school adjustment counselor, and physical, occupational and speech therapists.
3. Reduce teacher attrition and ensure that highly qualified employees choose to stay at MCCPS.
4. Provide regular and rigorous professional development opportunities for faculty and staff.
5. Define academic excellence at MCCPS.
6. Review curriculum at all grade levels and in all areas.
7. Provide learning experiences that allow all students to access the curriculum in an equitable, unbiased manner.
8. Enhance the implementation of the social-emotional learning curriculum.
9. Expand the dissemination of MCCPS best practices to educators from other schools and from higher ed.

## Community Success Goals

1. Increase family and community connectivity.
2. Increase volunteer and community involvement in the school.
3. Expand the celebration of student, family and community contributions.
4. Develop a robust and coherent communications strategy.
5. Develop a robust and active alumni network.

## Operations Success Goals

1. Grow the school's fundraising capacity.
2. Monitor student retention in order to address those trends that are within the school's control.
3. Review, Refine and Adopt policies and procedures.
4. Maintain, expand and/or replace the existing MCCPS facility in order to provide the best possible environment for learning, teaching and community engagement.

## VISION, MISSION & ESSENTIAL HABITS

### *Mission*

MCCPS fosters a community that empowers children to become capable, self-determining, fully engaged individuals who are critical and creative thinkers committed to achieving their highest intellectual, artistic, social, emotional, and physical potential. We are dedicated to involving, learning from, participating in, and serving our school community and the community at large.

### *Vision*

The Charter Experience enables students to embody a strong sense of community, global responsibility, intellectual curiosity, interpersonal skills, and entrepreneurial dexterity. Via the school's rigorous, integrated, student-centered, project-based and service learning curriculum, student learning is personalized, reflective, and infused with the arts, technology, and student voice and choice. Through a committed partnership amongst all community members, including parents, faculty, students, alumni, and local community and business leaders, we strive to provide an engaging, innovative, and progressive learning environment that will enable all students to excel.

### *Essential Habits*

Essential habits are ways of being that all students should demonstrate in order to be effective citizens and lifelong learners even when no one's looking, regardless of the context. At MCCPS, the following essential habits run through the curriculum at all grade levels:

**Perseverance:** I am responsible for my actions and the quality of my work. I demonstrate sustained effort despite challenges.

**Initiative:** I identify a challenge or need, create a plan, and take action.

**Leadership:** I listen to the ideas of others, make good choices, and lead by example.

**Integrity:** I am honest and trustworthy. I treat people kindly.

**Problem-solving:** I identify and understand a problem, consider the best strategy, apply it, and evaluate the solution.

## ACADEMIC PROGRAM SUCCESS STUDENT SUCCESS GOALS

Learning experiences for MCCPS students will be innovative, highly-engaging, and appropriately challenging so that each student will be empowered to reach her or his highest potential.

<b>STRATEGY</b>	<b>ACTION ITEMS</b>	<b>RESPONSIBLE PARTY</b>	<b>MEASURES OF SUCCESS</b>
Provide an integrated, student-centered, and project-based learning experience that incorporates the 21st century skills of critical thinking, collaboration, communication and creativity.	Provide on-going professional development and access to resources for staff with a focus on authentic implementation of project-based learning.	Faculty and Admin Team	
Provide a personalized educational experience that enables all students to meet or exceed the expectations of the state's curriculum frameworks.	(1) Triangulate data to identify individual student strengths and weaknesses. (2) Utilize MCAS, IXL, and Classroom Performance data to inform interventions and supports for each student	Faculty and Admin Team	
Incorporate technology as a resource for curriculum implementation.	(1) Continue to support in the operating budget a 1:1 mobile device learning environment (2) Develop and implement comprehensive curriculums for technology and study skills. (3) Enhance classroom and Enrichment STEAM programming to include coding, robotics, and expanded use of technology.	Faculty and Admin Team	



<p>Provide a variety of opportunities and formats for students to document and demonstrate their learning.</p>	<p>(1) Develop a portfolio system that allows students to document their learning, reflect upon their growth and achievement, and set goals for future progress.  (2) Provide opportunities for students to demonstrate their learning within the context of public exhibitions of their work.  (3) Explore student-led conference format for upper grades  (4) Explore capstone project and panel defense for 8th graders</p>	<p>Faculty and Admin Team</p>	
<p>Differentiate 7th and 8th grade experience with an eye to retention and preparing students for high school.</p>	<p>(1) Provide additional options for accelerated learning, including online high school courses for 7th and 8th graders.  (2) Foster leadership development for 7th and 8th graders through cross-grade mentoring and teaching Enrichment and/or after school classes.  (3) Create additional leadership opportunities for 7th and 8th graders, including externships with local professionals and business owners.</p>	<p>Faculty and Admin Team</p>	
<p>Enhance the support for new students at all grade levels in order to ensure a smooth and successful transition to MCCPS.</p>	<p>(1) 4th grade and 7th grade Mentorship Program  (2) PTO Popsicles in the Park  (3) PTO Back to School Picnic</p>	<p>Faculty and Admin Team  PTO</p>	
<p>Provide opportunities for learning</p>	<p>(1) Create partnerships with</p>	<p>Enrichment</p>	

<p>that extends beyond the classroom.</p>	<p>higher ed and local businesses in order to expand the opportunities for accelerated and entrepreneurial learning. (2) Acquire a bus or van to allow off-site learning, Enrichment, and service learning experiences.</p>	<p>Coordinator, Board, Head of School</p>	
<p>Provide robust, meaningful and integrated service learning opportunities within each grade level across all three terms.</p>	<p>Establish benchmarks and grade level expectations for service learning.</p>	<p>Faculty, Admin Team</p>	
<p>Continue to enhance the elements of student voice and student choice within the curriculum.</p>	<p>(1) Create elective program as Enrichment 2.0 with increasing options for each grade level. (2) Develop projects with options for product/evidence of mastery or solution to problem (3) Incorporate older students into facilitation of community meetings</p>	<p>Faculty, Admin Team, Students</p>	
<p>Foster a kind, safe and collaborative school culture that incorporates consistent behavioral expectations and appropriate incentives and consequences for student choices.</p>	<p>(1) Write a new Behavior Contract (2) Write new Parent and Student Handbook (3) Investigate and implement school-wide Positive Behavioral Interventions and Supports (PBIS) system</p>	<p>Assistant Head of School, Director of Curriculum, Faculty</p>	

## ACADEMIC PROGRAM SUCCESS FACULTY & STAFF SUCCESS GOALS

The professional experiences for faculty, staff, and administrators will honor their expertise, support their continual growth, and recognize their contributions to the achievement of the school's mission.

STRATEGY	ACTION ITEMS	RESPONSIBLE PARTY	MEASURES OF SUCCESS
Develop stronger recruitment and hiring strategies to ensure a highly-skilled faculty, staff and administration is in place and are committed to the success of all students.	(1) Participate in job fairs. (2) Form partnerships with local colleges/universities that have teacher preparation programs.	Head of School	
Hire and retain specialized personnel including nurse, guidance counselor, school adjustment counselor, and physical, occupational and speech therapists.	(1) Participate in job fairs. (2) Form partnerships with local colleges/universities that have teacher preparation programs.	Head of School	
Reduce teacher attrition and ensure that highly qualified employees choose to stay at MCCPS.	(1) Provide a supportive, affirming and highly collaborative environment. (2) Develop a comprehensive retention strategy. (3) Conduct a salary study in order to inform levels and types of teacher compensation. (4) Incrementally, and to the degree possible, increase salaries and benefits for teachers, staff and administrators.	Head of School, Board, Committees: Finance & Development	

<p>Provide regular and rigorous professional development opportunities for faculty and staff.</p>	<p>(1) Implement a school calendar that includes early release time throughout the year to allow for longer clocks of time for professional development.  (2) Provide common planning and consult time for grade-level teams and department members in order to foster collaboration, curricular alignment and calibration of practices and expectations.  (3) Provide job-embedded professional development, targeted mentoring and ongoing instructional feedback.</p>	<p>Head of School &amp; Admin Team</p>	
<p>Define academic excellence at MCCPS.</p>	<p>(1) Identify the measures and deliverables that are particular to communicating student and academic excellence at MCCPS.  (2) Review student performance indicators to inform curriculum decisions, instructional practices, and professional development offerings.</p>	<p>Academic Excellence Committee, Faculty</p>	
<p>Review curriculum at all grade levels and in all areas.</p>	<p>(1) Align grade level efforts and expectations within and across the grades.  (2) Ensure alignment with changes to the state's curriculum frameworks.  (3) Ensure alignment with changes to the state's curriculum including social emotional</p>	<p>Director of Curriculum, Faculty</p>	

	<p>learning.</p> <p>(4) Annually review and revise curriculum maps and identify anchor projects for each grade level.</p> <p>(5) Strengthen the application of Depth of Knowledge in the development of units and assessments.</p>		
<p>Provide learning experiences that allow all students to access the curriculum in an equitable, unbiased manner.</p>	<p>(1) Implement Universal Design for Learning practices.</p>	<p>Director of Curriculum, Faculty</p>	
<p>Enhance the implementation of the social-emotional learning curriculum.</p>	<p>(1) Explore curriculum resources.</p> <p>(2) Create grade level outline of topics to be addressed</p>	<p>School Counselors, Faculty, Director of Curriculum</p>	
<p>Expand the dissemination of MCCPS best practices to educators from other schools and from higher ed.</p>	<p>(1) Present regular presentations at educational workshops.</p> <p>(2) Publish articles in educational literature.</p> <p>(3) Host visits to MCCPS.</p> <p>(4) Present regular presentations to the local business community.</p>		

## ORGANIZATIONAL VIABILITY COMMUNITY SUCCESS GOALS

The growing slate of opportunities for parents, extended family, community members and alumni will build on the strengths of our existing community while providing a framework for growth.

STRATEGY	ACTION ITEMS	RESPONSIBLE PARTY	MEASURES OF SUCCESS
Increase family and community connectivity.	(1) Provide opportunities for family and community members to get to know each other.	PTO, Head of School, Board	
Increase volunteer and community involvement in the school.	(1) Provide opportunities for family and community members to work together in services of the school. (2) Recruit parents and community members to teach Enrichment and/or after school classes.	PTO, Head of School, Board	
Expand the celebration of student, family and community contributions.	(1) Awards Ceremonies (2) Improved Website to highlight community	Faculty, Head of School	
Develop a robust and coherent communications strategy.	(1) Communicate regularly with parents and community members. (2) Revise the school's Communications Plan to include the optimization of social media, online, print and in-person resources. (3) Research and report data relative to the preparedness for and success in high school of	Communications Committee, Head of School, Office Manager/Communications Coordinator	

	MCCPS graduates.		
Develop a robust and active alumni network.	(1) Employ an alumni liaison (2) Encourage alumni of all ages to be knowledgeable about and involved in the school. (3) Host at least two events per year for alumni. (4) Celebrate Alumni accomplishments	Head of School, Alumni Liaison	

**ORGANIZATIONAL VIABILITY  
OPERATIONS SUCCESS GOALS**

The operational framework provided by the MCCPS Head of School, Faculty and Staff, and Board of Trustees will be well-informed, robust, and sustainable, and will lay the foundation for the school’s next 25 years of development and growth.

STRATEGY	ACTION ITEMS	RESPONSIBLE PARTY	MEASURES OF SUCCESS
Grow the school’s fundraising capacity.	(1) Explore revenue-generating opportunities including events, grants, planned giving and estate planning. (2) Assign development role to staff member beyond work that a committee can do	Head of School, Development Committee, Board	
Monitor student retention in order to address those trends that are within the school’s control.	Develop system to track student enrollment and attrition	Business Manager, Head of School	
Review, Refine and Adopt policies and procedures.	(1) Identify Best Practices at High Performing Charter Schools and Districts (2) Utilize resources available through Massachusetts Charter Public Schools Association membership (3) Visit other charter schools	Board, Head of School, All Board Committees	
Maintain, expand and/or replace the existing MCCPS facility in order to provide the best possible environment for learning, teaching and community engagement.	(1) Maximize state and local resources to improve the condition of the school’s current facilities. (2) Create a facilities plan and timeline for renovating the building including improved		



	<p>classroom spaces, science lab, a regulation-compliant gym, larger art and music rooms, expanded Community Room, better equipped Nurse's Station, language labs, a woodshop, makerspace, theater, and multi-purpose spaces.</p> <p>(3) Explore the possibilities (benefits, liabilities) of replicating the school in another location.</p>		
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## GLOSSARY

### Admin Team:

The administration team at Marblehead Charter is lead by the Head of School. The team members include the Assistant Head of School, the Business Manager, the Director of Curriculum & Technology, The Director of Student Services, The Director of Food Services & Nutrition, The Enrichment Coordinator, and The Office Manager

### Depth of Knowledge (DoK):

DoK refers to the **depth** of understanding required to answer or explain an assessment-related item or a classroom activity.

### Enrichment:

The MCCPS Enrichment Program is a daily 45-minute period in which parents, community volunteers, and staff work with students on a wide variety of projects and activities. The Enrichment Program began in the school's first year as a means for parents to take an active role in the learning environment of their children and for students to learn from their extended local community. Since then, it has grown to become an integral component of the school's core commitment to community partnerships. The Enrichment Program creates opportunities that connect the school with local community members. In addition to the learning gained from working on projects and participating in activities, students learn about themselves, enhance their skills and talents, and meet and work cooperatively with other members of their community. Parents and other community members have an opportunity to enhance the learning of the children. Community partnerships help create and maintain a healthy school community.

### Exhibition:

At the conclusion of each 13-week trimester, all students are required to exhibit a variety of interdisciplinary exhibition projects as part of their academic evaluation. These projects are designed and developed by interdisciplinary teams of teachers to integrate knowledge from multiple disciplines, connect to real-life experiences, and cultivate essential skills and habits. Exhibition projects are geared toward enhancing academic success, encouraging productive attitudes, and developing habits of lifelong learning.

### Integrated Projects:

Each trimester at MCCPS culminates in a public exhibition of student project work that integrates important skills and content from the disciplines while addressing the relevant global theme. Many integrated projects incorporate the visual and performing arts as well as core skills and knowledge related to math, science, global studies, and/or language arts (English and French). Community service learning is also integrated into the curriculum through project work, and many exhibition projects aim to connect disciplinary standards and benchmarks to the world outside of school.

### Project-Based Learning:

Project Based Learning is a teaching method in which students gain knowledge and skills by working for an extended period of time to investigate and respond to an authentic, engaging, and complex question, problem, or challenge.

### Service Learning:

Refers to **learning** that actively involves students in a wide range of experiences, which often benefit others and the community, while also advancing the goals of a given curriculum. Community-based **service** activities are paired with structured preparation and student reflection.

Three Terms:

The school calendar is divided into three trimesters. Each trimester ends with a public exhibition of student learning. Students and parents are provided with feedback on student progress at the end of each of these three terms.

Universal Design for Learning (UDL):

UDL is a strategy to develop lesson plans that will help all students and provide each individual with an equal opportunity to succeed.

## **CREDITS**

- Identify folks involved in past efforts?
- Identify folks involved in current efforts?
- Describe process used -- Text to come