

# **MEDFIELD PUBLIC SCHOOLS**

## **STRATEGIC PLAN**

**FY06-10**

# Themes, Goals, Strategies, and Suggested Action Items Medfield Public Schools

## INTRODUCTION

The Strategic Plan was developed during the spring and fall of 2005. A steering committee comprised of volunteers that represented the Medfield School Committee, the superintendent of schools, district administrators, teachers, parents and the public managed the planning process. The steering committee conducted numerous focus groups and interviews with a wide audience that included town officials, community and school stakeholders. Nearly 300 individuals participated in this planning process. The results of this data gathering were reviewed by the steering committee and organized into a draft document that included major themes and goals. The draft plan was presented to the School Committee in June 2005 for review and input. The draft plan was then reviewed extensively by the administrative team during the summer and fall of 2005. The administrative team prioritized and clarified the various themes and goals during this review. The administrators developed action items that would be utilized to review or implement the varied themes, goals and indicators. In addition, the administrators established a timeline for implementation and identified the key personnel who would have responsibility for managing and delegating implementation of the plan. Final drafts of the plan were presented for review and approval of the School Committee in December 2005.

While the planning document provides a focus for areas of improvement it is important to highlight the many positives that were identified during the process. The schools were recognized for the high level of performance and strong academic achievement of our students. Students are viewed as respectful, responsible and well rounded. Students and parents care about education and desire to succeed in many different ways. The schools foster a climate that respects achievement and prepares students well for college and the next steps in their lives.

The academic programs offered in our schools are viewed as top notch. A wide variety of programs were identified as outstanding including, music, drama, art, and numerous extracurricular and athletic offerings. Each school was highlighted for offering specialized programs that support the curriculum and student needs. Feedback overwhelmingly indicates that our staff is a great strength. The overall quality of our staff is outstanding. Teachers are dedicated, work hard, provide a positive learning environment, and are available to students outside of the classroom. Administrators are responsive to concerns and are a strong team. Policies and decisions are viewed as fairly developed and evenly enforced. The School Committee was cited positively for its support of school needs.

The school facilities are widely appreciated for the various improvements that have been made in recent years. The town commitment to the construction program and grounds improvements was repeatedly noted. Improvements to our libraries and technologies were also highlighted

Another theme of strength is the strong level of community involvement and support that exists for our schools. Various school support groups that include the Medfield Coalition, CSA, Boosters were cited for their role in providing resources and support across the district. Parent volunteerism and involvement is viewed as strong and positive. This volunteerism creates a

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cooperative sense of community surrounding our schools. Relationships between the superintendent, School Committee and various boards are viewed as collegial and are developed on mutual trust and respect.

It is important that the goal of this document be kept in mind. It is a roadmap for organizing and implementing improvements in our schools. The timelines intend to create that organization but should be flexible depending on the wide number of variables that may impact implementation. As the plan is reviewed annually adjustments may be needed in timelines as additional needs and goals are identified.

I would like to thank the many individuals who committed time and provided input during the focus groups and interview process. My sincere appreciation to the members of the steering committee for their tireless commitment to the planning process. I would like to also acknowledge the important work done by the School Committee and administrative team in finalizing the plan.

Robert C. Maguire  
Superintendent of Schools

### **Steering Committee Members**

Ms. Susan Cotter, School Committee  
Ms. Donna Dragotakes, Parent  
Ms. Connie Jones, Community Member  
Ms. Susan Lavalley, Middle School Staff  
Ms. Kathy McArdle, Administrator  
Ms. Andrea Trasher, Memorial School Staff

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**MISSION STATEMENT**

The Medfield Public School System will create a dynamic and collegial learning environment. Curriculum and instruction will guide students to achieve high standards and meet the challenge of change. Through school, family and community partnerships, students will be prepared to become responsible, sensitive, contributing citizens and lifelong learners.

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### **Vision Statement**

The Medfield Public Schools supported by the Town of Medfield strives to provide high quality educational programs and a broad variety of service and learning opportunities for all Medfield students. This partnership is unique in that it exemplifies what the various entities within a community can accomplish if they truly see themselves operating as coordinated parts of a whole. Key to the success of this partnership is its basis in mutual respect.

The organizations and personnel of the schools and town are well aware of their responsibilities to one another and act together in a pro-active manner. On an ongoing basis, they assess the needs of the community, identify and align priorities, and set joint goals. This effort is reflected in School Improvement Plans, annual budgets, and other planning documents.

The Medfield Public Schools provide for the children of the community all of the services of a high performing school system: visionary leadership, responsive and effective administrators, nurturing and qualified teachers, strong curricular and extracurricular programming, quality facilities and state of the art technologies. The schools encourage and challenge students intellectually and personally. Students are expected to think clearly, to do their best, work independently and collaboratively. Hard work and academic excellence are valued along with openness to diverse ideas and opinions. Respect is given for different abilities, interests, and backgrounds. The students are well prepared for the next stages of life when they graduate from the Medfield Public Schools.

The culture of the school system supports all students and staff in continuous learning and growth. The notion of continuous improvement is present for both students and staff members. This requires an ongoing commitment to high quality professional development for all staff members.

The culture of the schools provides for a safe and respectful environment. Students have an understanding of appropriate behaviors and healthy life choices. The social and emotional wellbeing of students is planned and integrated into the curriculum.

## **Themes, Goals, Strategies, and Suggested Action Items Medfield Public Schools**

### Vision Statement (continued)

In order to provide these opportunities, the schools and the town are responsive to one another; they recognize their interdependency and use it to the full benefit of the Medfield community. School facilities are open to children and the broader community, and regularly host classes, clubs, events, and meetings. Facilities are well maintained and serve as a hub for many community events and celebrations.

The schools and town, through their cooperation, act as role models for the larger community and set an especially powerful example for the children of Medfield. The children are involved with community service opportunities and other joint endeavors that benefit the larger community. Our education system strives for the participation of the majority of children in the system. The Medfield Public Schools have a reputation for excellence and a strong commitment to maintain it.

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**Themes, Goals, Strategies, and Suggested Action Items**

**Medfield Public Schools  
Medfield, Massachusetts**

This document was developed based on the findings of the numerous focus groups and interviews conducted by the Medfield Public Schools during Spring 2005, and after thorough review and discussion by the Strategic Planning Steering Committee. The planning themes are:

- I. Facilities, Equipment, and Technology
- II. Curriculum, Instruction, and Assessment
- III. Student Life
- IV. Personnel and Professional Development
- V. School Management and Leadership
- VI. Communication and Community Outreach

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**THEME I: FACILITIES, EQUIPMENT, AND TECHNOLOGY**

**GOAL A: PROVIDE APPROPRIATE FACILITIES TO MEET THE EDUCATIONAL AND ADMINISTRATIVE REQUIREMENTS AND NEEDS OF THE SCHOOLS**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<p><b>Strategy 1</b> Ensure that the facilities and grounds at each school support the educational and administrative needs of students and staff</p>	<ul style="list-style-type: none"> <li>Adequate size and number of classrooms based on changing school populations</li> <li>handicapped accessibility</li> <li>parking situation: handicapped spots, student parking privileges</li> <li>examine temperature control issues</li> <li>high school library: needs to be more welcoming, open longer hours, ease of access</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement handicapped action plans</li> <li>Regularly review classroom adequacy</li> <li>Regularly repair and provide training to all staff for heating related issues</li> <li>Improve HS Library perception</li> </ul>	<p>FY07 &amp; ongoing</p> <p>FY07 &amp; ongoing</p> <p>FY06 &amp; Ongoing</p> <p>FY06 &amp; ongoing</p>	<p>Superintendent Finance Director</p> <p>Principals</p> <p>Finance Director Plant Management Director Principals</p> <p>HS Principal</p>
<p><b>Strategy 2</b> Continue efforts to develop and implement an annual, prioritized maintenance plan, defining short-term and longer-term needs</p>	<ul style="list-style-type: none"> <li>assess facility needs in older schools, not under construction plan</li> <li>work to fund a more adequate and aggressive maintenance plan</li> </ul>	<ul style="list-style-type: none"> <li>Update and review maintenance and repair plan</li> <li>Complete MSBA audit</li> </ul>	<p>FY07 &amp; annually</p> <p>FY06</p>	<p>Finance Director Plant Management Director Principals</p>

**Themes, Goals, Strategies, and Suggested Action Items  
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**GOAL A: PROVIDE APPROPRIATE FACILITIES TO MEET THE EDUCATIONAL AND ADMINISTRATIVE REQUIREMENTS AND NEEDS OF THE SCHOOLS**

Strategies	Indicators	Actions	Timeframe	Key Contact People
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**GOAL B: PROVIDE TECHNOLOGY, EQUIPMENT, AND OTHER INFRASTRUCTURE TO SUPPORT THE EDUCATIONAL AND ADMINISTRATIVE REQUIREMENTS AND NEEDS OF STUDENTS AND STAFF**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 1</b> Update the district's technology plan to measure progress on a regular basis.</p>	<ul style="list-style-type: none"> <li>• assess technology and staffing levels at each site</li> </ul>	<ul style="list-style-type: none"> <li>• Updated technology plan</li> </ul>	FY06 & ongoing	Curriculum Director Technical Staff
<p><b>Strategy 2</b> Develop and implement plans for expanded technology and curriculum integration; integrate technology as a tool of teaching and learning</p>	<ul style="list-style-type: none"> <li>• staff training is conducted; every staff person should use e-mail</li> <li>• protocol and procedures are developed for use of technology</li> <li>• students need to learn word processing and typing</li> <li>• broaden to include language labs, technology to support the arts, wireless, math and science labs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Professional development plan to include training for technology</li> <li>• Review Typing Program (Type to Learn etc)</li> <li>• Continue district upgrade of technology equipment Dale Street School</li> </ul>	FY07 & ongoing  FY08  FY07	Curriculum Director Principals  Elementary Principals  Superintendent Curriculum Director Principal
<p><b>Strategy 3</b> Develop and implement plans for technology in administrative and management capacities</p>	<ul style="list-style-type: none"> <li>• staff training is conducted: e-mailing, website design, replace paper systems,</li> <li>• protocol and procedures are developed</li> </ul>	<ul style="list-style-type: none"> <li>• Review structure of Webmasters &amp; websites</li> <li>• Continue to expand use of electronic forms &amp; newsletters</li> </ul>	FY06 & ongoing  FY06 & ongoing	Curriculum Director Principals  Administrators

**Themes, Goals, Strategies, and Suggested Action Items  
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**GOAL A: PROVIDE APPROPRIATE FACILITIES TO MEET THE EDUCATIONAL AND ADMINISTRATIVE REQUIREMENTS AND NEEDS OF THE SCHOOLS**

Strategies	Indicators	Actions	Timeframe	Key Contact People
		<ul style="list-style-type: none"> <li>Implement electronic work order system</li> </ul>	FY06	Finance Director
<p><b>Strategy 4</b> Develop a prioritized plan for ensuring that equipment and other infrastructure is updated and repaired</p>	<ul style="list-style-type: none"> <li>update the plan annually</li> <li>issues with copiers, phone system</li> <li>research the need for a copy center</li> </ul>	<ul style="list-style-type: none"> <li>Update Technology Plan</li> <li>Develop volunteer copy concept at secondary level</li> </ul>	FY06 & ongoing  FY08	Curriculum Director  Secondary Principals

**Themes, Goals, Strategies, and Suggested Action Items  
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**THEME II: CURRICULUM, INSTRUCTION, AND ASSESSMENT**

**GOAL A: ENSURE THAT TEACHING AND LEARNING PRACTICES MEET THE HIGH EXPECTATIONS OF THE DISTRICT, AS WELL AS STATE, NATIONAL, AND GLOBAL EDUCATIONAL STANDARDS**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 1</b> Ensure that the K – 12 curriculum is consistent, well-sequenced, and reflects the district’s priorities, with a process for regular review and alignment with state standards</p>	<ul style="list-style-type: none"> <li>• develop a curriculum Vision, and a cyclical system to review and evaluate curriculum</li> <li>• Kindergarten: trying to fit a full day’s curriculum into half day?</li> <li>• expand foreign language instruction to lower grades</li> <li>• revamp general music curriculum</li> <li>• review health curriculum: nutrition, fitness, physical education requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Foreign language study group. during school or extracurricular programming</li> <li>• Review Elementary general music program</li> <li>• Review district nutrition program</li> <li>• Health/wellness Study Group</li> </ul>	<p>FY09</p> <p>FY08</p> <p>FY06</p> <p>FY06</p>	<p>Elementary Principals</p> <p>Music Director Elementary Principals</p> <p>Food Service Director Finance Director</p> <p>Curriculum Director Wellness Content Specialists</p>

**Themes, Goals, Strategies, and Suggested Action Items  
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**GOAL A: ENSURE THAT TEACHING AND LEARNING PRACTICES MEET THE HIGH EXPECTATIONS OF THE DISTRICT, AS WELL AS STATE, NATIONAL, AND GLOBAL EDUCATIONAL STANDARDS**

Strategies	Indicators	Actions	Timeframe	Key Contact People
	<ul style="list-style-type: none"> <li>conduct necessary teacher and administrative discussions and training to ensure ease of transitions and consistency of approach in core areas, classroom-to-classroom, and grade-to-grade</li> <li>scope and sequence</li> <li>instructional practices</li> <li>coordination of testing, papers, and projects</li> <li>homework expectations</li> <li>assessment</li> <li>behavior/consequence policy for repeat offenders</li> </ul>	<ul style="list-style-type: none"> <li>Looking at student work initiative</li> <li>Explore test date &amp; assessment coordination planning</li> <li>Examine homework consistency across grade levels/common courses</li> <li>Review saturday school program effectiveness</li> </ul>	FY06 & ongoing  FY07  FY08  FY08	Curriculum Director Principals  Secondary Principals  Principals  HS Principal

**GOAL B: DESIGN TEACHING AND LEARNING ENDEAVORS AND STRATEGIES THAT CHALLENGE AND SUPPORT STUDENTS AT ALL ACHIEVEMENT LEVELS TO MAXIMIZE PERSONAL GROWTH**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<b>Strategy 1</b> Evaluate student/teacher ratios and class size guidelines	<ul style="list-style-type: none"> <li>need more consistency</li> <li>role that placement has on class sizes</li> </ul>	<ul style="list-style-type: none"> <li>Building based review of scheduling/class size for equity</li> </ul>	FY07 & ongoing	Secondary Principals

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**GOAL B: DESIGN TEACHING AND LEARNING ENDEAVORS AND STRATEGIES THAT CHALLENGE AND SUPPORT STUDENTS AT ALL ACHIEVEMENT LEVELS TO MAXIMIZE PERSONAL GROWTH**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 2</b> Enrich and refine curriculum offerings to meet the needs of various student populations</p>	<ul style="list-style-type: none"> <li>• compare/contrast program offerings with schools of similar size and demographics</li> <li>• explicit connections to the “real world”, practical applications</li> <li>• senior projects</li> <li>• increased programs for non-college bound students</li> <li>• electives for practical/life/consumer skills</li> <li>• tap into bright, off-beat kids who are not “overachievers”</li> <li>• homework load</li> <li>• more advanced placement courses</li> <li>• consider new programs and less traditional offerings, e.g. Readers Workshop, Writers Workshop</li> <li>• vocational learning</li> <li>• theatre arts</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct inter-district benchmarking review in association with TEC</li> <li>• Examine work study, community service and senior projects programs</li> <li>• Explore articulation agreements with colleges</li> <li>• Provide clear path to existing program options for vocational students</li> <li>• Examine A.P. program offerings and other enrichment opportunities</li> </ul>	<p>FY07 &amp; ongoing</p> <p>FY09</p> <p>FY09</p> <p>FY08</p> <p>FY08</p>	<p>Superintendent</p> <p>HS Principal MS Principal</p> <p>HS Principal</p> <p>Pupil Personnel Director Guidance Content Specialist</p> <p>HS Principal</p>

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**GOAL B: DESIGN TEACHING AND LEARNING ENDEAVORS AND STRATEGIES THAT CHALLENGE AND SUPPORT STUDENTS AT ALL ACHIEVEMENT LEVELS TO MAXIMIZE PERSONAL GROWTH**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 3</b> Address, refine, and communicate approaches for evaluating and improving Special Education programs and support services</p>	<ul style="list-style-type: none"> <li>• use the audit as a basis for reviewing and improving the special education programs</li> <li>• philosophy should be clear</li> <li>• finding resources</li> <li>• IEP process and content</li> <li>• communication between the special education and other teachers</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct DOE audit process and implement recommendations as appropriate</li> <li>• Conduct SPED/Regular staff training on prereferal strategies</li> <li>• Develop SPED handbook</li> </ul>	<p>FY06</p> <p>FY06 Ongoing</p> <p>FY08</p>	<p>Superintendent Pupil Personnel Director</p> <p>Pupil Personnel Director Principals</p> <p>Pupil Personnel Director</p>

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**GOAL B: DESIGN TEACHING AND LEARNING ENDEAVORS AND STRATEGIES THAT CHALLENGE AND SUPPORT STUDENTS AT ALL ACHIEVEMENT LEVELS TO MAXIMIZE PERSONAL GROWTH**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<p><b>Strategy 4</b> Refine and expand curriculum and program offerings to provide more character development, acceptance of differences, and global awareness</p>	<ul style="list-style-type: none"> <li>community service requirement</li> <li>expand civics curriculum and current events exposure</li> <li>sister-school relationships</li> <li>foreign exchange programs</li> <li>justify connections between curriculum and field trips</li> <li>volunteerism and link to community</li> <li>tolerance and diversity of differences within the schools, in the community and larger world</li> <li>concerns about ethical behavior in a challenging world environment</li> </ul>	<ul style="list-style-type: none"> <li>Explore Community service opportunities</li> <li>Examine field trips and relationship to curriculum and programs</li> <li>Review and Revise disability awareness and diversity programs</li> <li>Continue exchange program opportunities</li> </ul>	<p>Strategy 2 above FY09</p> <p>FY08</p> <p>FY06</p> <p>FY06</p>	<p>HS Principal MS Principal Content Specialists</p> <p>Curriculum Director Principals Content Area Leaders and Specialists</p> <p>Curriculum Director Principals</p> <p>HS Principal</p>
<p><b>Strategy 5</b> Ensure a consistent and thorough process for placement of students in specific courses and classrooms, and communicate this process</p>	<ul style="list-style-type: none"> <li>sometimes classes are too accelerated or too slow</li> <li>role of and commitment to differentiated instruction</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of Differentiated Instruction</li> <li>Communicate placement process</li> </ul>	<p>FY08</p> <p>FY07 &amp; ongoing</p>	<p>Curriculum Director</p> <p>Principals</p>

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**GOAL B: DESIGN TEACHING AND LEARNING ENDEAVORS AND STRATEGIES THAT CHALLENGE AND SUPPORT STUDENTS AT ALL ACHIEVEMENT LEVELS TO MAXIMIZE PERSONAL GROWTH**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 6</b> Ensure that each student's individual progress is assessed comprehensively</p>	<ul style="list-style-type: none"> <li>• how to use informal testing better and more consistently</li> <li>• address concerns of parity, curriculum changes, and instructional practices based on validated assessment tools</li> <li>• concern about different grading systems at different levels</li> </ul>	<ul style="list-style-type: none"> <li>• Study group to examine assessment systems</li> </ul>	FY09	Curriculum Director Principals

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**THEME III: STUDENT LIFE**

**GOAL A: ENSURE THAT THE INTELLECTUAL, EMOTIONAL, PHYSICAL, AND SOCIAL GROWTH OF STUDENTS IS ADDRESSED AND COORDINATED TO SUPPORT THEIR PROGRESS IN LEARNING**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 1</b> Improve mental health and behavioral support services for students</p>	<ul style="list-style-type: none"> <li>• reassess and refine a scope and sequence for a guidance curriculum, grades 6 - 12</li> <li>• programs in stress reduction and management (yoga, meditation)</li> <li>• expand services at elementary level</li> <li>• substance abuse education and prevention</li> <li>• understanding and combating media influences</li> <li>• self-respect, self-esteem</li> <li>• bullying: in school, playground, and on buses</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance study group 4-12</li> <li>• Study group to review programs related to stress reduction k-12 related to demands. (speakers, parent education, mentoring)</li> <li>• Review psych &amp; guidance staffing (benchmarking)</li> <li>• Wellness study group review related programs</li> </ul>	<p>FY08</p> <p>FY07</p> <p>See Strategy 2 above FY07 &amp; ongoing</p> <p>FY06</p>	<p>Principals Guidance Content Specialist Director of Pupil Services</p> <p>Principals</p> <p>Superintendent</p> <p>Director of Curriculum</p>

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**GOAL A: ENSURE THAT THE INTELLECTUAL, EMOTIONAL, PHYSICAL, AND SOCIAL GROWTH OF STUDENTS IS ADDRESSED AND COORDINATED TO SUPPORT THEIR PROGRESS IN LEARNING**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 2</b> Explore approaches and options for expanding/focusing high school guidance services and resources for non-college-bound and college-bound students</p>	<ul style="list-style-type: none"> <li>• improved communication about services</li> <li>• more outreach to students and families</li> <li>• provide timelines for college planning</li> <li>• expand information about careers for those not attending college; more awareness of non-college alternatives, and non-traditional careers</li> <li>• college night school include SPED info</li> <li>• increase counselors' access to students</li> <li>• expand expertise</li> <li>• identify strengths of school system and communicate/market effectively to colleges and universities</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance study group to review all identified issues and other</li> </ul>	<p>FY08 see strategy 1 above</p>	<p>HS Principal Guidance Content Specialist</p>

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**GOAL A: ENSURE THAT THE INTELLECTUAL, EMOTIONAL, PHYSICAL, AND SOCIAL GROWTH OF STUDENTS IS ADDRESSED AND COORDINATED TO SUPPORT THEIR PROGRESS IN LEARNING**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 3</b> Encourage and support students with healthy lifestyle choices both within school and after school</p>	<ul style="list-style-type: none"> <li>• healthier lunch menu, include drinks with meal</li> <li>• more affordable food, access to free water in cafeterias</li> <li>• longer more relaxed lunchtime</li> <li>• recycling opportunities: cans, bottles</li> <li>• recess opportunities at middle school</li> </ul>	<ul style="list-style-type: none"> <li>• Examine school food service programs for quality, nutrition, services and structure</li> </ul>	FY06	Finance Director Food Service Director
<p><b>Strategy 4</b> Encourage student involvement in diverse co-curricular and extracurricular opportunities</p>	<ul style="list-style-type: none"> <li>• expand offerings</li> <li>• after-school/intramural sports</li> <li>• specialized programs for students</li> <li>• revisit scope and role of student government in middle and high school</li> <li>• more student participation in school policy and designing programs</li> </ul>	<ul style="list-style-type: none"> <li>• Examine expansion of intramural programming grades 4-12</li> <li>• Examine role of students in school procedures policy and programs (student senate?)</li> </ul>	FY07  FY09	Secondary Principals Director of Intramurais  HS Principal

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**GOAL A: ENSURE THAT THE INTELLECTUAL, EMOTIONAL, PHYSICAL, AND SOCIAL GROWTH OF STUDENTS IS ADDRESSED AND COORDINATED TO SUPPORT THEIR PROGRESS IN LEARNING**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<p><b>Strategy 5</b> Work with public human service professionals, and outside social service agencies/providers to share resources and expertise to support students and families</p>	<ul style="list-style-type: none"> <li>develop approaches and procedures for communication and information-sharing</li> <li>benefits to having a safety officer</li> </ul>	<ul style="list-style-type: none"> <li>In conjunction with police dept. articulate need for safety officer to community</li> <li>Continue local community agency meetings</li> </ul>	<p>FY08</p> <p>FY06 &amp; ongoing</p>	<p>Superintendent</p> <p>Pupil Personnel Director</p>

**GOAL B: INVOLVE PARENTS AND FAMILIES IN THE SUPPORT OF STUDENTS**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<p><b>Strategy 1</b> Provide educational opportunities for parents to assist them with supporting their children and modeling positive, healthy behaviors</p>	<ul style="list-style-type: none"> <li>sensitivity to cliques, bullying, disabilities</li> <li>social/emotional issues</li> <li>academic issues/consequences</li> <li>pressure to succeed, college admissions, grades</li> <li>stress, over-scheduling, workload</li> <li>importance of the whole child</li> <li>substance abuse</li> </ul>	<ul style="list-style-type: none"> <li>Review and possibly expand parental education programs</li> <li>Communication, PR coordinator funding through Coalition/CSA? Volunteer?</li> </ul>	<p>FY08</p> <p>FY08</p>	<p>Superintendent Principals Adult Education Director</p> <p>Superintendent</p>

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**THEME IV: PERSONNEL AND PROFESSIONAL DEVELOPMENT**

**GOAL A: ENSURE THAT ALL RECRUITMENT, HIRING, AND EVALUATION STRATEGIES ENHANCE THE QUALITY OF STAFF IN SUPPORT OF EDUCATIONAL AND ADMINISTRATIVE GOALS**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 1</b> Recruit and hire the best staff to meet the needs of the schools</p> <p>Provide adequate staffing levels</p>	<ul style="list-style-type: none"> <li>• research staffing structures of districts of similar size and demographics</li> <li>• identify staffing needs over the next five years and develop a recruitment plan with resources needed and annual timelines (administrators, specialists, guidance staff, adjustment counselors, curriculum support, grant-writer, office support staff, department heads, health ed coordinator)</li> <li>• maintain competitive salaries to ensure the recruitment and retention of all levels of staff (including aides, tutoring, substitutes)</li> <li>• examine the current protocol for hiring and using substitute teachers</li> <li>• develop a written, introductory benefits package for new staff</li> </ul>	<ul style="list-style-type: none"> <li>• Benchmarking of district. District analysis of structures by leadership team</li> <li>• Development of multi-year staffing matrix</li> <li>• Review substitute teacher orientation and procedures. Substitute handbooks</li> <li>• Develop employee benefits handbook</li> </ul>	<p>FY07 &amp; ongoing</p> <p>FY06 &amp; ongoing</p> <p>FY07</p> <p>FY07</p>	<p>Superintendent</p> <p>Superintendent</p> <p>Curriculum Director Principals</p> <p>Finance Director</p>

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL A: ENSURE THAT ALL RECRUITMENT, HIRING, AND EVALUATION STRATEGIES ENHANCE THE QUALITY OF STAFF IN SUPPORT OF EDUCATIONAL AND ADMINISTRATIVE GOALS**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<b>Strategy 1</b> <i>continued</i>	<ul style="list-style-type: none"> <li>• explicit expectations about how much responsibility teachers have for and should give to students and their families (e-mail correspondence, phone calls, social/behavioral issues, family dynamics, etc); help set limits on what is expected</li> </ul>	<ul style="list-style-type: none"> <li>• Principals newsletter statement re: expectations for communication</li> </ul>	FY06	Principals
<b>Strategy 2</b> Recognize exemplary service at all levels of the system	<ul style="list-style-type: none"> <li>• recognition for efforts and successes, in addition to that given upon retirement</li> <li>• more regularly than one event per year</li> <li>• share successes</li> <li>• personalized, casual</li> </ul>	<ul style="list-style-type: none"> <li>• Building based emphasis on recognition, thank you,</li> </ul>	FY06 & ongoing	All staff



**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

THEME V: School Management and Leadership

**GOAL A: ENSURE SMOOTH TRANSITIONS FOR STUDENTS AND PARENTS FROM GRADE TO GRADE AND SCHOOL TO SCHOOL**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 1</b> Communicate and consistently apply systems and procedures for transmitting information and providing support for staff, students, and families at transition times</p>	<ul style="list-style-type: none"> <li>• identify factors that may isolate schools, staff, and students from one another</li> <li>• if not absolute consistency, ensure parity and compatibility of programs</li> <li>• sharing schedules</li> <li>• process for reviewing delivery of SPED services and information</li> <li>• less communication with parents from elementary to middle school</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize curriculum review to insure consistency of programs</li> <li>• Explore opportunities for peer observation</li> <li>• Annually clarify expectations and opportunities for communication related to transitions and placement</li> <li>• SPED Handbook</li> </ul>	<p>FY06 &amp; ongoing</p> <p>FY07</p> <p>FY06 &amp; ongoing</p> <p>FY08</p>	<p>Curriculum Director</p> <p>Superintendent</p> <p>Principals</p> <p>Pupil Personnel Director</p>

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL A: ENSURE SMOOTH TRANSITIONS FOR STUDENTS AND PARENTS FROM GRADE TO GRADE AND SCHOOL TO SCHOOL**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 2</b> Provide opportunities for creating and strengthening personal and social connections in a new school community; both student-to-student and student-to-adult</p>	<ul style="list-style-type: none"> <li>• mentoring program</li> <li>• students to provide students with orientation to high school, class choices, etc.</li> <li>• consider an advisor model for all four years of high school</li> <li>• create opportunities for students to bond with others in their class</li> <li>• peer tutoring in school</li> <li>• need forum for students to air issues with teachers</li> <li>• bring recent grads back to talk with graduating seniors</li> </ul>	<ul style="list-style-type: none"> <li>• Senior ambassadors pilot program</li> <li>• Explore opportunities for HS student mentor program</li> <li>• Develop student/teachers relations board</li> <li>• Establish quarterly principal lunches at HS</li> <li>• Utilize climate survey to identify/respond to student/teacher concerns at HS</li> </ul>	<p>FY06</p> <p>FY06</p> <p>FY06</p> <p>FY06</p> <p>FY06</p>	<p>HS Principal</p> <p>HS Principal</p> <p>HS Principal</p> <p>HS Principal</p> <p>HS Principal</p>
<p><i>Future Management Systems, Inc. 2005</i></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>				<p align="right">Page 26 of 35</p>

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL B: ENCOURAGE AND SUPPORT STRONG STAFF CONNECTIONS AND COORDINATED LEADERSHIP EFFORTS AT ALL LEVELS OF THE SYSTEM**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 1</b> Engage all levels of personnel in system-wide and school-based participatory decision-making and improvement efforts</p>	<ul style="list-style-type: none"> <li>• provide opportunities to develop staff “buy-in” on decisions</li> <li>• provide opportunities for the Administrative Team to explore issues of strategic importance to the system and move beyond operational issues</li> <li>• when initiating projects and/or training, ensure that there are opportunities for cross-departmental and mixed groups of staff to work/train together, as appropriate</li> <li>• provide opportunities for all levels of staff to identify factors leading to work-related stress/pressure and approaches for stress reduction (physical activity, mental health, workload, etc.)</li> <li>• conduct periodic staff meetings for office and support staff, as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify decision making process and communication regarding same</li> <li>• Strategic Planning</li> <li>• Explore opportunities for vertical teams &amp; planning</li> <li>• Examine opportunities for wellness programming for staff as part of PD planning, community/adult education</li> <li>• Conduct periodic meeting with support staff. Utilize PD time.</li> </ul>	<p>FY06 &amp; ongoing</p> <p>FY06 &amp; ongoing</p> <p>FY08</p> <p>FY07</p> <p>FY06 &amp; ongoing</p>	<p>All Administrators</p> <p>Superintendent</p> <p>Curriculum Director</p> <p>Curriculum Director</p> <p>All Administrators</p>

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL B: ENCOURAGE AND SUPPORT STRONG STAFF CONNECTIONS AND COORDINATED LEADERSHIP EFFORTS AT ALL LEVELS OF THE SYSTEM**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<b>Strategy 2</b> Review and expand leadership development opportunities system-wide for all staff, both individually and as a team	<ul style="list-style-type: none"> <li>• address succession-planning and opportunities for internal advancement</li> <li>• develop an orientation manual for office staff (systems, procedures, requirements) to institutionalize knowledge before staff retire</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to foster informal and formal leadership opportunities for staff</li> <li>• Develop/review job descriptions and procedural manuals</li> </ul>	FY06 & ongoing	All Administrators
			FY09	All Administrators

**GOAL C: ENSURE THAT THE STRUCTURE AND FUNCTION OF THE SCHOOL DAY MEETS THE LEARNING NEEDS OF STUDENTS AND FAMILIES, AND THE TEACHING NEEDS OF THE STAFF**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<b>Strategy 1</b> Assess the current structured grouping/placement approach of grades K - 5	<ul style="list-style-type: none"> <li>• consider alternatives: looping</li> <li>• consider new approaches to grouping</li> <li>• shared planning time and scheduling</li> </ul>	<ul style="list-style-type: none"> <li>• Examine opportunities for looping and clusters at elementary level</li> </ul>	FY08	Principals

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL C: ENSURE THAT THE STRUCTURE AND FUNCTION OF THE SCHOOL DAY MEETS THE LEARNING NEEDS OF STUDENTS AND FAMILIES, AND THE TEACHING NEEDS OF THE STAFF**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 2</b> Assess and adjust the middle school model, as necessary</p>	<ul style="list-style-type: none"> <li>• role of foreign language in clusters</li> <li>• inconsistency between clusters</li> <li>• shared planning time and scheduling</li> <li>• shared staff</li> <li>• rotation schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate MS model study group</li> </ul>	FY 09	MS Principal
<p><b>Strategy 3</b> Assess the current high school schedule and structure</p>	<ul style="list-style-type: none"> <li>• consider study halls and free periods</li> <li>• block scheduling</li> <li>• seniors would like more privileges</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to explore and revise as appropriate the HS schedule</li> <li>• Senior projects to continue/expand</li> </ul>	FY06 & ongoing	HS Principal
<p><b>Strategy 4</b> Explore approaches to and develop a plan to address space, financial, and other implications for all day kindergarten</p>	<ul style="list-style-type: none"> <li>• payment options, people perhaps willing to pay fees and tuition</li> <li>• phased in over years</li> </ul>	<ul style="list-style-type: none"> <li>• Study group to review implications of full day K</li> <li>• Explore integrated K</li> </ul>	FY09  FY06	School Committee Superintendent  Superintendent Director of Pupil Services

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL C: ENSURE THAT THE STRUCTURE AND FUNCTION OF THE SCHOOL DAY MEETS THE LEARNING NEEDS OF STUDENTS AND FAMILIES, AND THE TEACHING NEEDS OF THE STAFF**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 5</b> Identify ways to increase communication, collegiality and opportunities for staff collaboration</p>	<ul style="list-style-type: none"> <li>• time built into system for collaboration</li> <li>• common planning time</li> <li>• vertical and horizontal planning</li> <li>• interdisciplinary cross-teaching</li> <li>• increase communication between classroom teachers and SPED staff</li> <li>• sharing what is learned at professional trainings</li> <li>• ensure that support staff is not omitted from information and participation</li> <li>• communication about professional development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to explore opportunities to provide cross grade &amp; level planning time</li> <li>• Explore clustering for common planning time</li> <li>• Continue vertical team curriculum review</li> <li>• SPED staff meeting with clusters</li>   <li>• Include support staff in PD planning and staff meetings</li> <li>• Institute district PD planning team</li>   <li>• PD newsletter</li> </ul>	<p>FY06 &amp; ongoing</p> <p>FY06 &amp; ongoing</p> <p>FY08</p> <p>FY08</p> <p>FY08</p>	<p>Curriculum Director</p> <p>Principals</p> <p>Curriculum Director</p> <p>Principals</p> <p>Curriculum Director/Principals</p> <p>Curriculum Director</p> <p>Curriculum Director</p> <p>Curriculum Director</p>

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL D: SECURE RESOURCES TO SUPPORT DISTRICT PROGRAMS, ADMINISTRATION, AND PLANNING EFFORTS**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<p><b>Strategy 1</b> Continue to work closely with local officials to develop the annual district budget</p>	<ul style="list-style-type: none"> <li>increase state aid to towns</li> </ul>	<ul style="list-style-type: none"> <li>Continue lobbying and communication efforts with legislators</li> </ul>	FY06 & ongoing	School Committee
<p><b>Strategy 2</b> Continue to advocate for funding of state and federally required programs</p>	<ul style="list-style-type: none"> <li>Increase aid to town</li> </ul>	<ul style="list-style-type: none"> <li>Continue lobbying and communication efforts with legislators</li> </ul>	FY06 & ongoing	School Committee
<p><b>Strategy 3</b> Provide the schools with a varied array of funding alternatives</p>	<ul style="list-style-type: none"> <li>explore public and private grant opportunities</li> <li>explore in-kind and other collaboration with industry and business</li> </ul>	<ul style="list-style-type: none"> <li>Explore possibility for grant writing via coalition/collaboratives</li> </ul>	FY08	Superintendent

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL E: CONTINUE TO ENGAGE IN, SUPPORT, EVALUATE, AND HOLD THE SYSTEM ACCOUNTABLE TO THIS STRATEGIC PLANNING PROCESS**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<p><b>Strategy 1</b> Strengthen the process of developing school and district improvement plans, and link explicitly to this strategic plan</p>	<ul style="list-style-type: none"> <li>develop a unified approach for all schools when developing SIPs</li> <li>use data to identify approaches, priorities, build support</li> <li>clearly identify system priorities</li> <li>align district Vision, Mission, and Core Values</li> </ul>	<ul style="list-style-type: none"> <li>Utilize strategic plan to annually review progress on goals and to guide SIP goals</li> </ul>	FY06 & annually	Superintendent Principals Directors
<p><b>Strategy 2</b> Evaluate regularly the approach to the planning process and progress of implementing this strategic plan</p>	<ul style="list-style-type: none"> <li>establish communication vehicles to ensure staff, parent, student, and community participation in planning</li> <li>revisit the district Vision and Mission to ensure their relevance</li> </ul>	<ul style="list-style-type: none"> <li>Annually review progress on plan and district mission with school committee and other constituencies to insure progress and relevance</li> </ul>	FY07 & annually	Superintendent
<p><b>Strategy 3</b> Communicate progress on this strategic plan regularly to stakeholders</p>	<ul style="list-style-type: none"> <li>periodic reports to School Committee, residents, staff</li> <li>post on web-site</li> </ul>	<ul style="list-style-type: none"> <li>Provide annual reports on plan progress to constituencies</li> </ul>	FY07 & annually	Superintendent

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**THEME V I: COMMUNICATION AND COMMUNITY OUTREACH**

**GOAL A: INCREASE AND ENHANCE COMMUNICATION AND INTERACTION WITH ALL CONSTITUENTS TO BUILD SHARED UNDERSTANDING AND SUPPORT**

Strategies	Indicators	Actions	Timeframe	Key Contact People
<p><b>Strategy 1</b> Identify new and enhance existing approaches and techniques for managing communication between home and school</p>	<ul style="list-style-type: none"> <li>• use technology for information-sharing and parent contact: e-mail, web sites, FAQs,</li> <li>• establish and communicate protocol (steps to take, follow-up, realistic parameters, confidentiality) for appropriate communication between school and parents</li> <li>• special orientation on “the basics” for families new to town or to the system to cover issues not discussed at Parent Information Night</li> <li>• encourage, provide groundrules, and role model civil discourse between parents and teachers to overcome natural tension and approachability; how to discuss differences</li> <li>• enhance communication about SPED programs, resources, early</li> </ul>	<ul style="list-style-type: none"> <li>• Implement email and website capabilities for information sharing and weekly packets</li> <li>• Research and establish communication procedures and address to staff annually</li> <li>• Explore opportunities for CSA “welcome wagon” for new families</li> <li>• Demand civil discourse in all interactions. Provide annual communication on complaint policy and procedures</li> <li>• SPED Handbook</li> </ul>	<p>FY06</p> <p>FY07</p> <p>FY08</p> <p>FY06 &amp; Ongoing</p> <p>FY08</p>	<p>Curriculum Director Technology Staff Principals</p> <p>Principals</p> <p>Superintendent</p> <p>All Administrators</p> <p>Pupil Personnel Director</p>

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL A: INCREASE AND ENHANCE COMMUNICATION AND INTERACTION WITH ALL CONSTITUENTS TO BUILD SHARED UNDERSTANDING AND SUPPORT**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
	identification, connecting parents, etc			
<b>Strategy 2</b> Provide the larger community with up-to-date information about the schools	<ul style="list-style-type: none"> <li>more frequent and improved coverage of school issues in local newspaper (accomplishments, highlights, events, initiatives), not just issues that will be of interest to parents of students</li> <li>utilize cable TV</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities for Coalition/CSA PR resource</li> <li>Annual meeting with local press editors to discuss coverage procedures</li> <li>Provide cable TV with activities calendars</li> </ul>	FY07	Superintendent
			FY07	Superintendent
			FY07	Superintendent Principals Directors
<b>Strategy 3</b> Encourage the use of school facilities by the local community	<ul style="list-style-type: none"> <li>continue to hold some school events in afternoon/evening and invite larger community, especially those without school age children</li> <li>promote use by local groups</li> <li>invite parents to functions during the school day</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide opportunities to promote/utilize facilities</li> <li>Revise rental/usage structures</li> <li>Continue to explore opportunities to include parents in day functions</li> </ul>	FY06	Finance Director
			FY06	Finance Director
			FY06	Principals
<b>Strategy 4</b> Expand and support a self-sustaining adult and community education program	<ul style="list-style-type: none"> <li>community-wide book group</li> </ul>	<ul style="list-style-type: none"> <li>Explore connections parental education/adult education</li> </ul>	FY07	Adult Community Education Director

**Themes, Goals, Strategies, and Suggested Action Items  
Medfield Public Schools**

**GOAL A: INCREASE AND ENHANCE COMMUNICATION AND INTERACTION WITH ALL CONSTITUENTS TO BUILD SHARED UNDERSTANDING AND SUPPORT**

<b>Strategies</b>	<b>Indicators</b>	<b>Actions</b>	<b>Timeframe</b>	<b>Key Contact People</b>
<p><b>Strategy 5</b> Expand collaboration with volunteers, community groups, and others as appropriate</p>	<ul style="list-style-type: none"> <li>• identify new volunteers</li> <li>• intergenerational programs</li> <li>• acknowledge donations</li> <li>• value and respect contributions of volunteer efforts in the schools</li> </ul>	<ul style="list-style-type: none"> <li>• Continue veterans programs</li> </ul>	FY06 & ongoing	Principals
<p><b>Strategy 6</b> Cultivate business, education, and local community partnerships</p>	<ul style="list-style-type: none"> <li>• encourage others outside the schools to provide technology, technology training and support for the system</li> <li>• collaborate with local agencies, area schools, and colleges</li> </ul>	<ul style="list-style-type: none"> <li>• Establish formal relationships with local institutions</li> </ul>	FY08	Curriculum Director