



# NEWBURYPORT PUBLIC SCHOOLS

5-Years of Growth: The 2016-2021 Strategic Plan

# BACKGROUND

Throughout the 2015-16 school year, a planning team of **38 educators, parents and students** met to develop a five-year strategic plan.

In a series of workshops, the Strategic Planning Team examined the resources, ambitions, and operations of the District.

Through a facilitated process, this representative group established the framework for the NPS Strategic Plan.



# A NEW MISSION STATEMENT WAS WRITTEN

The mission of the Newburyport Public School, **the port where tradition and innovation converge**, is to ensure each student achieves intellectual and personal excellence and is equipped for life experiences through a system distinguished by students, staff and community who:

- Practice kindness and perseverance
- Celebrate each unique individual
- Value creativity, experiential and rigorous educational opportunities, scholarly pruritus, and lifelong learning
- Provide Nurturing environments for emotional, social, and physical growth
- Understand and embrace their role as global citizens



# THE STRATEGIC PLANNING TEAM IDENTIFIED 13 FOUNDATIONAL BELIEFS:

- Each person is worthy of respect
- A strong community celebrates individual uniqueness
- Each individual has inherent worth
- Opportunity stems from adversity; growth from mistakes
- Through reflection we gain understanding
- Compassion and empathy build community
- Everything can be done with kindness
- Individuals are responsible for their own actions
- Attitude has power
- We have an obligation to serve one another
- Trusting relationships require clear and open communication
- A community is responsible for its individuals
- Education is fundamental to an empowered, evolving society



## ..and Set 4 Aspirational Objectives

The strategies and action plans are developed to move us towards a district where every student will

1. Graduate
2. Continually achieve personal goals
3. Have a positive impact on our evolving world
4. Achieve harmony in mind, body and spirit



From this foundational work, **seven strategies** for meeting our Mission and Objectives were identified.





# THE STRATEGIES CALLED US TO ACTION

7 Subcommittees were formed and over 100 additional people created Action Plans  
For the past 5 years, NPS students and staff have purposefully pursued 7 action plans.



Together  
We...

1. Re-imagined teaching and learning
2. Offered an array of opportunities for self-discovery and personal achievement
3. Maximized all internal and external resources
4. Optimized our organizational design and operations
5. Created a dynamic community among all stakeholders
6. Created a culture that cultivates the best of everyone
7. Provided support so all student are ready and able to learn.



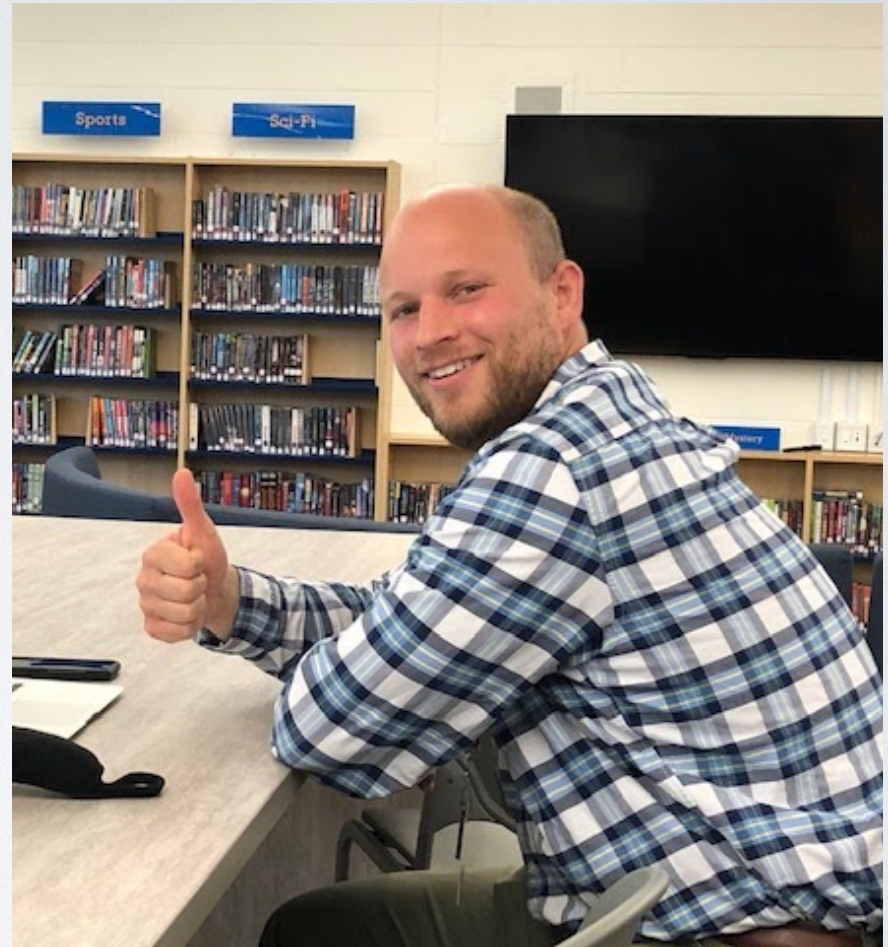


# ACCOMPLISHMENTS

Onward! Forward!

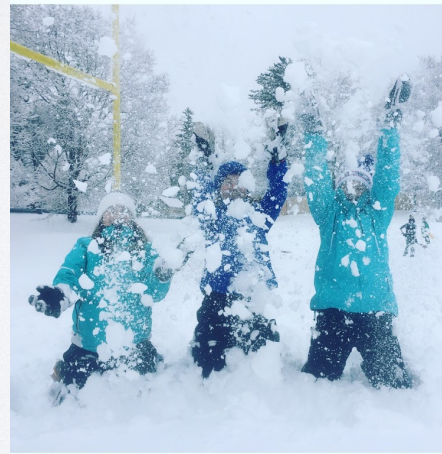
## Instructional Leadership

- Investments were made to support culture of strong teacher leadership
- Curriculum Education Leaders (CEL) at the PK-8 level and Instructional Leaders (ILT) at the high school level are **facilitating professional learning communities** to enhance our curriculum, assessment and instruction



## Curriculum Development

- Investments in the winter of 2018, NPS launched a multi-year process to develop a skills-based curriculum.
- To date, four cohorts of teachers have participated in workshops and teachers across the district have re-designed and re-imagined **hundreds of new units** of study.



## Social Emotional Learning

- Development of Bridge for Resilient Youth in Transition (BRYT) programs
- Expansion of ***Signs of Suicide*** and the ***SBIRT*** brief intervention/screening programs
- Addition of **counseling/social work staff** at the Bresnahan and NHS
- Addition of **wrap around services** for youth (in partnership with Home For Little Wanderers and the Middlesex Partnership for Youth)
- Jacalyn Bennett Wellness and Mindfulness Spaces at Nock-Molin and NHS



## Dual Enrollment Programs

- Development plans allowed the expansion of **dual enrollment opportunities** for high school students.
- Students can enroll in Endicott College, Southern New Hampshire University, and Northern Essex Community College as early as their sophomore year.
- This year over 30% of NHS students were enrolled in AP or Dual enrollment classes.



## World Language Programs

- The District invested in the expansion of World Language programming in grades 6-8.
- With the support of an outside consultant, NHS and Nock Middle School teachers developed a strategic plan for implementing a proficiency-based program that sets our students on a course towards graduating with a Seal of Biliteracy.



## Later Start Times

- Operational and staffing patterns were re-examined to allow for implementation of **later start times at the Newburyport High School and Rupert A. Nock Middle School.**
- After many years of community-wide discussion and planning, later start times became a reality.



## Special Education

By **reallocating resources**, we **expanded in-district special education programming** and **invested in systems** to provide enhanced support and intervention for all students:

- Added reading specialist, math intervention, and literacy coaching positions
- Implemented Positive Behavior Intervention programs PK-8
- Developed Language Based and Therapeutic Programming





## Diversity, Equity And Inclusion

With the support Michael Eatman and Culture7 Coaching, the district has used a Cultural Framework to strengthen our skills and strategies for building a culture of belonging.

District Level Leadership Team Professional Development

Educator Professional Development

Community Partnerships

- *Just Mercy* Community Read (NHS, Nock-Molin, Community Groups)
- Parent Partnerships
- Human Rights Commission
- Newburyport DEI Alliance



# Trauma Sensitive Schools

The Edward G. Molin School became a **trauma-sensitive school**.

- Eighteen educators enrolled in the Lesley University trauma-sensitive certification program and thirteen are currently certified.
- Teachers have incorporated the use BIMAS (Behavior Intervention Monitoring Assessment System) to flag students that need Tier two and Tier three social-emotional supports.



## NEF Supported Initiatives

With generous support from the NEF, we were able to move forward with a number of aspirational initiatives:

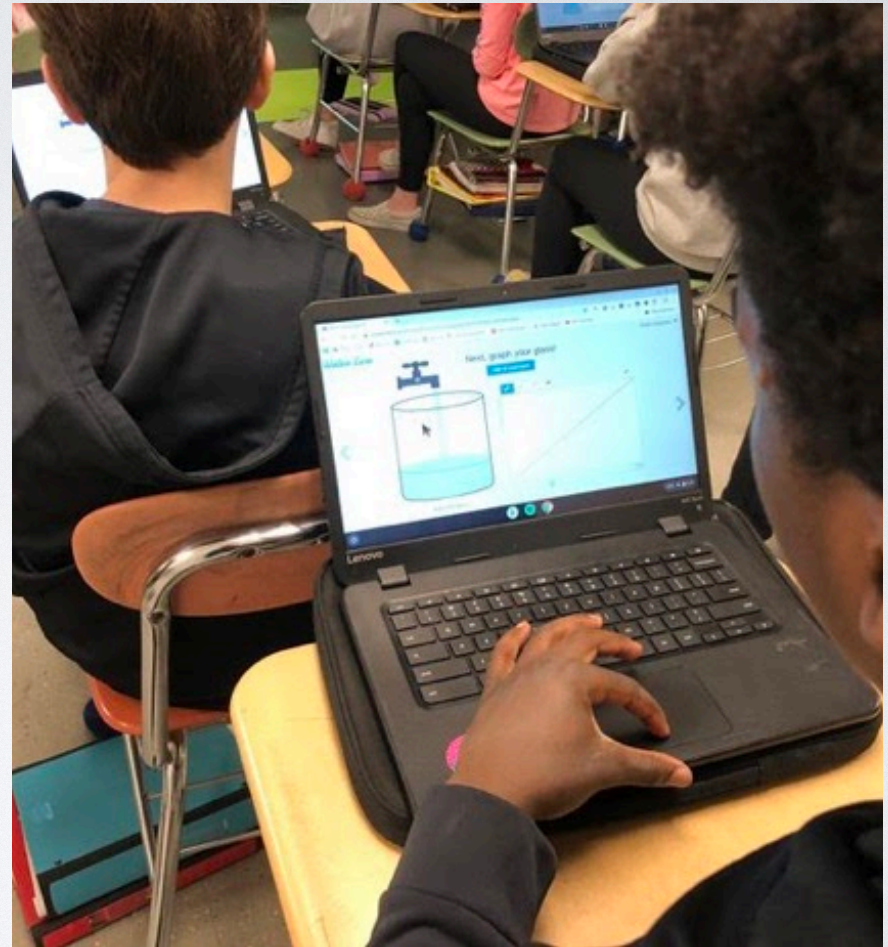
PK-12 STEM Education (materials, machinery, NHS Tech Club, Sailboat)

- Merrimac River Research Station
- Place-Based Education Programs
- Summer Reading Book Project
- Elementary Literacy Programming
- Instructional Technology Purchases
- Visual and Performing Arts Festivals and Displays
- NHS Career Pathways Initiative



## Instructional Technology

- **1:1 Chromebook Program** at the Rupert A. Nock Middle School/1:1 Pilot at NHS
- NHS math department implemented iPad Pro instructional platforms
- PK-12 implementation of the Google Learning Management System
- Investment in technology integrators at the PK-8 levels
- PK-12 teachers participated in hundreds of hours of **professional development** programs resulting in extensive technology **integration across the district**



# Organizational Design

A full organizational analysis of the District Leadership needs resulted in an investment in strategic positions including: **PK-12 Behavioral Health Coordinator, 6-12 Literacy Coordinator, and a Director of Communications and Instructional Technology.**

At the building levels, enhanced teacher leadership has resulted from an **investment in Curriculum Education Leaders.**

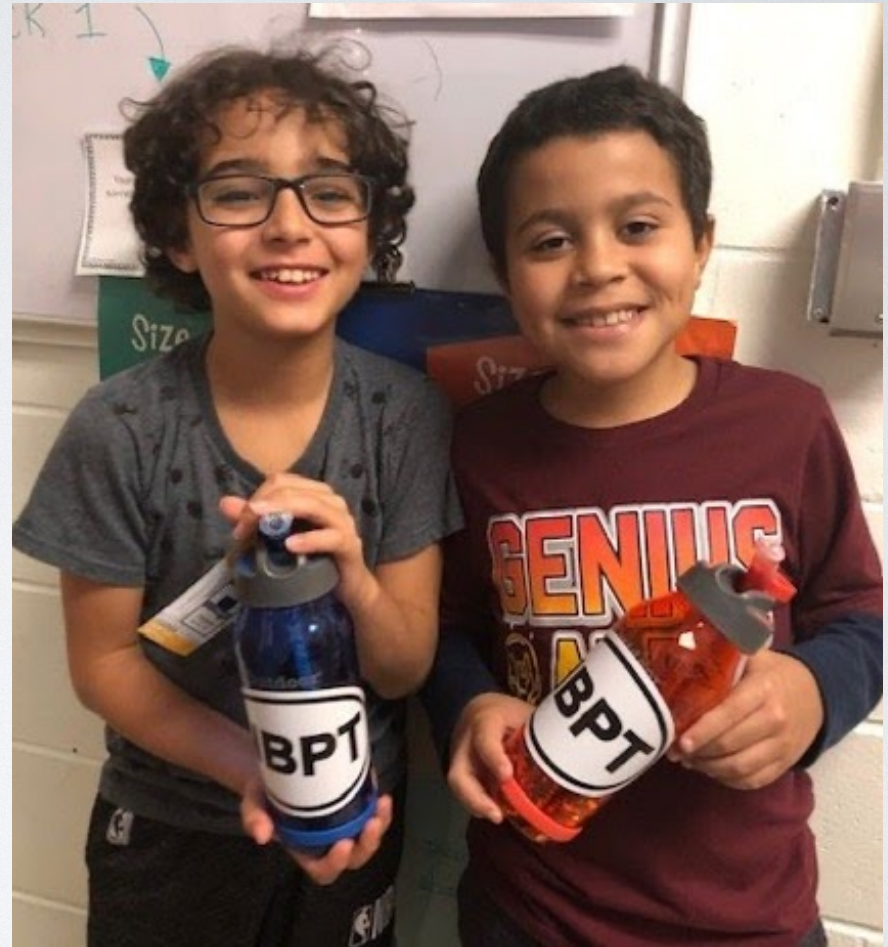


## Strategic Partnerships

We are building instructional excellence in partnership with a number of innovative organizations including:

- Essential Partners
- Culture7 Coaching
- The World of Difference
- Gulf of Maine Institute
- The Home for Little Wanderers
- Hill Center for Literacy
- Positive Alternatives to School Suspension Program

And we are working collaboratively with the Newburyport Education Foundation, the Swasey Foundation, PTO, Rotary Club, Newburyport Youth Services, and the City of Newburyport to ensure we have the resources to meet our aspirational goals.



# LEADING FOR TOMORROW - 2021-2026 STRATEGIC PLAN

## Process

The seven strategies outlined in the 2016-21 Plan will continue to guide us through the next five years.

We will update the Action Plans using a similar process and will include students, staff, parents and community members.

## Timeline

Throughout the summer, the NPS District Leadership Team will organize & plan for the fall updates.

In the fall of 2021, we will update the action plans.

Updated plan will be presented in early 2022.