



# **Springfield Public Schools**

**The Springfield Promise:**  
*A Culture of Equity and Proficiency*  
**Raise the Bar and Close the Gap**

**2013-2017**  
**District Strategic Plan**

## Message from the School Committee Chairman



The Springfield Promise is the first step towards creating a Culture of Equity and Proficiency in our schools. Preparing our children today for the ever-changing world tomorrow is challenging work. Increasing financial pressures will make the work of educating our children increasingly challenging. As such, the goals and priorities in the Strategic Plan will help us focus our efforts on our greatest mandate – to unlock the potential of every child in Springfield and prepare them to be lifelong learners, responsible citizens, and future leaders, by providing the highest quality education.

We can only do this together. The SPS Strategic Plan reflects the collective voice of our community – parents, families, teachers, administrators, businesses, faith-based organizations, and labor unions. Over 600 members of the Springfield community provided their input through surveys. And a committee comprised of over 75 stakeholders from a variety of interest groups was formed to help shape the strategic plan. I thank you for your continued interest and investment in the future of our children, and your continued input in the future of Springfield Public Schools is critical and welcomed. Together, we must hold each other accountable for creating a community where our children thrive academically, socially, and emotionally. Vibrant schools make for a vibrant city.

Our students' futures are bright. Let's help them reach their full potential. As a community, let's put our children's interests first and provide them with the effective leadership and execution that they deserve.

Sincerely,  
Domenic Sarno  
Mayor, School Committee Chairman

## Message from the Superintendent



Every student has the right and potential to graduate from Springfield Public Schools ready to succeed in college or to begin a productive career. As Superintendent of Schools, I am intent on creating a learning environment where academic success is the standard for each child.

Our nearly 26,000 students come from diverse family, religious and ethnic backgrounds. They speak numerous native languages and represent many cultures. Despite various differences, there is one important quality that unites all of our students - the potential to reach peak academic performance. I believe that my job as Superintendent is to fulfill the Springfield Promise, which seeks to create a culture of equity and proficiency where each child reaches peak performance.

But I can only do this work with the help of my colleagues and the support of the community. That is why I have sought and will continue to seek your input. I want to thank the over 75 members of the steering committee and the over 600 community members who participated in developing our vision. With this strategic plan as a guide, I will work with administrators and teachers to implement this vision. A former principal myself, I understand the crucial role these educators play and the support they need to lead a school up a pathway of continuous improvement. Strong teachers, robust curriculum, relentless use of real-time data and support networks are all pieces of the puzzle which, when pieced together, compose a picture of student success.

I am privileged to have this wonderful opportunity to serve as the leader of this school district. I have dedicated my entire career to the Springfield Public Schools, and I know what great potential lies ahead for us. I am deeply committed to improving our educational culture for our students and for our community.

Sincerely,  
Daniel J. Warwick  
Superintendent of Schools

# Springfield Public Schools

## School Committee Members

Honorable Mayor Domenic J. Sarno, Chairman

Peter Murphy, Esq., Vice-Chairman

Christopher Collins

Barbara Gresham

Denise Hurst

Antonette E. Pepe

Norman Roldan

## Superintendent of Schools

Daniel J. Warwick

**Springfield Public Schools**  
**1550 Main Street, Springfield, Massachusetts 01103**



## Vision

A Culture of Equity and Proficiency

## Core Values

- Every student by name, learning in a safe environment with a promise to graduate college and career ready
- All stakeholders are valued and treated with dignity, courtesy and respect
- Open honest two way communication internally and externally
- Instructional excellence
- Equity
- Accountability
- Trust
- Teamwork
- Kindness

## Mission: The Springfield Promise

In five years:

- The Springfield Public Schools are world class learning environments that produce 21<sup>st</sup> century leaders.
- Our students will graduate from High School College and Career ready.
- The school district attracts Knowledgeable, highly effective and diverse teachers and principals who want to work in a high performing district.
- Parents and community members are moving into Springfield for the privilege of sending their students to schools that are thriving in A Culture of Equity and Proficiency.

## Theory of Action

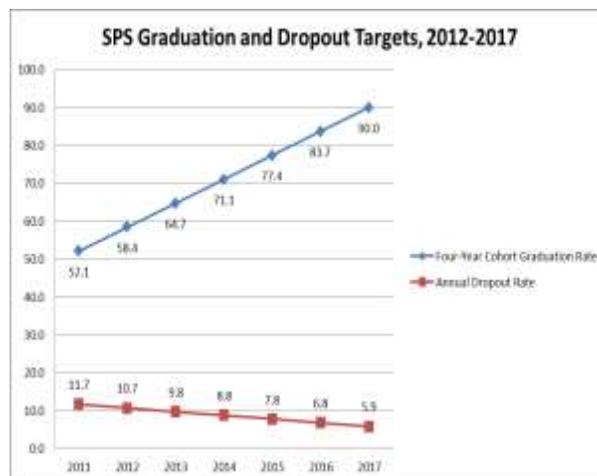
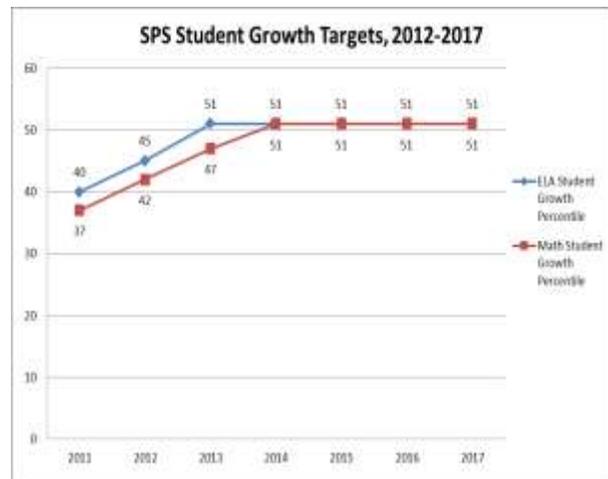
IF... there are highly effective, knowledgeable, and diverse principals and teachers in every school who can create a learning environment of respect and mutual accountability, use data to differentiate instruction and convince each student to achieve,

THEN...all students will graduate College and Career Ready in *A Culture of Equity and Proficiency*.

## Targets for the next Five Years

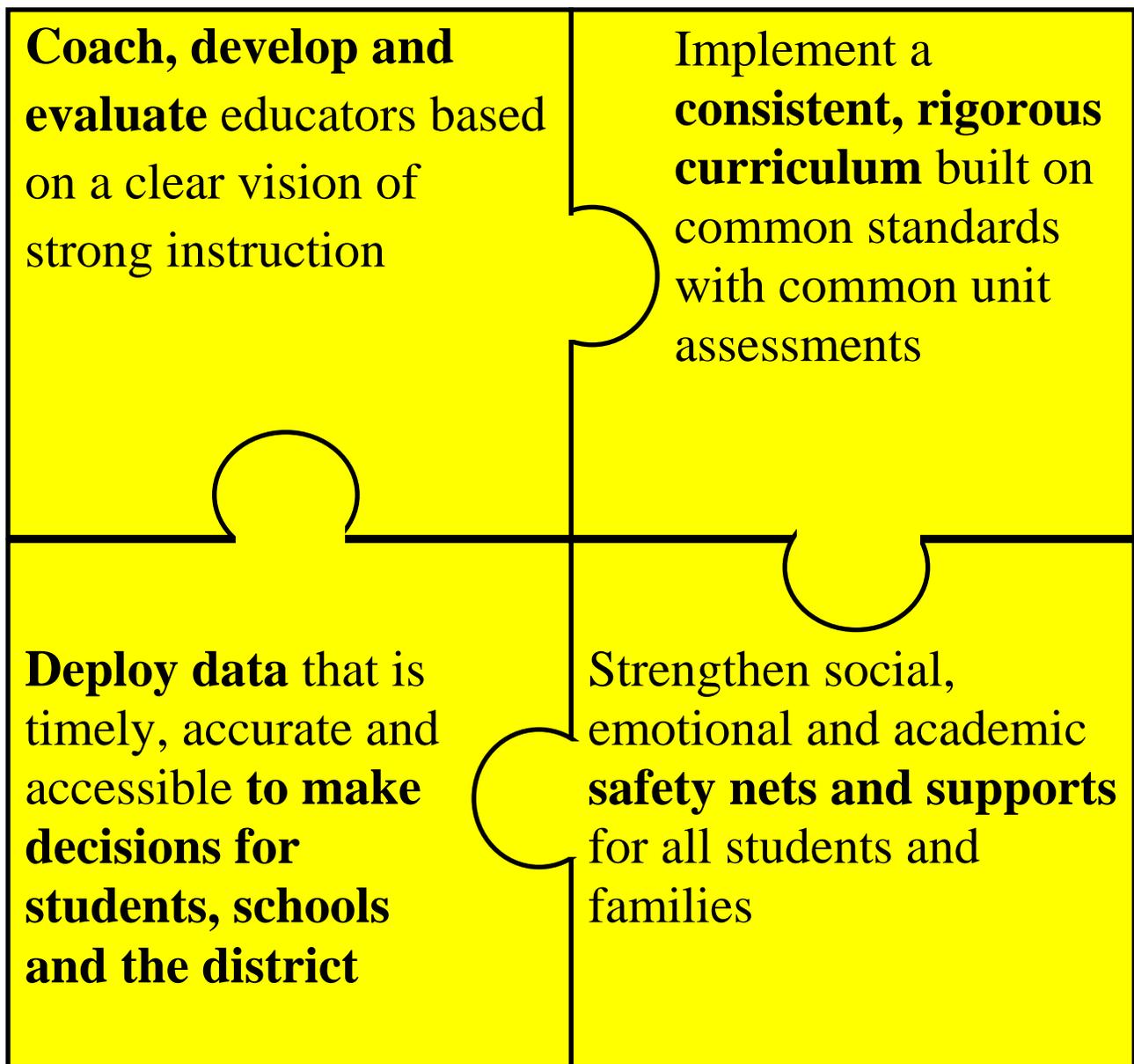
To fulfill the Springfield Promise, we have set ambitious targets that will need the support and assistance of our entire community: students, parents, teachers, staff, administrators and the public. While these targets are ambitious, we believe that they are reachable and are critical to our promise to our students.

Our target is to see improvement in student achievement, as measured by different indicators the Massachusetts Comprehensive Assessment System (MCAS). Our goal is also to raise our graduation rates and decrease our dropout rates.



## How it Fits Together: The Four Strategic Priorities to Raising Student Achievement

The Springfield Promise will require organization, coordination, and focus. We have identified four essential pieces that must work together to raise student achievement. With a focus on these pieces of work, we will ensure that effective instruction occurs in every class, every day, that there are shared high expectations for all students, that students achieve grade level proficiency, and that students graduate college and career ready.



## Strategic Priority #1:

**Coach, develop and evaluate** educators based on a clear vision of strong instruction

We will implement the following key initiatives by:

- Recruiting and retaining a highly effective and diverse staff
- Providing job-embedded professional development
- Providing mentoring programs at the teacher and administrator level
- Implementing the educator evaluation system with fidelity
- Monitoring progress using a performance management system aligned with the school improvement plans
- Provide technology solutions that support and enhance teachers' learning and teaching experience

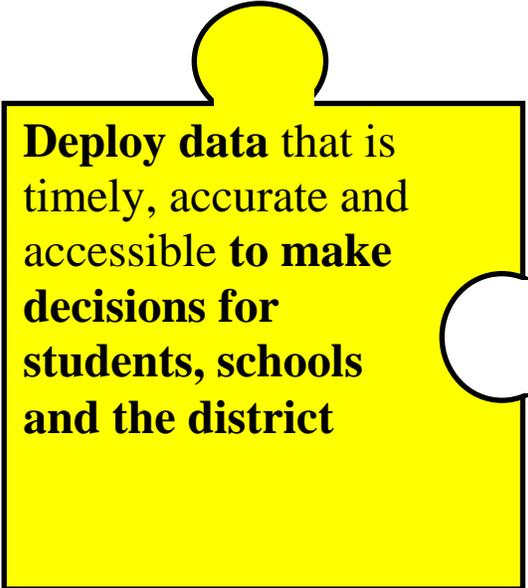
## Strategic Priority #2:

Implement a **consistent, rigorous curriculum** built on common standards with common unit assessments

We will implement the following key initiatives:

- Developing curricular resources (e.g., pacing guides, unit planning guides and common unit assessments) aligned to Common Core standards
- Focusing on literacy across all curriculum areas with an emphasis in early grades
- Implementing a Literacy and Numeracy Plan emphasizing a multi-tiered system of support to differentiate instruction at all levels
- Establishing ongoing systems of assessment to monitor fidelity of implementation
- Implementing technology, hardware and software that cultivate personalized, differentiated learning using 21st Century skills
- Preparing students and teachers for next generation of the Partnership for Assessment of Readiness for College and Career (PARCC) state assessments, featuring online exams and performance tasks

### Strategic Priority #3:

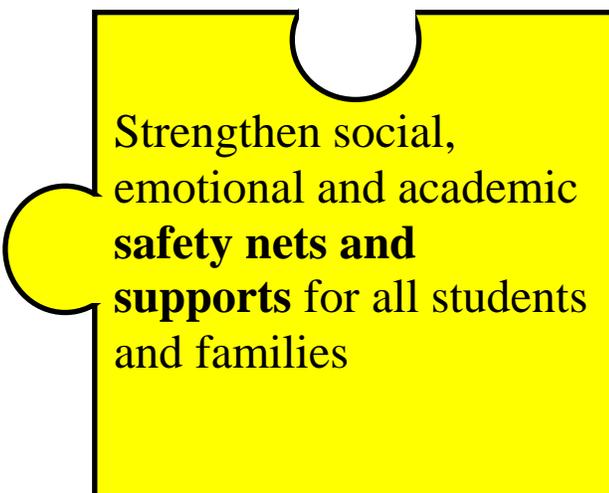


**Deploy data that is timely, accurate and accessible to make decisions for students, schools and the district**

We will implement the following key initiatives by:

- Expanding data dashboards for teachers, principals, and administrators to include new sources of data and analytical tools
- Deploying formative and summative assessments, aligned to Common Core and PARCC, utilizing data to drive instruction
- Using early warning and indicator data, such as the Dropout Early Warning System (DEWS), to identify track progress at the student level and identify students in need of supports
- Providing ongoing professional development and coaching to all staff on the effective use of data and technology to improve instruction

### Strategic Priority #4:



**Strengthen social, emotional and academic safety nets and supports for all students and families**

We will implement the following key initiatives by:

- Providing wrap around services to students and families (e.g., City Connects, Wrap Around Zones, and other community agencies)
- Implementing Positive Behavioral Interventions and Supports (PBIS) with fidelity
- Creating Student Success Plans for all students with tiered academic and social/emotional interventions
- Providing alternative pathways for success for at-risk students:
  - Online credit, grade and attendance recovery
  - Extended learning opportunities
  - Alternative school models
  - 9th grade academies
- Strengthening parent and community engagement through the implementation of the MA Frameworks initiatives such as:
  - The Springfield Parent Academy
  - Parent Facilitators
  - Home Visit Project, and
  - Parent and Community Focus Groups

## As Springfield Public School Moves Forward...

This strategic plan presents an exciting direction for Springfield Public Schools for the next five years. But it is not enough to just have a plan. Faithful and timely execution with consistent monitoring is critical to producing outcomes. To monitor our progress in achieving the Springfield Promise, we will be measuring our initiatives on our strategic dashboard (<http://sps.dmdashboard.org/>). The metrics that will help monitor our progress will include the following:

<b>Metric</b>	<b>Frequency</b>	<b>Strategic priorities monitored</b>
<b>Academic indicators:</b>		
Massachusetts Comprehensive Assessment System Composite Percentage Index and Student Growth Percentile	1x / year	<ul style="list-style-type: none"> <li>● #1: educator development</li> <li>● #2: curriculum</li> <li>● #3: data deployment</li> </ul>
Achievement Network interim assessment scores	4x / year	
Fountas and Pinnell scores	3x/ year	
Kindergarten Reading Assessment Kindergarten Math Assessment scores	3x/ year	
SAT/PSAT scores	1x / year	
High School final exam scores	1x / year	
<b>Instruction indicators:</b>		
Teacher attendance	Monthly	<ul style="list-style-type: none"> <li>● #1: educator development</li> <li>● #3: data deployment</li> </ul>
Number of observations conducted	4x / year	
<b>Student and Family Engagement indicators:</b>		
Course failures	4x / year	<ul style="list-style-type: none"> <li>● #1: educator development</li> <li>● #2: curriculum</li> <li>● #3: data deployment</li> <li>● #4: safety nets / supports</li> </ul>
% at-risk students	1x / year	
Attendance	Monthly	
Dropout	1x / year	
Graduation	1x / year	
Suspensions	Monthly	
Home Visit Project	2X per Year	

The metrics on the dashboard will be updated regularly as they're available and publicly shared so that everyone can be a part of building the Springfield Promise.