

# Transforming Education in Newport Strategic Plan 2010-2015



Newport Public Schools  
*John H. Ambrogi, Ed.D., Superintendent*

Newport School Committee  
District Strategic Planning Sub-Committee  
NEWPORT PUBLIC SCHOOLS - NEWPORT, RHODE ISLAND

Core BEP Function Breakout Groups & Group Leaders

**Vision/Mission/Guiding Beliefs**

***Jo Eva Gaines, Chair, Newport School Committee***

Margaret Dellabitta, Rhode Island Department of Education  
Justin S. McLaughlin, Ward 2 Councilor, Newport City Council  
Janel Paquin, Foreign Language Dept Chair, William S. Rogers HS  
Robert B. Power, Ed.D., former Assistant Superintendent  
Tracy Shea, Director, Newport Community School  
Kathleen D. Shinnars, Ed.D., Salve Regina University  
Barbara Smith, Coordinator of Special Education  
David Wixted, Board Member, NPEF

**Learning & Achievement**

***John H. Ambrogio, Ed.D., Superintendent***

Jennifer Booth, Ed.D., Principal, Cranston-Calvert  
Patricia DiCenso, Principal, William S. Rogers HS  
Sandra J. Flowers, Ph.D., Newport School Committee  
Sharon McDonnell, Grade 6 Math Teacher, Frank E. Thompson MS  
Rick Richards, Rhode Island Dept of Education  
Regina Slezak, Director, Newport Public Library  
Eric G. Thomas, Principal, Frank E. Thompson MS

**Recruit, Support & Retain Highly Effective Staff**

***Jacqueline Naspo, Ed.D., Director of Grants, Professional Development & Community Involvement***

Fred Best, Alliance for a Liveable Newport  
Suzanne C. Blais, President, TAN  
Paul Cardoza, Salve Regina University  
Jennifer Conheeny, Grade 2 Teacher, Sullivan  
Frances Eames, Director of Human Resources  
Donna Kelly, Kindergarten Teacher, John Coggeshall  
Cynthia Smothers, NAACP  
Elaine Zagrodny, Rhode Island Dept of Education

**Curriculum, Instruction & Assessment**

***Caroline A. Frey, Ed.D., Director of Curriculum & Instruction***

Cheryl Abney, School Counselor, Frank E. Thompson  
Alan Bernstein, Supervisor of the Arts  
Dale Blaess, Kindergarten Teacher, Underwood  
Samantha R. Brinz, CLC Coordinator, NCOZ  
Coleen Hermes, Social Studies Dept Chair, Rogers  
Jo Anne T. Ritchie, Special Ed Dept Chair, Rogers  
Kathryn A. Rok, Salve Regina University  
Patrick F. Rossoni, Director, Starbase Atlantis

**Information for Planning and Accountability**

***Lee A. Rabbitt, Director of Technology***

Jason Alexandre, WP, Child and Family  
Kathleen Bradley, Grade 4 Teacher, Cranston-Calvert  
Paige R. Bronk, AICP, Dir of Plan, Zoning, Dev & Insp  
David Goodburn, NBCT, Science Dept Chair, Rogers  
Patrick K. Kelley, Newport School Committee  
Susan Schenck, East Bay Community Action Program

**Engaging Families and Communities**

***Charles P. Shoemaker, MD, Member, Newport School Committee***

**Engaging Families –**

***Michael Franco, Principal, John Coggeshall ES***

Christine Arouth, Director, NCOZ  
Gianna Carroll, Even Start Coordinator, EBCAP  
Lynn Ceglie, NPEF Secretary  
Jennifer Quigley-Harris, Kids First  
David Roderick, Newport Substance Abuse Prevention Task Force  
Joanna Sommerville, Parent

**Engaging Communities –**

***Sharon Carter, Newport Partnership for Families***

Susan Cooper, Director of Parks & Recreation  
Amy Donnelly Roche, Dir of Student Services  
Janet McCarthy, US Navy, School Liaison Officer  
Colleen McGrath, Friends of Ballard Park  
Michael Pearis, Child and Family  
Pauline Perkins-Moyé, Newport Housing Authority

**Safe & Supportive Environments for Students & Staff**

***Kimberly Behan-Townsend, Ed.D., Principal, William J. Underwood***

Arthur R. Bell, Jr., Physical Education/Health Supervisor  
Rebecca Bolan, Member, Newport School Committee  
Zinovia Canale, English Dept Chair, William S. Rogers HS  
Ray Davis, Newport Substance Abuse Prevention Task Force  
Hugo J. DeAscentis, Jr., Member, Newport School Committee  
Paul C. Fagan, Director of Property Services  
Linda L. Moitoza, School Counselor, William S. Rogers HS  
Father Raymond B. Malm, Pastor, St. Joseph's Church  
Patrick Shea, Newport Community School

**Equity & Adequacy of Fiscal & Human Resources**

***Maria Mare Schulz, Principal, Dr. Michael H. Sullivan***

Mardie Corcoran, Vice President, NPEF  
Anita DeWitt, Community  
Joanne M. Hoops, Newport County Boys & Girls Club  
Thomas Kenworthy, Rhode Island Dept of Education  
Peter C. Milinazzo, Newport County YMCA  
Michael R. Saunders, CPA, Business Manager

# Newport Public Schools District Strategic Planning Mission, Vision, Beliefs

## **MISSION**

The Mission of Newport Public Schools, in partnership with students, families and the community, is to provide a challenging education with academic rigor and appropriate supports so that each student will possess the knowledge, skills, and character essential to productive citizenship, healthy choices, lifelong learning, and the ability to make a meaningful contribution to our global society.

## **VISION**

Newport Public Schools is a student-centered learning community with a diverse and well-trained staff that recognizes the individual abilities of each student.

## **BELIEFS**

We believe that:

- Education is learner centered.
- Quality public education is essential to a free democratic society.
- High expectations, drive positive outcomes.
- Everyone deserves to be treated with dignity and respect.
- Learning is a continuous, life-long process.
- Each student has a right to an education and the responsibility to learn.
- Educational excellence requires effective and committed leaders.
- All students, at the time of graduation, shall be prepared to pursue their life goals.
- Effective teaching and learning demand a safe and supportive environment.
- Education shall be responsive to evolving student needs in a rapidly changing world.
- Parent, family, school, and community collaboration are central to, and critical for, student academic success and awareness of the necessity for maintaining a healthy life style.

# Newport Public Schools District Strategic Plan

## Lead the focus on Learning & Achievement

*Objective 1.* Focus central office leadership on providing clear expectations for consistent school-based leadership and support to building-level leadership to meet those expectations.

*Strategy 1.* Convene principals to identify practices that work for school-based leadership in implementing school improvement plans and common expectations for the faculty and staff. Targeted Completion Date: April 1, 2011.

*Strategy 2.* Identify and find ways to provide support to principals in order to effectively conduct and monitor school improvement practices. Targeted Completion Date: June 30, 2011 and ongoing.

*Strategy 3.* Review leadership structures K—12 and create goals for their improvement. Targeted Completion Date: June 30, 2010 and ongoing.

*Objective 2.* Set clear expectations for implementing research based educational practices, collegial behavior, and parental communication.

*Strategy 1.* Develop a system of accountability for these expectations. Targeted Completion Date: September 1, 2011 and ongoing.

*Strategy 2.* Create a communication process and communicate the expectations to administrators, teachers, students and parents. Targeted Completion Date: September 1, 2011 and ongoing.

*Objective 3.* Hold all students to high standards and provide the resources--including differentiated instruction, guidance, and educational programming--necessary for them to reach their highest potential.

*Strategy1.* Set up a system that provides the data necessary to monitor student progress towards meeting high standards and essential proficiencies. Targeted Completion Date: Fall 2011 and ongoing.

*Strategy2.* Evaluate current staffing patterns in relation to student needs and potentials and reconfigure that pattern to better meet those needs and potentials. Targeted Completion Date: February 1, 2011 and ongoing.

## Newport Public Schools District Strategic Plan

### Recruit, Support & Retain Highly Effective Staff

*Objective 1.* To implement a comprehensive Human Resources model that addresses recruitment, retention and evaluation processes to realize a diverse and well trained professional staff.

*Strategy 1.* Maintain high standards and documentation of recruiting and hiring activities. Targeted Completion Date: June 2011.

*Strategy 2.* Develop and maintain a comprehensive and competitive recruiting and retention program. Targeted Completion Date: September 2011.

*Strategy 3.* Align teacher evaluation program to meet state and local expectations. Targeted Completion Date: September 2011.

*Objective 2.* To support and maintain highly effective staff through comprehensive, targeted differentiated Professional Development.

*Strategy 1.* Provide professional development to ensure leadership K-12 demonstrates growth through implementation of individual professional goals, linked to teacher evaluation programs and district guidelines. Targeted Completion Date: Ongoing.

*Strategy 2.* Update the induction program to effectively meet the needs of both newly hired and veteran teachers and administrators. Targeted Completion Date: September 1, 2011.

*Strategy 3.* Use data to annually identify, in collaboration with professional staff (teachers and administrators), and supports the district-wide need for professional development. Targeted Completion Date: Annual by June 30, plan for following year.

# Newport Public Schools District Strategic Plan

## Curriculum, Instruction & Assessment

*Objective # 1.* To improve student performance in all disciplines by increasing the number of students who meet or exceed the local and state performance goals by incremental percentages each year to achieve the 2014 district and state goals as defined in the Race to the Top Scope of Work.

*Strategy 1.* Develop and implement comprehensive standards-based Pre-K – 12 curriculum with fidelity (by mapping current curriculum using UBD/DI and aligning assessments to GLE/GSEs and/or Common Core Standards). The Vertical Team will be advising on the revision of the current curriculum for identification and addressing gaps. Targeted Completion Date: Ongoing, review and revise June 2013.

*Strategy 2.* Engage curriculum experts to provide technical assistance in vertical teaming and rigorous curriculum development to administrators and teachers grades 4 – 12. Targeted Completion Date: Ongoing. Two meetings with curriculum experts per year per vertical team (ELA, Math, Science and Social Studies).

*Strategy 3.* Develop and implement Pre-K – 12 professional development programs that support improvements in student performance and align to proficiency based graduation requirements. Develop instructional practices that support student centered learning and ensure ongoing opportunities towards ensuring best practice among all stakeholders. Targeted Completion Date: Ongoing, yearly professional development program.

*Strategy 4.* Develop and implement an RTI process with protocol that includes interventions that address the needs of individual students based on assessment data. Targeted Completion Date: January 2011 at the elementary level, September 2012 for the secondary (middle and high schools) level. Ongoing.

*Strategy 5.* Choose and implement District Literacy & Numeracy Programs that are standards-based, in order to address the needs of all students K-12. Implement intensive and targeted interventions K-12 as a means of supporting all students in the areas of literacy and numeracy. Targeted Completion Date: Ongoing, review and revise June 2013.

*Objective # 2.* To continue to develop, implement and align Proficiency Based Graduation Requirements (PBGR's) with state guidelines (BEP G13-1.1).

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*Strategy 1.* RHS curricula and assessments will be aligned and continually reviewed and revised to meet the state criteria for the Commissioner's Review. Targeted Completion Date: Initial approval of Diploma System by RIDE received January 2010. Final approval expected in Spring 2011. Ongoing review, with anticipated approval 2012.

### Information for Planning and Accountability

*Objective 1.* Improve the availability and accessibility of accurate data to the public on student, teacher, school and LEA performance.

*Strategy 1.* Create tools to provide access to user-friendly data. Targeted Completion Date: Ongoing.

*Strategy 2.* Engage and educate the public about data that can be used to better understand and support student achievement. Targeted Completion Date: Ongoing, yearly.

*Objective 2.* Ensure that the data and technology infrastructure support the sharing of high-quality data accessible in real-time and are able to promote continuous improvements.

*Strategy 1.* Utilize a vertical and horizontally integrated statewide data system that provides single-point access to comprehensive education, demographic, and human services data for every student PK-20. Target Completion Date: June 2015.

*Strategy 2.* Ensure that there are processes and structures set up to support ownership around data integrity/quality and the meaningful use of data by all stakeholders. Target Completion Date: June 2012.

*Objective 3.* Create the ability for educators to use relevant data to develop strategies for improving instructional practices and classroom outcomes.

*Strategy 1.* Utilize tools for educators to access data that will help improve instruction. Targeted Completion Date: Ongoing.

*Strategy 2.* Provide support to individual educators in using data to improve instruction. Targeted Completion Date: Ongoing.

*Strategy 3.* Provide creative and flexible strategies for professional development for all stakeholders. Targeted Completion Date: Ongoing.

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*Objective 4.* Redesign Leadership accountability processes to extend upon NECAP results to include valid and reliable data against key indicators so that appropriate supports, interventions, enhancements and improvements can be targeted effectively to improve student achievement.

*Strategy 1.* Develop an accountability process that accurately measures the effectiveness of school and LEA programs, supports, and interventions.

Targeted Completion Date: Ongoing.

*Strategy 2.* Develop standards and processes for how performance metrics are to be used to improve student achievement. Targeted Completion Date: Ongoing.

## Engaging Families

*Objective 1:* To improve community satisfaction and involvement in order to engage support for Newport Public Schools.

*Strategy 1:* Expand, update, and revise comprehensive user friendly website and develop process to maintain content. Targeted Completion Date: Website technology upgraded June 2011.

*Strategy 2:* To provide outreach and support services to engage families in the educational process at all levels in an interpersonal district wide approach.

Targeted Completion Date: Ongoing

*Strategy 3:* Ensure that all information is distributed to families in a consistent, user friendly manner, using a three or four tiered approach: e-mail listserv, website, hard copy in backpacks, information posted at school. Targeted Completion Date: Ongoing.

*Strategy 4:* Develop a strategic communications process to effectively promote mutual understanding and commitment between the community and Newport Public Schools using multiple ways of obtaining and sharing information. Targeted Completion Date: Ongoing, i-Parent™ and Connect Ed™ implemented.

*Strategy 5:* Distribute Newport Public Schools Graduation by Proficiency program brochure (use technology to track benchmarks, access and opportunity). Increase communications with family and community across the district on the Rogers High School Diploma System, especially in the secondary schools. Have this information easily accessible, both on the website and in hard copy. Target Completion Date: Diploma System Brochure completed 2008; Review the process for distribution each year, communication ongoing.



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*Objective 2:* To engage the community in supporting Newport Public Schools and define ways community members can be involved.

*Strategy 1:* Coordinate community information activities (such as School Report Nights, Open House, PTO and Parent Newsletters, etc.) through a diverse system of communication including two way communication. Targeted Completion Date: Ongoing.

*Strategy 2:* Ensure parents will have access to appropriate student handbook. Levels are K-4, 5-8 & 9-12. Targeted Completion Date: Ongoing.

## Engaging Communities

*Objective 1.* To engage community partners in support of the Newport Schools.

*Strategy 1.* Identify educational opportunities within the community (e.g. business owners, non-profit organizations, agencies, City of Newport, offer jobs, volunteer, or mentoring opportunities) for district students. Targeted Completion Date: Ongoing.

*Strategy 2.* Compile a list of ways community members may be involved in the Newport Public Schools e.g. fundraising, tutoring, senior projects (and other projects), staff, administrators and students to develop a list. Targeted Completion Date: November 2011.

*Strategy 3.* Develop a volunteer form for community members to complete, post on web-site and make available at various locations throughout the community, e.g. libraries, churches, Raytheon, community groups, City of Newport, Universities, etc. Volunteers can provide through the form their strengths/background/interest etc. Targeted Completion Date: February 2011.

*Objective 2.* To develop an effective district communications system.

*Strategy 1.* Redesign the Newport Public Schools website. Target Completion Date: Spring 2011.

*Strategy 2.* Develop and administer a baseline survey of Newport Public Schools current communication system to measure the community's perceptions of the system. Survey will identify strengths, weaknesses,

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opportunities for improvement, and how community members (not just parents) may provide assistance. Targeted Completion Date: Spring 2012.

*Strategy 3.* Develop an Annual Public Relations Campaign with identified themes so that the community is kept up to date on critical school issues. Targeted Completion Date: Ongoing.

*Strategy 4.* Administrators host a variety of meetings during the school year – expand to include community involvement. Targeted Completion Date: Ongoing.

### Safe and Supportive Environments for Students and Staff

*Objective 1.* To ensure that all physical facilities are safe, healthy, efficient, technologically equipped environments.

*Strategy 1.* Maintain and upgrade existing schools K-12 to meet regulations, and provide safe and healthy environment (bond) for teaching and learning. Target Completion Date: Ongoing.

*Strategy 2.* Complete the technology infrastructure in all buildings K-12, which encompasses upgrades to improve technology access and provide students with the technological equipment to compete with other schools and districts. Target Completion Date: Ongoing.

*Objective 2.* To ensure an emotionally safe, healthy, and supportive environment so that students can meet and exceed local, state and national standards.

*Strategy 1.* Track discipline on a monthly basis in order to support monthly meetings with students and staff to recognize positive behavior. Target Completion Date: Ongoing.

*Strategy 2.* Continue the on-going supports for families and children attending Newport Public Schools. Target Completion Date: Ongoing.

*Strategy 3.* Develop a consistent method to share flyers, informational handouts that provide families with information on social services agencies and school based programs to ensure emotional, social, and physical needs of our students. Targeted Completion Date: Ongoing.

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Strategy 4. Implement a consistent dress code throughout the district.

Targeted Completion Date: September 2011.

Strategy 5. Ensure compliance with state and local emergency procedures.

Targeted Completion Date: Ongoing.

## Equity & Adequacy of Fiscal & Human Resources

*Objective 1.* To ensure that all facilities provide safe, healthy, efficient, technologically equipped, enriching, supportive environments.

*Strategy 1.* In accordance with district and union contracts, maintain personnel files so that they are up to date and accurately reflect teacher and Para-educator qualifications. Target Completion Date: Ongoing, and an annual school file review.

*Strategy 2.* Track teacher certifications and Highly Qualified status and Para-educator professional development through RIDE's Personnel Assignment Process (PAP) and RICERT TA, respectively. Target Completion Date: Ongoing, and annual reporting as required by the RI Department of Education.

*Strategy 3.* Educate employee about healthy lifestyle choices that include strategies to decrease obesity and improve the health and wellness of students and employees through nutrition, physical activity, health education, and physical education. Targeted Completion Date: Ongoing.

*Strategy 4.* Continue to Implement a Diversity Recruiting Action Plan. Targeted Completion Date: Initial Action Plan 12/01/2009 with ongoing revisions to plan as needed.

*Strategy 5.* Partnership with RI Teaching Fellows (RITF) to augment existing hiring process. Targeted Completion Date: NPS/RITF partnership agreement signed January 2010, with NPS formally entering program beginning of 2010-2011 school year.

*Strategy 6.* Ensure that the evaluation tool for administrators aligns with the RI Leadership Standards. Targeted Completion Date: In process.

*Strategy 7.* Utilize information from the "Uniform Chart of Accounts" to ensure accuracy and equity in reporting of per pupil expenditure to agree with state and national levels in order to maximize financial resource to students' needs. Targeted Completion Date: Formulas and Grant Funds.

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*Strategy 8.* Insure chart per pupil expenditure attributed to administrative costs do not exceed established state wide standard. Targeted Completion Date: Ongoing.