

# **BRIDGEPORT PUBLIC SCHOOLS**

## **STRATEGIC PLAN**

### **Summary of Progress with Recommendations** **2007-11**

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BRIDGEPORT PUBLIC SCHOOLS STRATEGIC PLAN  
 Summary of Progress with Recommendations (May 2010)

<p><b>Strategy #1</b></p> <p>We will design and implement assessment and differentiated instructional strategies that enable all students to achieve mastery in literacy, math, science, social studies and higher order thinking competency.</p>	★	1.1 Establish Gold Core Instructional Strategies	<p><i>Strategy #1 Recommendation: A list or description of approved or suggested GCIS be compiled to provide guidance for the all schools in the district. This should include a detailed description of 'NUA and IFL Strategies' as they vary from school to school (though they may not appear 'branded'). Related to this issue is the continuing difficulty of procuring substitute coverage in some schools (ie, on the Eastside). Sub-finder presents potential substitutes with a list of schools and some find themselves consistently left out. Continue to provide support to integrate technology into instruction, including providing needed PD and resources in the classrooms. Intensive PD will be focused on the identified SIG schools during 2010-11.</i></p>
	★	1.2 Provide ongoing professional development on instructional strategies	
	★	1.3 Ensure ongoing implementation of Gold Core instructional strategies	
	★	1.4 Use assessment data to determine effectiveness of Gold Core instructional strategies as evidenced through student performance	
	★	1.5 Utilize technologies and other tools across the curriculum	

<p><b>Strategy # 2</b></p> <p>We will create, enhance and maintain a variety of supports to prepare all students to succeed in further education and training.</p>	★	2.1 Create an inventory of existing support systems and an analysis of their impact on the academic success of students	<p><i>Strategy #2 Recommendation: There are numerous programs in place to support Bridgeport students, but a consistent, reliable inventory or understanding does not exist. This leads to both overlaps and gaps in services for students. Some effort has been devoted to the development of the life plans, but the initiative has not taken root and grown systemically. Efforts are underway at the high school level to inventory support programs, but they are not coordinated with efforts across the district. Strategy #2 could be a good candidate for re-examination and possibly recasting the action steps going forward, developing a 'champion' for these steps could be quite helpful.</i></p>
	★	2.2 Ensure all students create and annually review a personalized life-plan	
	★	2.3 Ensure effective advising for college preparation for all students	

<p><b>Strategy #3</b></p> <p>We will build and sustain the capacity of each school to implement focused school education plans.</p>	★	3.1 Align SEP template with Strategic Plan	<p><i>Strategy #3 Recommendation: SEP Plans are evident in all schools, and they are poised to become a key driver for data-based discussions and decisions. As of May 2010, 42% of surveyed schools had their SEP on the website, and Terry Carroll is working with all schools to ensure the plans are appropriately uploaded and widely communicated. During the 2010-11 school year, a statewide rubric will help ensure the effectiveness of school-based data teams.</i></p>
	★	3.2 Develop a process for monitoring, adjusting and updated the SEPs	
	★	3.3 Design and provide professional development experiences to engage school and district personnel in a continuous cycle of planning and improvement	
	★	3.4 Establish a system to communicate the SEP to all stakeholders	

<p><b>Strategy #4</b></p> <p>We will develop and implement a variety of accountability models that address performance at all levels of the school district and among community partners.</p>	★	4.1 Develop an Integrated Accountability Plan for the district that aligns with the Strategic Plan	<p><i>Strategy #4 Recommendation: The school and board level pieces of this strategy are being met through the development and deployment of the district education plan (DEPs), school education plans (SEPs), and updated board policies that clearly specify roles and responsibilities. During the 2010-11 school year, the DEP-driven district data team effectiveness will be measured and improved through the use of a statewide rubric. The discussion of the community role has been ongoing, with MOUs proposed at one point to clearly specify roles and responsibilities (these were never actually completed). This may be a rich area for the newly developed BPSS to focus on, in concert with Strategy 7.</i></p>
	★	4.2 Develop an Integrated Accountability Plan for the Board of Education	
	★	4.3 Develop an Integrated Accountability Plan for Community Partners	

<p><b>Strategy #5</b></p> <p>We will develop and sustain results oriented leadership among administrators, principals, teachers, parents, students, and community program staff.</p>	★	<p>5.1 Develop a community centered educational leadership process that results in all school district personnel being fully and equally committed to the community they serve</p> <p>★ 5.2 Develop a community centered educational leadership process that results in all community partners being acclimated and committed to the community they serve</p> <p>★ 5.3 Develop a community centered educational leadership process that results in parents and students becoming effective volunteers and spokespersons for their local schools.</p> <p>★ 5.4 Develop the capacity of the Superintendent's cabinet to think strategically</p>	<p><i>Strategy #5 Recommendations: The cabinet piece is well developed. A standard set of meeting guidelines and goals, template, process or procedure would help sustain the process. The community centered leadership piece, scheduled for focus during the 2010-2011 year, could be folded into the work of the BPSS in concert with strategy #7. The NNPS work (see strategy #6) meets part of the intentions of 5.1 and 5.3.</i></p> <p><i>When surveyed in May 2010, 93% of schools indicated information (calendars and events) were available on their websites; 94% believed they had a 'parent friendly climate', and 83% indicated they had an effective and active School Leadership Team.</i></p>
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<p><b>Strategy #6</b></p> <p>We will create and sustain multiple ways for families to be involved in education of their children in the home and at school.</p>	★	<p>6.1 Provide a genuine parent friendly climate at all schools facilitated by the school administrator</p> <p>6.2 Enhance and develop SLTs at each Bridgeport Public School</p> <p>6.3 Create a set of recommendations for a comprehensive family involvement program</p> <p>6.4 Produce a schedule in all schools that will allow parents to access information and attend school functions regardless of parent time constraints</p> <p>6.5 Develop a weekly School Public Access Television program for parents to support their child's academic and personal growth</p> <p>6.6 Provide access to computer and internet access to every parent and child in the Bridgeport Public Schools System</p> <p>6.7 Modify existing schools to develop community schools</p>	<p><i>Strategy #6 Recommendation: Efforts are underway to address some of the defined action steps but have not reached the 100% benchmark and could benefit from a structured evaluation of effectiveness. Action step 6.7 (community school concept) may require revisiting and/or recasting.</i></p> <p><i>When surveyed in May 2010, 93% of schools indicated information (calendars and events) were available on their websites; 94% believed they had a 'parent friendly climate'; and 83% indicated they had an effective and active School Leadership Team. 94% of schools indicated they schedule events at a variety of time to encourage all families to participate.</i></p> <p><i>If the community schools model is to be developed, someone to spearhead the effort needs to be identified to move this item forward.</i></p>
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<p><b>Strategy #7</b></p> <p>We will create and sustain partnerships with individuals, businesses, post-secondary institutions, elected officials, community organizations and parents to enhance student success.</p>	★	<p>7.1 Establish a formal relationship between the BPS and the NNPS</p> <p>7.2 Establish a BPS Strategic Action Liaison Committee to support the BOE and administrators during implementation</p>	<p><i>Strategy #7 Recommendation: These steps have been completed, though complicated by the emergence of the Bridgeport Partnership for Student Success. As the membership of the Strategic Liaison Committee and the BPSS largely overlap, it is suggested that the committees be merged and suggested they be charged with reviewing and possibly revising this Strategic Plan in an advisory capacity to the Superintendent of Schools.</i></p>
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<b>Strategy #8</b>		<b>Strategy #8</b>
<p>We will refine and sustain a variety of approaches to ensure the safety and security of all schools and nurture the social and emotional health of the students, and families served by the school district.</p>	★	<p><i>Strategy #8</i>  <i>Recommendation: Some of the action steps under this strategy have been completed, though a coordinated effort to address the 'big picture' is not underway and lacks a 'champion' to promote action. Additional funding is perceived as critical and there are no focused efforts to seek and/or secure income streams. The May 2010 survey indicates 48% of schools provide hygienist services, 77% have received training in implementing the emergency plan and/or crisis management strategies. 80% indicated they offer extended day services. 13% use metal detectors on a daily basis. A comprehensive student survey will be done to inform this strategy, and 8.7 in particular.</i></p>
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8.1 Provide interventions to decrease the number of unwanted teen pregnancies and STDs

8.2 Improve the physical health of all Bridgeport students by providing a dental hygienist in every school 1-2 days per week; a public health nurse daily for every school with a population of 450+ students; and provide full time and part time public health nurse in schools with 700+ students

8.3 Establish a youth governed teen learning/recreation center

8.4 Provide an extended day program in every K-12 school in the district that includes a balance of instructional opportunities, cultural enrichment, and recreational activities

8.5 Implement the current emergency management plan and provide training to extended day staff

8.6 Provide bi-annual professional development to Security Officers by an outside consultant with expertise in conflict resolution and de-escalation skills in order to decrease the number of school incidents (school fights, assaults, etc.)

8.7 Determine change in students' overall feeling of safety since implementation of metal detectors

8.8 Provide all district school-based staff with Crisis Prevention Institute (CPI) training to assist them in dealing with physical altercations

8.9 Provide ½ day PD on the SEM

<b>Strategy #9</b>	★	9.1 Develop and deliver a message(s) for internal stakeholders – students, parents and employees	Strategy #9 Recommendation: The communications/marketing office in Bridgeport has grown considerably in terms of output and successfully highlights positive news from across the district while keeping open lines of communication with local, state and national media.
We will communicate the importance of improving public education in Bridgeport to the Greater Bridgeport Community and design and implement a plan to obtain additional resources from the state, city, federal governments and other resource opportunities.	★	9.2 Create an ambassador program that would include students, teachers, and parents from the Bridgeport Public School System	<i>The communications office is still struggling with financial support for the department and its efforts. More organized outreach efforts (email, newsletters) for legislators, the public and foundations (United Way) are in place, and the office is working with a communication advisory group with representation from each school that helps ensure two-way communication.</i>
	★	9.3 Create an Expect Great Things “Standard of Excellence” for Teachers, Students, Parents and the Community	
	★	9.4 Explore the possibility of an “Expect Great Things” Scholarship fund	
	★	9.5 Establish an internal marketing and PR office	
	★	9.6 Develop and deliver a public service campaign focused on adults who are not parents in the Greater Bridgeport Community.	
	★	9.7 Develop and deliver an organized campaign for the State General Assembly	
	★	9.8 Support the Bridgeport Delegation to the State General Assembly in their effort to increase funding to the Bridgeport Public Schools	
	★	9.9 Develop and deliver a public relations campaign for individuals who are not residents of Bridgeport	
	★	9.10 Develop and deliver a focused message for foundations and major corporations whether regional or national to garner resources for the Bridgeport Public Schools	
	★	9.11 Create a regional educational summit to support urban education	
	★	9.12 Create a Safe Schools Marketing Plan	

<p><b>Strategy # 10</b></p> <p>We will create and sustain a financial operating system that will enable resources to be utilized efficiently and effectively and design and implement a plan to obtain additional resources from the State, City, and Federal governments and other resource opportunities.</p>	★	10.1 Budget and its' management will be separated from the City of Bridgeport's budget and it's management	<p><i>Strategy #10 Recommendation: Most of the action steps described under this strategy have been accomplished, or are in process – the process has been considerably slower than anticipated but is moving forward. However, it remains too early to tell if there has been any impact on transparency, accountability or autonomy. People continue to function under old paradigms, even under the new systems. It does not appear that accomplishing all the action steps will automatically create the desired strategic outcome, but is likely that additional efforts will be required.</i></p>
	★	10.2 Prepare and disseminate monthly budget documents to create transparency	
	★	10.3 Analyze the development of school system resources and operational systems	
	★	10.4 Acquire and implement new financial software	

- ★ Completed or ongoing
- ★ Proceeding with caution
- ★ Stalled
- ★ Scheduled for implementation 2010-2011