

**Marion Cross School  
Long Range Plan  
May 20, 2010**

**Mission Statement:**

Marion Cross School is a nurturing kindergarten through sixth grade public school that:

- Promotes educational excellence and fosters a life-long love of learning.
- Empowers all students to realize their intellectual, physical, emotional, creative, and social potential.
- Partners with families and the community to develop responsible local and global citizens who can adapt to a changing world.

**Long Range Planning Committee Members:**

Carey Callaghan, Parent and Board Member  
Tom Candon, Parent  
Alida Ciampa, Director of Technology  
Brian Cook, Parent and Alumnus  
Candace Crosby-Rogers, Faculty  
Anne Day, Parent and School Board Chair  
Betsy Draper, Faculty  
Becky French, Parent  
Wayne Gersen, Ed. D., Superintendent  
Linda Kelley, Ed. D., Principal  
Betsy Kohl, Parent  
Jim Mackall, Parent  
Lauren Rhim, Parent  
Karen Woodward, Faculty

## **Goal 1: Students**

To meet the individual educational, behavioral, social and emotional needs of all students so that they can maximize their potential.

### Strategies:

1. Maintain small class sizes. **(BOARD)**
2. Determine a means of identifying the potential of each student in the school. **(PRINCIPAL, FACULTY)**
3. Ensure there are support systems in place to help individual students who face academic, behavioral, social, and emotional challenges **(PRINCIPAL, FACULTY)**
4. Identify and provide opportunities for students to develop leadership skills **(PRINCIPAL, FACULTY)**
5. Ensure that all students' nutritional needs are met **(NURSE, FACULTY, GUIDANCE, BOARD)**
6. Provide students with opportunities to build all the skills necessary for success in the Marion Cross School and in the Dresden Schools, including both traditional literacy skills and 21st century skills. **(PRINCIPAL, FACULTY)**

## **Goal 2: Staff**

To attract and retain talented faculty and staff committed to the school's mission and goals.

### Strategies:

1. Review the current mentoring program for faculty and recommend any changes needed. **(PRINCIPAL, FACULTY)**
2. Review the possibility of hiring a permanent substitute or consider other alternatives to insure consistent instruction. **(PRINCIPAL)**
3. Assess the existing staff evaluation system to ensure that all students receive high quality instruction. **(PRINCIPAL, SLT)**
4. Develop effective professional development programs that meet the needs of the school and of individual teachers. **(PRINCIPAL, FACULTY, SLT)**
5. Provide opportunities for teachers to develop the skills needed to design digital-age learning experiences and to model media, communication and information literacy and fluency. **(TECH, FACULTY)**

### **Goal 3: School Culture**

To develop and maintain a school culture that celebrates diversity and fosters activities that result in a sense of belonging by all students and school community members.

#### Strategies:

1. Develop means of improving communication and collaboration among all members of the Marion Cross School community. **(PRINCIPAL, SLT, PTO)**
2. Develop programs that foster an environment in which everyone feels safe, trusted, and accepted. **(FACULTY, STAFF, PRINCIPAL)**
3. Encourage extra curricular activities that develop a sense of civics and responsibility. (*e.g. Model UN, Student Government, community service*) **(PRINCIPAL, FACULTY)**
4. Celebrate diversity and promote tolerance. **(PRINCIPAL, FACULTY)**
5. Optimize all-school events and traditions **(PRINCIPAL, FACULTY)**
6. Develop structured recess opportunities for students. **(PRINCIPAL, STAFF, FACULTY)**

## **Goal 4: Curriculum and Instruction**

To develop a sequential, developmentally appropriate, student centered curriculum that will use a variety of approaches to learning and will meet the needs of the individual student.

### Strategies:

1. Support the belief that all students can learn by developing inclusive and differentiated instruction in all grades and all subjects. For example:
  - a. increase staff development to promote inclusion of all students
  - b. increase individualized learning in every classroom**(PRINCIPAL, FACULTY)**
  
2. Review core curriculum to ensure there is a solid foundation in basic skills and knowledge and to promote depth over breadth. **(K-12 COMMITTEES, FACULTY)**
  
3. Expand emphasis on 21st century skills, as described in the Transformation of Education by the Vermont Dept. of Education and the Partnership for 21st Century Skills.
  - research and information fluency
  - critical thinking, problem solving and decision-making
  - creativity and innovation
  - communication and collaboration
  - information and media literacy
  - ability to use information and communication technology
  - flexibility and adaptability
  - ability to demonstrate initiative, productivity and self-direction, leadership, responsibility, ethics and accountability
  - social and cross-cultural skills
  - technology operations and concepts**(TECH, FACULTY, CURRICULUM COMMITTEES)**
  
4. Teach creatively and consistently within and across grades. **(PRINCIPAL, FACULTY)**
  
5. Explore whether to expand the foreign language curriculum and, if possible, issue recommendations by November 2010. For example:
  - a. add a second language (Spanish is the one most mentioned)
  - b. begin at a younger age**(PRINCIPAL, SUPERINTENDENT, K-12 COMMITTEES)**

6. Increase emphasis on multiculturalism, global awareness, and civic responsibility. **(FACULTY)**
7. Evaluate and, if necessary, revise and expand emotional/character building skills. **(PRINCIPAL, SCHOOL COUNSELOR, SLT)**
8. Support effective and consistent math instruction across all teachers and grade levels. **(PRINCIPAL, FACULTY)**
9. Expand instruction in the use of technology. **(TECH, FACULTY)**
10. Collect and analyze more data (than NECAP) to measure student performance. **(PRINCIPAL, TECH, FACULTY)**
11. Expand the use of interdisciplinary instruction. **(PRINCIPAL, FACULTY)**

## **Goal 5: Leadership**

To ensure the highest quality administration to carry out the mission of the school and implement the long range plan.

### Strategies:

1. Continue to evaluate, support, retain and, if necessary, recruit high quality school leadership. **(BOARD, SUPERINTENDENT)**
2. Evaluate, and restructure as necessary, the administrative organization within the school to ensure that it furthers all school goals and maximizes the principal's time in classrooms, on the playground, and in the community. **(SUPERINTENDENT, PRINCIPAL, SLT)**
3. Enable the administration to promote and support the development of a 21st century learning environment (as defined by the Vermont Dept. of Education and the Partnership for 21st Century Skills). For example:
  - a. recruit and retain personnel who use technology proficiently, ethically and creatively
  - b. encourage and support the use of digital means to enhance communication between school and home **(TECH, PRINCIPAL)**

## **Goal 6: Facilities Operation and Management**

To provide a physical environment that is safe, attractive, comfortable and conducive to learning.

### Strategies:

1. Decrease our impact on the external environment, ensure a safer internal environment by providing a cleaner, greener facility and maximize external funding sources to make this happen. For example:
  - a. reduce annual energy costs and carbon footprint of the school
  - b. upgrade heating and lighting systems
  - c. use solar power and other renewable energy sources
  - d. address inconsistencies in heating/cooling of the school building
  - e. move away from carpeted classrooms.**(FACILITIES MANAGEMENT, PRINCIPAL)**
2. Ensure that the buildings and grounds meet a high standard of cleanliness and the building systems (e.g. heating, alarm systems, windows, etc) are functional.  
**(FACILITIES MANAGEMENT, PRINCIPAL)**
3. Improve upon the arrival and departure of students, examples of which include:
  - a. increase bus ridership
  - b. improve parking
  - c. develop a carpool system to reduce the number of cars
  - d. look at the impact of busing on the school day and family/student life
  - e. convene an intra-district committee for busing issues**(PRINCIPAL, PTO, FACILITIES MANAGEMENT, ASSISTANT SUPERINTENDENT)**
4. Develop budgets that invest in technology to reduce long term building costs.  
**(BOARD)**
5. Place more age appropriate equipment on the back playground. **(FACILITIES MANAGEMENT, PTO)**
6. Evaluate the need to create a space for children to eat outside of their classrooms.  
**(PRINCIPAL, FACILITIES MANAGEMENT, FACULTY)**
7. Improve drainage on the building grounds and the Green. **(FACILITIES MANAGEMENT)**
8. Evaluate appropriate use of the Green by the school and the greater community.  
**(FACILITIES MANAGEMENT, PRINCIPAL, BOARD)**

## **Goal 7: Parents and Community**

To ensure the continued support of the Norwich community and the Marion Cross School parents and alumni.

### Strategies:

1. Broaden communication with all members of the Norwich community, such as civic groups and seniors, in order to include them in the life of the school. **(BOARD, PRINCIPAL)**
2. Develop an outreach strategy to increase financial and non-financial support by parents, community members and alumni. For example:
  - a. establish a Marion Cross School Alumni Association
  - b. organize parent volunteer efforts to maximize their effectiveness **(ALUMNI, PRINCIPAL, PTO, BOARD)**
3. Continue to support a strong and active PTO. **(PTO, PRINCIPAL, FACULTY)**
4. Promote the use of the school by community groups. **(BOARD, PRINCIPAL)**

## Goal 8: Finances

Ensure the fiscal stability of the school through sound and transparent financial planning and management.

### Strategies:

1. Create annual budgets that support the advancement of the long range plan and accomplishment of the overall mission. **(BOARD, SUPERINTENDENT, PRINCIPAL)**
2. Maximize efficient use of key resources (people, time and money). For example:
  - a. consider multi-age classrooms
  - b. alter the length of the school year
  - c. utilize volunteers to assist in the delivery of programs and learning opportunities
  - d. increase buying power for budgeted items by combining purchases with other SAU schools **(BOARD, PRINCIPAL, SUPERINTENDENT)**
3. Identify means, and develop a plan, to increase enrollment. For example:
  - a. develop a strong marketing program, potentially with the town, and target institutions such as DHMC and Dartmouth College
  - b. encourage all Norwich families to send their children to public school
  - c. work with local realtors to convince families with younger children to purchase homes in Norwich
  - d. develop and maintain strong connections with local preschools to ensure that Norwich residents attend MCS. **(SCHOOL COUNSELOR, PRINCIPAL, BOARD)**
4. Identify new revenue sources. For example:
  - a. create a preschool
  - b. attract more tuition students
  - c. administer the after school program
  - d. engage aggressively in competitive grant writing
  - e. establish a volunteer Marion Cross School Development Committee, consisting of MCS parents, staff, Board members and members of the community. **(BOARD, SUPERINTEDENT, PRINCIPAL)**
5. Continue to communicate and engage with the community, including civic groups and the town finance committee. **(BOARD, SUPERINTEDENT, PRINCIPAL)**