

STRATEGIC PLAN

2021-2025



Inspiring Minds. Shaping Futures



Table of Contents

- Mission, Vision, & Core Values.....3**
 - Our Mission..... 3
 - Our Vision..... 3
 - Our Core Values..... 3
 - 21st Century Learning Skills - 4 Cs..... 3
 - Theory of Practice.....3
- About Malden Public Schools..... 4**
 - Our Schools..... 4
 - Student Demographics..... 4
 - Enrollment by the Numbers.....4
 - Staff Demographics.....4
 - Our Superintendent.....5
 - Bright Spots..... 5
- Overview of the Strategic Planning Process..... 9**
- Our Plan at a Glance..... 10**
- Our Goals.....11**
 - Goal 1: Promote Student Learning and Performance..... 11
 - Goal 2: Support Social & Emotional Needs for a Safe Learning Environment.....11
 - Goal 3: Ensure Transparency, Communication & Collaboration..... 11
- Our Strategies.....12**
 - Goal 1: Promote Student Learning & Performance..... 12
 - Goal 2: Support Social & Emotional Needs for a Safe Learning Environment.....12
 - Goal 3: Ensure Transparency, Communication, and Collaboration..... 13
- Progress Monitoring.....13**

Mission, Vision, & Core Values

Our Mission

Malden Public Schools, in partnership with families and our diverse community, is committed to providing a welcoming and inclusive environment for all students to cultivate a lifelong joy of learning, achieve their academic potential, and engage as compassionate global citizens.

Our Vision

Our vision is that Malden Public School students will develop the skills, knowledge, and character necessary to become informed, compassionate, and engaged members of a diverse local community.

Our Core Values

Equity | Integrity | Resilience | Respect

21st Century Learning Skills - 4 Cs

Critical thinking | Creativity | Collaboration | Communication

Theory of Practice

If we...

- Provide an early studenthood education that is aligned PreK-12, connects with parents / caregivers, and builds lifelong joy of learning
- Create and maintain a culturally responsive social-emotional climate of support for students, parents / caregivers, and staff
- Develop PreK-12 pathways based on a standards-aligned curriculum that offer opportunities for exploration, real-life learning, and partnerships with community
- Create and maintain a welcoming climate for parents / caregivers, students, and staff that is culturally sensitive and inclusive
- Provide educators with the curricula and training they need to prepare all students for success

then we will develop the skills, knowledge, and character our students need to become informed, compassionate, and engaged members of a diverse local community.





About Malden Public Schools

Malden Public Schools is proud to serve over 6,500 students across seven schools and is rated the **#1 most diverse school district in Massachusetts.**

Our Schools	Student Demographics
<ul style="list-style-type: none"> ● (1) Early Learning Center ● (5) K-8 Schools: <ul style="list-style-type: none"> ○ Beebe ○ Forestdale ○ Ferryway ○ Linden ○ Salemwood ● (1) High School, grades 9-12 	<ul style="list-style-type: none"> ● 30.9% Hispanic ● 18.8% Black ● 24.1% White ● 21.3% Asian ● 4.3% Other/multiracial ● 58.0% First language not English ● 23.0% English learners ● 18.0% Students with disabilities (with an IEP) ● 7.2% English learners with disabilities ● 62.6% Economically disadvantaged
Enrollment by the Numbers	Staff Demographics
<p><i>In the 2023-24 School Year, MPS enrolled 6,561 Total Students.</i></p> <ul style="list-style-type: none"> ● 335 - Pre K ● 2,351 - Grades K - 4 ● 1,932 - Grades 5-8 ● 1,922 - Grades 9-12 ● 21 - Receive services only 	<ul style="list-style-type: none"> ● African American - 40.6 ● Asian - 43.6 ● Hispanic - 27.6 ● White - 647.8 ● Native American - 0.0 ● Native Hawaiian, Pacific Islander - 0.0 ● Multi-Race, Non-Hispanic - 10.5 ● Males - 142.8 ● Females - 625.11 ● FTE Count - 769.9 <p><i>We are proud of our growing staff diversity!</i></p>
<p>Of the 7,270 (est.) school-age children living in Malden, about 1,294 (18%) do not attend Malden public schools.</p> <ul style="list-style-type: none"> ● 640 attend public charter schools ● 382 attend parochial or private schools ● 163 attend vocational technical regional schools ● 78 are placed in educational environments outside the district to receive special education services, including private or residential schools and state agencies. ● 72 students are homeschooled 	

Our Superintendent

Dear Malden Public Schools Community,

Serving as the Superintendent of the Malden Public Schools has been an honor. We are very proud of all the work that we have done together from academic rigor, developing emotional supports, focus on literacy, numeracy, linguistics and cultural diversity as well as creating structures, processes and systems to support students, caregivers, and staff. The school district has a solid foundation to continue striving for excellence for years to come.



Our focus throughout the last three years has been on students and delivering equitable opportunities across grade levels. This means giving students the resources they need for academic success as well as to grow socially and emotionally. With this budget, we aim to maintain programs and services, keep class sizes as low as possible, and retain our incredible teachers and staff.

Our strategic plan is organized around our core values to effectively meet the needs of our children. We must ensure resources and support are provided in an ongoing and timely manner.

We are thrilled to share some bright spots and developments within Malden Public Schools. Our commitment to enhancing the educational experience for your children remains steadfast, and we are excited to highlight some of our significant improvements in the ongoing School Year 2023-2024. We hope all these accomplishments will continue improving our schools' achievements in the years ahead.

Bright Spots

1. Streamlining Handbooks for Simplicity & Clarity

We have consolidated five different handbooks—PreK, K-8, 9-12, After/Before School, and Athletics—into one comprehensive PreK-12 handbook. This unified resource aims to provide you with a clear understanding of our policies, procedures, and expectations across all grade levels.

2. Expanded Program of Studies

We have developed a comprehensive PreK-12 Program of Studies. Previously, this resource was only available for high school students. Now, it provides a holistic view of the educational journey from early learning through high school, enabling better academic planning and continuity.

3. Equitable Middle School Honors Program

Our newly developed Honors Program for middle school ensures equitable opportunities for all students to excel academically, fostering an inclusive learning environment where each child can thrive.

4. Upgraded Curriculum Across All Grades

Collaboratively selecting, purchasing, and implementing curriculum enhancements for PreK-12 ensures that our students receive a high-quality, consistent education aligned with evolving educational standards.

5. Enhanced Communication Channels

We have opened direct lines of communication for students, caregivers, staff, and community members to connect with the Superintendent via text. This initiative aims to improve accessibility and responsiveness to the needs of our school community.

6. Adaptations at the Early Learning Center

Changes have been implemented at the Early Learning Center to better accommodate the needs of both students and staff, ensuring a supportive and nurturing environment for our youngest learners.

7. Media Center Specialists Enhancing Information Access

Our media center specialists are now equipped to assist in navigating the new methods of accessing information, ensuring that students have the resources they need to thrive in a digital learning environment.

8. Strengthened Campus Safety

We have hired hall monitors and a Dean of Students to bolster safety measures and support a secure and conducive learning environment for all students.

9. Additional Administrative Support

Newly hired assistant principals play a pivotal role in supporting school leadership, fostering student success, and maintaining a positive school culture.

10. Upholding Our Vision and Mission

We remain dedicated to continuing the vision, mission, and district strategic plan, ensuring that our actions align with our shared goals for educational excellence.

11. Upcoming Website Revamp

A new website is currently in progress, designed to provide a more user-friendly and informative online experience for students, parents, caregivers, staff, and the community.

12. Revamped Superintendent's Report

The new format for the Superintendent's Report offers a more comprehensive and insightful overview of district happenings and achievements.

13. After-School Meetings with Educators/Staff

Optional after-school meetings have been organized, providing a platform for educators and staff to collaborate, exchange ideas, and further enhance our instructional methods for the benefit of our students.

14. Student Engagement Initiatives

We are actively engaging with various student groups to gather their valuable suggestions and insights, ensuring their voices are heard and integrated into our ongoing improvements.

15. Building Partnerships with Local Authors

We are continuing our initiative to build partnerships with local authors. These collaborations aim to bring diverse literary experiences to our students, fostering a love for reading and storytelling.



16. Credit Recovery Program

Our new Credit Recovery Program provides students with opportunities to regain academic credits, supporting their journey to graduation.

17. Robust Professional Development

We have invested in comprehensive professional development opportunities to empower our educators with the latest instructional methodologies and resources.

18. Diversity, Equity, and Inclusion (DEI) Initiatives

We were excited to present keynote speakers focused on Diversity, Equity, and Inclusivity aiming to enrich our school community's understanding and to foster an inclusive environment. We are immensely proud of the progress we have made and remain committed to fostering a nurturing, inclusive, and academically enriching environment for every school, every classroom, every student, every day!

19. Progress Toward MCAS Targets

Strong average growth scores (SGP) for K-8 schools in ELA and math. SGP measures how much students learned compared to their peers across the state who are in the same grade with a similar MCAS score in 2022.

School	2023 Math SGP	2023 ELA SGP
Beebe	51.5	50.3
Ferryway	52.4	51.1
Forestdale	48.6	51.9
Linden	55.1	53.7
Salemwood	53.6	50.1

20. Three Years Progress in Numeracy IXL Data

Percentages of students performing at or above grade level at each benchmarking period.

	Fall	Winter	Spring
SY 21-22	33%	40%	43%
SY 22-23	43%	45%	48%
SY 23-24	43%	47%	48%

21. Three years of progress in K-8 iReady literacy data

Percentages of students performing at or above grade level has increased at each benchmarking period for the last three years.

	Fall	Winter	Spring
SY 21-22	32%	40%	48%
SY 22-23	31%	40%	51%
SY 23-24	31%	40%	49%

22. Progress for our Multilingual Learners

Malden High School English language proficiency scores exceeded DESE targets.

2022	2023	Outcome
11.4%	21.2%	Exceeded target

We are grateful to everyone within the Malden Public Schools who spent countless hours working on making Malden a great place for our students.

We also deeply appreciate the commitment of the Malden School Committee to maintaining an exceptional school system for the children of our community.

Finally, we would like to thank our families, caregivers, staff, and community for all your support.

We are confident the foundation of the strategic plan will guide our district in meeting the needs of all students while maximizing the resources available to us. Wishing you all the best for the 2024-2025 school year!

Sincerely,



Superintendent



Overview of the Strategic Planning Process

This first phase of the planning process began by reviewing a wealth of available data and accompanying documents related to the current state of the district. The documents and data reviewed included:





- Student assessment data
- Equity data
- Staff recruitment and retention data
- School culture data
- Superintendent updates
- School committee presentations
- Community working group documents
- Community listening meeting notes
- Previous strategic plans
- District professional development training

We also conducted a survey of staff and community members around their specific priorities for the district. 182 respondents provided feedback around their perspectives on the district’s current areas of strength and challenge and what they believe the district should prioritize moving forward.

Then, during phase two, we worked collaboratively with the Superintendent and her leadership team to synthesize the available information and feedback from the community, align with existing priorities, and arrive at a set of clear goals and strategies for the district.

Once we had the outline for the plan, we worked closely with district and school leaders to develop implementation-focused plans during phase three. These plans articulate clear metrics and milestones for tracking progress over time.

Now, we move into the fourth phase of this work which involves establishing regular progress monitoring routines to ensure the work stays on track, and to adjust course when necessary.

 <p>PHASE 1 May - June 2023</p>	 <p>PHASE 2 July - October 2023</p>	 <p>PHASE 3 November - April 2024</p>	 <p>PHASE 4 April - June 2024</p>
<p>REVIEW Access current areas of strength and opportunity.</p>	<p>DESIGN Design a multi-year strategic planning architecture.</p>	<p>PLAN Create implementation plans for each of the priority strategies.</p>	<p>IMPLEMENT Facilitate ongoing performance management routines.</p>



Our Plan at a Glance

Utilizing stakeholder feedback and a review of the current needs of the district, we established a framework of six goals (aligned with the Superintendent's original set of goals). The top three goals (in yellow) represent the **highest priority outcomes** the district is trying to achieve. The underlying three goals (in navy) represent **enabling conditions** that must be in place in order for the district to achieve those top priorities. These enabling conditions do not have plans in and of themselves, as the work to achieve them is embedded in the work of achieving the priority goals.



Our Goals

Each goal will be measured through the achievement of a set of measurable targets outlined below.

Goal 1: Promote Student Learning and Performance

Description: The district is working to deliver high levels of learning for all students with a culturally and linguistically equitable instructional core. Establish high expectations for increased student performance outcomes.

Metrics:

- **Literacy – Grades K - 8:** Increase percentage of students scoring at or above grade level on the i-Ready Literacy Benchmark Assessment
- **Literacy – Grades 9 -12:** Increase percentage of students scoring at or above grade level on the IXL Literacy Benchmark Assessment
- **Numeracy – Grades K-12:** Increase percentage of students scoring at or above grade level on the IXL Numeracy Benchmark Assessment
- **Improve overall graduation rate**
 - Note: each of the above metrics will be disaggregated to ensure a focus on equitable growth achievement across student populations

Goal 2: Support Social & Emotional Needs for a Safe Learning Environment

Description: The district is committed to providing comprehensive and effective student support to ensure the success and well-being of all students. By implementing this comprehensive strategic improvement plan, we are confident that we will create an educational environment that fosters student success, well-being, and equitable opportunities for all. Together, we will strive to provide the highest quality student supports to develop the social emotional skills they need to thrive academically, mentally, socially, emotionally, and professionally.

Metrics:

- Reduce chronic absenteeism
- Increase percentage of students self-reporting positively around their wellness (from student survey)
- Reduction in dropout rates (disaggregated)

Goal 3: Ensure Transparency, Communication & Collaboration

Description: At Malden Public Schools, we're committed to clear communication, open dialogue, and active collaboration among all stakeholders. We believe in transparency in decision-making and ensuring that everyone in our community is informed and involved in the educational process. By fostering a culture of straightforward communication and collaborative partnerships, we aim to create an inclusive environment where every voice matters. Our goal is simple: to provide an excellent education and support the development of every student through teamwork and shared responsibility.

Metrics:

- Increase percentage of stakeholders indicating clear communication from the district (through surveys)
- Increase diversity of community involvement in established working groups

Our Strategies

The work of each goal will be supported through a set of focused strategies that shift how we will do

Goal 1: Promote Student Learning & Performance

Strategies:

- **Ensure all students have access to high-quality, grade-level, standards-aligned curriculum and instruction**
 - *Definition of success:* Students will leave each grade level with the skills necessary to be prepared to access content in the subsequent grade level. Teachers will leverage the academic skills previously taught due to vertical alignment/coherence created by each teacher's fidelity to the HQIM. Teachers will use well structured instructional routines to foster collaboration in order to celebrate each student's unique identity as a learner.
- **Provide high quality professional learning to ensure that all students are successful through differentiated student-centered curriculum and instruction**
 - *Definition of success:* As a result of high quality professional learning, we will see:
 - A pervasive culture of learning and growth,
 - Effective coaching cycles and peer observations that enhance instructional practice,
 - Cohesive and responsive professional learning aligned with educators' needs,
 - Data-informed decisions addressing individual student needs, and
 - Intentional team teaching that values the expertise of each educator and prioritizes student success.
- **Support school communities to utilize equitable and inclusive practices**
 - *Definition of success:* The student experience will be inclusive through the use of engaging, affirming, and meaningful instruction as a cornerstone to lesson design. All students, including historically marginalized learners, will receive accessible, grade level material across content areas. Classrooms will be communities in which educators are supporting students as they learn to take ownership of their learning and develop empathy towards others.

Goal 2: Support Social & Emotional Needs for a Safe Learning Environment

Strategies:

- **Develop and implement a cohesive district-wide approach to managing and encouraging attendance**
 - *Definition of success:* School leaders and teachers have clear strategies to support/encourage attendance so that more students are consistently able to show up every day ready to learn.
- **Strengthen MTSS implementation to ensure the specific needs of each student are being met**
 - *Definition of success:* Equitable systems to support students are in place across all schools and for all students, regardless of academic and/or emotional ability. All schools, staff, and families have a universal language and common understanding of MTSS.
- **Enhance targeted student-focused social and emotional services and supports**
 - *Definition of success:* Students identified through the MTSS process as in need of targeted supports are provided with those supports and able to develop the skills necessary to make progress in the educational setting. Specifically, students will be supported to develop self-regulation skills that allow them to fully access learning.

*Continued on the next page.

- **Strengthen and align services for students receiving Special Education services**
 - *Definition of success:* Educators will experience improved collaboration and aligned resources, leading to more targeted and effective support for students with diverse needs. Students will learn in a more inclusive and personalized learning environment, fostering enhanced academic and social development, as well as a greater sense of belonging within the school community.

Goal 3: Ensure Transparency, Communication, and Collaboration

Strategies:

- **Implement clear communication channels and mechanisms for regular feedback**
 - *Definition of success:* We will increase engagement and participation from all stakeholders, leading to improved transparency, understanding, and trust within the school community. Effective communication would result in timely dissemination of information, active involvement in decision-making processes, and a responsive approach to addressing concerns and feedback.
- **Foster community partnerships in support of student learning**
 - *Definition of success:* Malden Public Schools has robust collaborations with local organizations, businesses, and community leaders, enriching educational opportunities beyond the classroom. These partnerships would lead to innovative programs, resources, and mentorship opportunities that enhance student engagement, academic achievement, and overall well-being, while also strengthening ties between the school and the wider community.
- **Ensure transparent decision-making processes**
 - *Definition of success:* All stakeholders feel informed, involved, and confident in the decisions made by the school administration. This involves clear communication of the decision-making rationale, active solicitation of feedback, and visible accountability mechanisms, fostering trust and collaboration within the school community.

Progress Monitoring

In order for this plan to achieve the results we have outlined above, we must establish regular routines to review progress, surface challenges, and identify action-oriented solutions. Therefore, we are committed to setting up a coherent progress monitoring system that will allow leadership across the district to come together regularly for this purpose. We have developed implementation plans that outline formative measures at the strategy level as well as clear milestone timelines that will be tracked over time.

We will also provide updates regularly with the board and the broader Malden community around the progress we are making toward our goals.

Thank you!

The development of this plan was a true collaborative effort across our community. Thank you to those of you who contributed through the submission of survey responses, participation in workshop sessions, and development of implementation plans. We know that our vision is clearer because of you.

And finally, **thank you to the staff in our schools** who work tirelessly every day to make this work happen. We know that making this plan a reality is dependent on your hard work and dedication.

We are excited to see how this plan continues to evolve and shape the future of Malden Public Schools!