



Madison Park Update

October 15, 2014

Agenda

- Innovation Plan
- Intervention Team Recommendations
- Start of School Challenges
- Establishing Stability
- Moving Forward

Innovation Plan - 2012

roadmap

The 2012 Innovation Plan represents the foundational roadmap for the direction and vision for Madison Park

challenge

A major challenge for the school has been with implementation of the plan. In 2013, Center for Collaborative Education and Jobs for the Future facilitated a process to help school leadership and staff develop a plan and timeline for implementation of the innovation plan

key plan elements

- Harness **school-based flexibilities** similar to pilot schools – curriculum, schedule & calendar, staffing, PD, district policies (admissions & governance), budget
- Identification of five core components for school innovation: (1) increasing opportunities for students to engage in **authentic work** (2) integrating academic and vocational **instruction**; (3) adopting a new **schedule**; (4) **restructuring admissions** to reflect the school's core mission; (5) setting **high expectations** for students; and (6) redesigning the **ninth-grade transition**



Innovation Plan Implemented Components

- New admissions process to help ensure students entering Madison Park are proactively choosing a vocational/technical school
- Extended time funded by BPS central office
- New scheduling components, specifically an 8 period block schedule and “week in/week out” for 11th and 12 grades



Madison Park

TECHNICAL HIGH SCHOOL

Offering 19 Technical Career Pathway Programs

THE ONLY
 TECHNICAL HIGH
 SCHOOL IN BOSTON

Madison Park Technical High School provides students with a career-focused education that prepares them for success in the 21st century workforce. Students will be required to demonstrate skills valued by employers, such as being on time and in school every day as well as maintaining high levels of academic and technical achievement.

Deadline for Applications: December 13, 2013

APPLICATION FOR ADMISSION

School Number: Student Number:

First Name

Middle Name

Last Name

Date of Birth: Name of Current School:

Month Day Year

▶ The first step in applying for admission to Madison Park is to fill out both sides of this application form and return it to either your guidance counselor, any BPS Welcome Center, or directly to the school at: **Madison Park Technical High School**
Attn: Admissions
75 Malcolm X Boulevard
Boston, MA 02120

▶ The second step in applying for admission is to select Madison Park as your **FIRST choice** on the Boston Public Schools Student Assignment Form. All applicants will be placed in a pool and selected through a random lottery process.

What is Special About Madison Park Technical High School?

- **Madison Park Technical High School** is one of the only 39 regional and district technical schools in Massachusetts and is fully accredited by the New England Association of Schools and Colleges (NEASC).
- **Two Educations in One:** Graduates of Madison Park are uniquely prepared to pursue postsecondary educational opportunities or to immediately begin employment in their chosen career major equipped with the necessary technical skills and industry recognized credentials.
- **Freshman Career Exploratory:** 9th grade students rotate through all 19 technical programs to explore and learn about the career opportunities available before selecting a major to focus on in grades 10 through 12.
- **Work-Based Learning:** We offer cooperative education employment placement services for eligible students during their senior year as well as internships and job shadowing with business partners.
- **RoxMAPP:** Massachusetts Academic Polytechnical Pathway - Roxbury: This innovative new educational and workforce development partnerships between Madison Park and Roxbury Community College will create direct and seamless pathways to employment for students in high-demand industries.
- **Dual Enrollment:** Eligible students may receive college credits while still enrolled in high school through agreements with Roxbury Community College, Bunker Hill Community College, Benjamin Franklin Institute of Technology, or Wentworth Institute of Technology.

Intervention Team - 2014

timeline

- March 2014 - BPS and BTU leverage collaborative abilities in the BTU contract to establish an intervention team charged with making recommendations to the BPS Superintendent for improvements at Madison Park
- June 2014 - the intervention team submits recommendations to the Superintendent for consideration
- July 2014 – external hiring committee established, led by Headmaster, to initiate hiring

adopted recommendations

- Establish external hiring committee to select new staff aligned to expectations for new culture and mindset
- Implement schedule proposed in innovation plan to maximize instructional time for students
- Implement new administrative team aligned to new organizational chart charged with building a school culture and learning environment that is solely focused on the development and success of students
- Student voice and outreach – establish systems to engage students in school improvement & showcase MP across district

Intervention Team - 2014

adopted recommendations

- Further enhance the application process (new process was in place for 2014-15 school choice) to ensure students actively seek a vocational/technical education
- Establish new expectations for student discipline to foster a safe and healthy learning environment for students
- During SY14-15, review the Craft Advisory Committees to ensure that participation reflects prospective co-op employers and local businesses.
- Establish a school-based planning committee for intensive, ongoing professional development supported by district staff

modified recommendations

- Immediate removal of the school administrative team
 - Implemented a new, hybrid organizational chart
 - Established an Executive Director position to connect school to outside partnerships & opportunities and provide supervision and support to the Headmaster
 - Extended employment of some current administrative team members to support school opening and transition to new staff
 - Created new administrative positions – Director of Student Services and Director of Student Discipline

2014-15 Financial Investments

\$14.7 million weighted student funding

Additional Investments:

- + \$1.2 million for extended time
- + \$500,000 for additional equipment and supplies
- + \$829,000 for additional staffing
- + \$600,000 in Perkins funding
- + \$871,000 in IDEA, Title I, food services, JROTC
- + \$350,000 for RoxMAPP partnership

Total FY15 Budget: \$19.05 million

Start of School Challenges

hiring

- 57 positions hired between July and start of school
 - Additional support provided by BPS Human Capital Office, including a recruiting fair and dedicated project manager
- New hire orientation held on August 29
- Late hiring meant that staff and leadership did not have sufficient time to plan or build the team prior to school start

schedule

- By mid-August, a school schedule for the upcoming year had not been established
 - District staff provided on-site support to develop schedule
 - Upon review, it was determined that a new schedule needed to be built to ensure that the learning needs of all students would be met – including student-by-student analysis
- The school schedule was not in place at the start of the year

Start of School Challenges

school opening protocols

- School rooms for classes had not been identified
- Existing staff were not assigned to appropriate locations in the building to support a positive school culture and climate
- Meeting schedules were not established for common planning time, PD, instructional leadership teams, assessments

communications

- Limited communications went out from school leadership team to staff, students and families prior to the start of the year
- Conflicting messages were communicated to students and families regarding schedules, leading to increased frustration
- The main office was not staffed to respond to inquiries or to students, families, and staff needing assistance

Establishing Stability

leadership

- Al Holland, former BPS Headmaster and mentor to MP Headmaster, installed as Interim Headmaster
- New leadership team including academic program directors and new CTE director, in place by start of school
- District academics leader on-assignment as Madison Park Academics Director

school planning

- School team established to develop comprehensive professional development plan – First school-based PD conducted on October 1st
- Assessments calendar established
- Online school calendar and resource page established to facilitate communications and information sharing
- Instructional Leadership Team established
- Parent Council elections conducted on October 12th

Establishing Stability

district support

- External funding to support professional development and educator growth for academics and CTE staff
- Educator evaluation training and ongoing support for new administrative team
- Registrar and scheduling support to build capacity across the leadership and guidance teams



Joanne Rathe/Globe Staff

Moving Forward

leadership

- Initiating national search for an Executive Director to be completed by early December 2014
- New Executive Director will lead hiring for new Headmaster
- Screening committees will include parents, teachers, and students
- Public forums and surveys for students and families will be established to ensure student and family voice in the selection process for both positions

key short-term actions

- Develop a comprehensive professional development plan for all educators
- Review partnerships to ensure alignment to school mission
- Review Craft Advisory Committee membership to support apprenticeship opportunities for students
- Review WSF per pupil allocation and vocational staffing needs as part of FY16 budget planning process
- Shore up staffing and existing budget to ensure all resources are targeted to student learning needs

Moving Forward

school culture

- New leadership
- Building effective teams
- Investments in professional development
- Clarity on roles, responsibilities and expectations
- Consistent and transparent communications
- Active participation of the entire school community

“Together, we can make this school a center of academic excellence and career innovation for Boston’s youth.”

- John P. McDonough, Interim Superintendent



Lee McGuire/BPS

Appendix

- Innovation Plan
- Implementation Plan
Approved Recommendations
- Intervention Team
Recommendations
- Adoption Status of Intervention
Team Recommendations by
Superintendent