



October 21, 2016

To: Mitchell Chester, Commissioner of Elementary and Secondary Education

Re: Morgan Full Service Community School Level 5 School Turnaround Plan

Dear Commissioner Chester:

The team at and supporting Morgan Full Service Community School has reflected on two years of the Level 5 Turnaround Plan implementation. After much discussion and thought, I request your approval on a few modifications to the plan. The essence of the plan remains the same. Some modifications simply represent a change in terminology. Other modifications reflect a refinement of an activity, after two years of learning.

- **Simplifying the Priority Area titles and Aligning to Holyoke Public Schools Level 5 District Turnaround Plan**

We would like to simplify the Priority Area titles so that the priorities can be communicated more simply and memorably and are aligned with the Holyoke Public Schools Level 5 District Turnaround Plan. The refined titles are consistent with the school’s current turnaround plan. Additionally, select language, such as “personalized pathways,” are reflective of our district values, which were articulated through a collaborative process earlier this year.

Priority Area #	Priority Area (as of 4/18/14)	Requested Priority Area Name Change
1	Recruitment and Development of Outstanding Professional Talent	An Effective and Thriving Workforce
2	Systems to Support Professional Learning and Responsiveness in Practice	High Quality Instruction for All
4	Targeted and Aligned Resources	
3	Creating a Center of Excellence for Science, Technology, Engineering, and Mathematics (STEM)	Personalized Pathways
5	Enhancing and Sustaining Family and Community Engagement	Engaged Students, Family and Community

As you will note above, we are requesting the combination of the previous priority areas 2 and 4 into one more comprehensive priority of High Quality Instruction for All. The strategies beneath the original priority area 2 reflect what the District now holds as part of High Quality Instruction for All, ranging from effective data systems to mapping curricular resources to standards. The strategies beneath the original priority area 4 also reflects what the District has as part of High Quality

Instruction for All, ranging from mapping ELA and Math resources to the MA Curricular Frameworks and supporting students with disabilities and students who are English language learners (ELLs).

- **Focusing the strategies in Priority Area 3 on creating personalized pathways for all students, consistent with the district turnaround plan**

As reflected in the above chart, Holyoke Public Schools is focusing on personalized pathways for all students. STEM (Science Technology Engineering Mathematics) education will remain a critical component of the work and an important piece of school improvement at Morgan. Rather than being a distinct STEM Academy in the middle grades, STEM education at Morgan is part of many pathways opportunities for all students at any grade level. In order to implement this change, we suggest modifying Priority Area 3, as evidence by the attached turnaround plan (see pages 22-26).

- **Modifying the time specifications in Strategy 2.6 Increased time for student learning and professional development and planning**

The turnaround plan identifies a 7.5-hour student school day from 8am – 3:30pm and an 8.5 hour teacher work day from 7:30 – 4:00pm. Rather than identify the specific start and end times, we would like to modify the language to be reflective of the total amount of hours required for students and teachers (i.e., 7.5-hour student school day and 8.5-hour teacher work day). This provides for greater flexibility in the specific start and end times, while still maintaining a significantly longer student and teacher day than was the practice before the turnaround plan.

- **Absorbing the responsibilities of the Community Partner Coordinator into existing family and engagement staff and school leaders, after year 1.**

Morgan’s school leaders are actively engaged in recruiting new and aligning current partnerships to Morgan’s turnaround plan, since they need to support the academic and socio-emotional components of the turnaround plan. Additionally, the Family Engagement Access Coordinator and School Family Promoter provide additional support around recruiting and maintaining strong partnerships with the community and families.

Sincerely,

SIGNED BY RECEIVER ZRIKE

Dr. Stephen Zrike
Receiver

Encl. Morgan Full Service Community School Turnaround Plan with tracked changes.