

Leicester Public Schools Three-Year District Improvement Plan for 2017-2020

Strategic Objective: Engaging Instruction and Effective Interventions Grounded in a Rigorous Curriculum

Strategic Initiative - Develop and Implement District Curriculum That Aligns to Massachusetts Frameworks and Engages Students

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If we expand STEM programming for students, student learning will improve and interest in STEM related careers will increase.	Implement new Project Lead the Way Curriculum for MS & HS & document curriculum units	local funds for equipment and professional development, Grant funds	Curriculum Director High School & Middle School Principals STEM Teachers	2017-2019	Expanded programming at MS & HS
If we improve PE and health offerings students will better understand and practice ways to maintain good health	Write curricula for PE/health Teach healthy and safe behaviors regarding social media, bullying, and substance abuse through advisory and other means	Stipends for curriculum work Common Planning Time	Curriculum Director Principals	2017-2018	Curriculum Document
				2017-2019	Advisory Lessons, Agendas
If we expand art & music programs and revise curriculum, students will have better opportunities to explore talents and interests	Write curricula for art and music Develop band and chorus programming at all schools.	Stipends for curriculum work Potential new costs for staff and materials	Curriculum Director Curriculum Director and Principals	2017-2019	Curriculum Document
				2018-2019	New programming
If we expand world language programs, students' language skills will improve and more students will complete higher levels of language instruction.	Institute a WL curriculum team to write district curriculum and explore opportunities for expanding WL programs through blended learning.	stipends for program development and curriculum writing	Curriculum Director	2018-2019	World Language Curriculum, Program Design
If we revise district curriculum for social studies, students will better understand global issues, civics, geography, and history.	Write curricula for social studies Invest in new curriculum materials for social studies	Stipends for curriculum work Funds for new textbooks and other materials	Curriculum Director	2019-2020	Curriculum Document
				In FY20 budget	Budget document

Strategic Initiative - Develop Library Media Programming

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If we write and implement library curriculum we can ensure that libraries are student-centered, function as learning resources, provide access to technology, foster collaborations, inspire excellence in teaching, and develop students' research skills and appreciation for reading.	Develop Gr 6-12 library curriculum	Time for the 2 librarians to meet.	Chair of Library Task Force	2017-2018	Curriculum Documents
	Develop K-5 library curriculum	Time for the 3 librarians to meet.		2018-2019	Curriculum Documents
	Implement, review, refine library curriculum	Adequate library funding (local budget)		2019-2020	Library Programs and Activities
If we improve the physical space of and adequately staff our libraries, library programming will improve and students will utilize the library more often and for deeper learning.	Renovate high school library	Between \$40,000 and \$50,000	Director of Facilities With HS Principal	2017-2018	Renovated space
	Hire elementary library media specialist	Approximately \$56,800	Superintendent & School Committee	2018-2019	New staff member

Strategic Initiative - Strengthen instruction that meets the needs of diverse learners

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If we utilize a co-teaching model for inclusion classrooms, students with IEPs will have access to the regular curriculum along with support necessary for success.	Each year, train (1) team of general and special educators in each building starting with ELA or Math	Funds for Trainers	Director of Special Education	2017-2020	Training Documents and evaluation
	Train (in-house) trainers to expand co-teaching model to science and social studies.	Funds for Subs Commitment from pairs of teachers at each school	Principals		
If we identify students who need academic support and provide that support in a timely manner, students	Develop a comprehensive and systematic process for providing academic interventions at the high school	Planning time	High School Principal Director of Student Services	2018-19	Intervention plan

will achieve greater success in all subjects.					
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Strategic Initiative - Improved grade reporting and assessment practices

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If we improve the grading practices of teachers, instruction will be standards-aligned, students will learn at deeper levels and communication about their learning will be clearer	Conduct book study with admin grades 6-12,	Funds for texts	Curriculum director and principals	2017-2018	Agendas
	with teacher leaders K-5,			2018-2019	Agendas
	with teacher leaders 6-12			2018-2019	Agendas
	Develop and adopt shared grading practices K-5,	PD Funds, Hourbacks, CPT		2018-2019	Grading Expectations Document
	grading practices 6-12,			2019-2020	Gradebook entries
Implement new grading practices K-5			2019-2020	Assessments and reporting documents	
Develop standards-aligned assessments and reporting documents K-5 (6-12)			2019-20		
If teachers use assessments to refine instruction and provide interventions, instruction will better meet the needs of students and student learning will increase	Use LASW and other data protocols to better utilize assessments for refining instruction and providing interventions K-12	Common planning time	Curriculum director and principals	2017-2018	PD materials and protocols Agendas
If school-wide learning expectations are assessed using common rubrics and are included in grade reports, their value will increase and students will be able to demonstrate achievement of these expectations.	Refine school wide rubrics for school wide expectations at LHS	Common planning time	High school principal	2017-18	Examples of rubric use
	Increase use of these rubrics				
	Include reporting on expectations through report cards.			2018-19	New grade reports

Strategic Objective: Development of Students' Social-Emotional Skills

Strategic Initiative: Implement PBIS, restorative practices, conflict resolution and mediation techniques, behavioral interventions and other means to appropriately teach good behaviors and to respond to poor behaviors.

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If we restore students' relationships when their behavior results in harm to others, rather than punish, students will reconnect with school achieving greater success.	Define and implement restorative practices for grades 4-12	PD Funds	Building Administrators	2018-2019	PD artifacts
	Train staff and students on effective conflict resolution and mediation techniques	PD Funds	Building Administrators	2019-2020	Mediation Agreements
If we build upon the work done through Engaging Schools for Middle School and deepen understanding of the strategies, behavior and student achievement will improve	Continue to develop consistent classroom strategies at Middle School	PD Funds	Building Administrators	2017-2018	PD artifacts Teacher Observation Data
If we build upon the work done for K-5 PBIS and develop tier 2 and 3 behavioral interventions, the learning climates will improve and students will achieve greater success in school.	Implement PBIS in classrooms at Primary and Memorial schools	Funds for collaboration with May Institute and stipends for for PBIS teams	Building Administrators	2017-2018	PD artifacts Behavioral logs
	Continue to develop tier 2 and 3 behavioral interventions			2018-2019	Intervention plans

Strategic Objective: Develop Family and Community Engagement

Strategic Initiative: Identify and integrate resources and services from the community to strengthen school programs, family practices, career exploration, and student learning and development.

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If students participate in a well-designed sequence of Career Development Educational (CDE) activities, students will develop skills, attitudes and beliefs about their future selves, ensuring a personalized approach to their learning process.	In grades 6-8, CDE (i.e. classroom speakers on career options, Career /Fairs and Career Inventories/ personality surveys) will be implemented	Stipend for School to Career Naviance annual costs	MS Principal MS Guidance Counselors	2018-2019	Activities agendas, interest inventories or personality surveys
	In HS, Naviance will be used to develop college and career plans and to create Individual Learning Plans (ILPs) that support CDE.		HS Principal HS Guidance Counselors	2017-18	Reports from Naviance
Provide more in-depth exposure to career options for students to enable students to develop better plans for their future and to increase civic engagement.	In grades 6-8, students will study career opportunities and increase community service learning	School-to-career stipend for MS	MS Principal MS Guidance Counselors	2019-20	Service learning hours log
	In grades 9-12, STOMP will include a review of local labor market information (Gr 9), job shadowing/coaching opportunities (Gr 10), interviews/ mock interviews in (Gr 11), and early college and dual enrollment (Gr 12).	STOMP stipends	HS Principal	2018-19	Agendas from opportunities Revised STOMP Curriculum
If learning experiences connect teaching and learning in the classroom	Improve HS internship program, adding MA Work-Based Learning Plans	School-to-career stipend	HS Principal	2018-2019	Partnership agreements

to the community, students will gain the experiences necessary to consider post-secondary options.		Time			Programming
If we understand the skills and talents parents can offer, we can provide a variety of opportunities for family volunteerism	Keep a list of volunteer needs for each school and develop process for matching volunteers with needs.	Identify staff member who can do this at each school.	Principals	2017-18	List
	Enlist a volunteer coordinator.	Funds for coordinator.	Superintendent and School Committee	2018-19	Job Description, Budget Document

Strategic Initiative: Help all families establish home environments to support children as students and provide information and ideas to families about how to help students academically and socially.

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If we teach parents the tools used in school to support children with homework, parents will be empowered to help students with homework	Train Parents to use Google Classroom, REMIND, Powerschool Create a Homework Help Desk (off our website.)	Website Development	Director of Technology and Innovation	2017-2018	Training Documents
If we educate parents about social media use and safety, they can better support their children's choices	Train Parents on legal issues regarding social media Educate parents on the social media sites used by students	Office of the DA Health and Wellness Fair Time	Director of Technology and Innovation	2017-2018	Training Documents
If we educate parents about drug and alcohol use, they can better support their child's choices and provide appropriate resources	Educate parents on signs of drug and alcohol use Educate parents on effective and open communication with their children	LPD, Time at Health and Wellness Fair SBIRT Implementation	Principals Health Teachers School Nurses/Guidance	2017-18	Flyers Advertising Event Training Documents

Strategic Objective: Improved Infrastructure and Resources

Strategic Initiative: Upgrade and repair school facilities to ensure compliance with health, safety, and access requirements, and provide an effective learning environment.

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If we utilize a facilities study to plan upgrades and replacement of all facilities, then we can ensure a quality learning environment for students.	Create a master facilities plan. Invest in short term and long term facility repairs	Capital costs from budget as well as from town capital committee	Superintendent Facilities Director with Facilities Committee and Superintendent	2017-2018	Written documents, including a master facilities plan. MSBA applications

Strategic Initiative: Ensure the effective and efficient allocation of financial resources and pursue other funding sources.

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
Supporting grant writing will increase resources to enable achievement of district goals as well as to nurture innovation by staff.	Provide training to staff on grant writing 1x/year Write at least one grant per school, per year, bringing in at least \$50,000 per year.	PD time (can also be after school)	Superintendent All members of Cabinet (accountable to Superintendent)	2017-20	PD Artifacts Grant Applications

Strategic Initiative: Improve technology access and use and better utilize technology for management, communicating with the public, improving student engagement, and supporting a 21st Century learning environment.

Theory of Action	Action	Resources	Who is Responsible	Timeframe	Evidence
If we increase use of Google classroom in grades 3-12, student engagement, parent	Increase classroom teachers use of Google Classroom to 100% by 2020.	Teacher training Prep time	Dir. of Technology Building Principals	75% by 2019	Report of Google Classroom use.

involvement and 21st century skills will increase.				100% by 2020	
By investing in district/town owned infrastructure, we can reduce our financial reliance on outside agencies and reduce costs.	Develop a fiber backbone between buildings.	Capital funding through town capital program	Dir. of Technology	2019-20	Updated networking infrastructure
If we expand the Digital Learning program (1:1) to the Middle School, students will have greater access to a rich 21st century curriculum.	Digital learning pilot program at the Middle School Implementation of 1:1 program at the middle school	Capital funding from local budget	Superintendent Dir. of CIA Dir. of Technology	2018	Technology Team meeting minutes 1:1 program
If we integrate technology into district curriculum, we will strengthen student learning and provide opportunities for students to develop skills that will benefit them in and out of school.	Develop a K-5 technology classes that addresses the MA Frameworks. Include the Digital Literacy and Computer Science frameworks in existing curriculum maps Increase digital content, reducing physical textbook purchases in grades 6-12.	Time Stipends for curriculum teams Textbook & digital resource funding	Director of Technology Principals Dir. of CIA Director of Technology Dir. of CIA Director of Technology Director of CIA	2018-2019 Ongoing (per curriculum review cycle)	Written plan that includes outcomes, sequence of instructional focus Updated CIA Maps Digital Learning programs at MS and HS.