

2016-2017 District Improvement Plan

Goal 1 – Improve Academic Performance for All Students				
<u>A. Supervision and Evaluation</u>	<u>Proposed Action Steps</u>	Completed	On-Going	No Action
<ul style="list-style-type: none"> Continue to implement the DESE’s supervision and evaluation system for professional staff members, including the new provisions included in the 2015-2018 teachers’ and administrators’ contract. 	<ul style="list-style-type: none"> Establish a joint labor management committee to review Unit A contract language in connection with the development of directed growth plans Continue to provide on-going professional support for all administrators and teachers in the implementation of the state’s educator evaluation system, with specific supports and programs for all those administrators and teachers new to the district Continue to provide training to new educators in all aspects of the DESE’s Supervision and Evaluation requirements 			
<ul style="list-style-type: none"> Collaborate with the Lexington Education Association leadership in designing staff, parent, and student surveys in keeping with the DESE’s Supervision and Evaluation expectations. 	<ul style="list-style-type: none"> Explore the implementation of parent and student surveys as part of the supervision and evaluation process 			

<u>B. Curriculum, Instruction, and Assessment</u>	<u>Proposed Action Steps</u>	Completed	On-Going	No Action
<ul style="list-style-type: none"> Examine ways educators can more effectively use homework as an instructional strategy (e.g., value, purpose, relevancy, feedback, appropriate level of engagement, and time). 	<ul style="list-style-type: none"> Establish a Homework Policy Task Force Recommend to the Superintendent a revised Homework policy by March 2017 for presentation to the LSC 			
<ul style="list-style-type: none"> Continue to conduct programmatic curriculum review cycles to ensure coherency of curriculum and vertical and horizontal alignment K-12 	<ul style="list-style-type: none"> Continue with Year 4 of Counseling program review Continue with Year 3 of the World Language program review Assure that the Lexington Public Schools is compliant with the newly revised Massachusetts Science and Technology/Engineering Curriculum Framework, specifically, in the area of Next Generation Science Standards (NGSS). <ul style="list-style-type: none"> ➤ Begin Year 1 of Science Curriculum review in Summer of 2016 to revise Science standards in keeping with Next Generation Science Standards (NGSS) ➤ Plan this curriculum review with the 3 district Science program leaders Plan for the implementation of Digital Literacy standards 			

<ul style="list-style-type: none"> Continue planning for the reinstatement of an Elementary World Language Program 	<ul style="list-style-type: none"> Fund a .25 FTE World Language Coordinator to continue to explore options for an elementary world language program. 			
<ul style="list-style-type: none"> Further design and refine targeted student interventions at all levels to ensure more consistent and coherent district-wide protocols for all tiers of RtI, both academic and pro-social. 	<ul style="list-style-type: none"> Design plan to share the 2 year results and findings of the Response to Intervention (RTI) district-wide committee at school sites, particularly the Glossary of Terms and the Resources compilation for grades preK-12 			
<ul style="list-style-type: none"> Begin to develop intervention supports for students who enter the Lexington Public Schools from other school districts. 	<ul style="list-style-type: none"> Creation of secondary pilot intervention/extension programs at both middle schools and the High School i.e. iBlock, ICE, & WIN 			
<ul style="list-style-type: none"> Deepen the systemic use of data-driven decision-making and research-based accountability measures in the selection and evaluation of programs and services in order to bring about the continuous improvement of student, school, and district outcomes. 	<ul style="list-style-type: none"> Continue the work of the Enrollment Advisory group Continue the on-going work of the Buffer Zone Policy committee Continue the work of Student Assignment Committee Establish a Central Registration system for student enrollment 			
<ul style="list-style-type: none"> Continue to discuss screening and interventions for students who exhibit basic reading disabilities, such as dyslexia. 	<ul style="list-style-type: none"> Establish a Task Force to study and develop a plan for pending new legislation on dyslexia 			
<ul style="list-style-type: none"> Plan for the assessment of the NECC partner program and ILP3 at the High School. Assessment will focus on student progress, building of staff capacity, and strategic planning for future growth 	<ul style="list-style-type: none"> Review of program in the fall and spring to assess efficacy and student progress Meet with stakeholders Review findings and share with school committee by the spring of 2017 			

C. Professional Learning	<u>Proposed Action Steps</u>	Completed	On-Going	No Action
<ul style="list-style-type: none"> Continue to provide high quality, research-based, job-embedded professional learning that expands the repertoire of assessment strategies, responsive instructional skills, and content knowledge to increase student academic and pro-social learning. 	<ul style="list-style-type: none"> Establish a Learning Walkthrough Task Force charged with the development of a process and protocol for the implementation of Learning Walkthroughs. This committee should include representative from the LEA and administration. Contract consultant to work with the AdCouncil and Joint Council in focusing on Adult Learning Theory and strategies that increase the effectiveness and success of providing feedback Contract consultant to provide training on the DESE Supervision and Evaluation model for all educators new to the district Continue to provide courses, seminars, and workshops for all LPS educators via the district course catalog, as well as internal and external opportunities for professional growth 			
<ul style="list-style-type: none"> Provide training to all employees who are impacted by new or changed School Committee policies. 	<ul style="list-style-type: none"> Develop a comprehensive staff policy manual 			

<ul style="list-style-type: none"> Develop a process and instrument to collect meaningful district-wide feedback from both internal and external stakeholders 	<ul style="list-style-type: none"> Establish a collaborative labor/management Task Force to develop a new climate survey designed to provide on-going feedback on teaching and learning Pilot the <i>Let's Talk</i> web-based application to collect feedback on multiple topics from various stakeholders 			
<ul style="list-style-type: none"> Develop a Leadership Induction Program for new and aspiring administrators 	<ul style="list-style-type: none"> Assistant Superintendents for Human Resources and Curriculum & Instruction will collaboratively develop an induction plan for new and aspiring administrators 			
<p>D. <u>Technology</u></p>	<p><u>Proposed Action Steps</u></p>	<p>Completed</p>	<p>On-Going</p>	<p>No Action</p>
<ul style="list-style-type: none"> Develop and implement additional strategies to address current educational and operational needs for mobile learning, collaboration, socially interactive instructional opportunities, and digitally-rich learning environments. 	<ul style="list-style-type: none"> Monitor and assess the newly developed Substitute Services pilot at Lexington High School 			
<ul style="list-style-type: none"> Build the capacity of the school district to use technology for student assessments and the means for educators to utilize and analyze this information. 	<ul style="list-style-type: none"> Implement computer-based MCAS testing for grades 4 and 8 in spring of 2017 Investigate MSBA IT Infrastructure loan program which funds the upgrade of school technology infrastructure improvements and apply for loans if appropriate 			
<ul style="list-style-type: none"> Develop a three year Technology Plan for the school district which includes a vision statement and appropriate action steps in the areas of curriculum, digital citizenship, technology infrastructure and hardware, personnel, data culture, and communications. 	<ul style="list-style-type: none"> Establish a Technology Plan Task Force Establish an email communication Task Force 			
<ul style="list-style-type: none"> Work with town officials to develop improved vehicles for communications and collaboration between the school district and town on technology operations that are common to both domains. 	<ul style="list-style-type: none"> Develop a shared technology goal between the Town and School and conduct joint meeting with the Board of Selectman and School Committee to discuss 			

Goal 2 – Improve Social and Emotional Program Supports for All Students				
	<u>Proposed Action Steps</u>	Completed	On-Going	No Action
<ul style="list-style-type: none"> Continue to provide increased supports for all students’ emotional and behavioral needs in an effort to decrease unhealthy student stress and promote greater resilience. 	<ul style="list-style-type: none"> Through work with the Lexington Community Coalition, strengthen collaboration among schools, town government, and community organizations to improve coordination of programs, continuity of support services, and ongoing community education and discussion In collaboration with the Lexington Community Coalition, continue to address matters of social/emotional concerns, particularly in the domain of reducing stress, substance abuse, and suicide ideation Read the book “<i>Beyond Measure</i>” and develop a schedule for discussions and viewing of the accompanying video at Coalition meeting and with school leadership teams Establish and implement intervention blocks at high school Monitor and assess implementation of current intervention blocks at middle schools Explore the possibility of a later start time at high school and its operational impact upon budget and culture for the 2018-19 academic year Review recommendations made in the Executive Summary and accompanying report (Recommendations for Reducing Stress, Building Resiliency and Improving Services for our Youth) submitted by the AdHoc Committee for Youth at Risk Establish a Homework Task Force charged with the review and revision of Lexington’s current policy; new policy to be in place for implementation effective September 2017 			

Goal 3 – Improve Safety for All Students and Staff				
	<u>Proposed Action Steps</u>	Completed	On-Going	No Action
<ul style="list-style-type: none"> Continue to improve the security of buildings through physical infrastructure changes and by updating procedures. 	<ul style="list-style-type: none"> Review school building security procedures Complete study of LHS building security 			
<ul style="list-style-type: none"> Implement further steps in all school buildings to increase safety if there is a potentially dangerous intruder or major hazardous event. 	<ul style="list-style-type: none"> Continue ALICE training Continue to refine school evacuation drills to improve efficiencies 			
<ul style="list-style-type: none"> Implement the School Traffic and Mitigation Policy and continue district-wide traffic design and infrastructure improvements. 	<ul style="list-style-type: none"> Conduct traffic study and analysis of LHS site to inform potential improvements and construction plans/documents Implement school zone safety signage at Harrington Elementary School Implement the use of “bus captains” on K-5 buses 			

Goal 4 – Refine and Implement the Second Phase of the District’s Facilities Master Plan				
	<u>Proposed Action Steps</u>	Completed	On-Going	No Action
<ul style="list-style-type: none"> Continue work with DiNisco Design, educators, School Committee, Town Boards, and residents to identify cost-effective options that will address preK through grade 12 space and educational needs. 	<ul style="list-style-type: none"> Provide preferred options for the location of Lexington Children’s Place in preparation for March 2017 Town Meeting Identify the location of Lexington Children’s Place the additional elementary school capacity with each option 			
<ul style="list-style-type: none"> Work with the DiNisco Design, the Permanent Building Committee and the Department of Public Facilities to implement the second phase of the construction plan. 	<ul style="list-style-type: none"> Implement construction projects at Clarke and Diamond Schools Implement modular classrooms at Bowman, Bridge, and Fiske Schools Complete renovation of Old Harrington for expansion of Lexington Children’s Place 			
<ul style="list-style-type: none"> Partner with MSBA, contract with an Owner’s Project Manager and Designer, and develop a Project Scope and Budget Agreement for appropriation at a Special Town Meeting in 2017 for the construction of a new Maria Hastings School 	<ul style="list-style-type: none"> Contract Owners Project Manager Contract Designer Complete MSBA process including educational program, preferred schematic, and project scope and budget agreement for the Hastings School Project 			
<ul style="list-style-type: none"> Continue the work to update enrollment forecasts. 	<ul style="list-style-type: none"> Work with newly established Enrollment Advisory Group to refine methodologies that will enhance and improve enrollment forecasts Continue collaborative work with outside consultants in moving this effort forward 			
<ul style="list-style-type: none"> Continue to study phase 2 redistricting options and administrative alternatives that may be needed to address short- and long-term space needs. 	<ul style="list-style-type: none"> Continue the work of the Student Assignment Committee, expanding its membership in order to provide broader representation Continue working with consultant on identifying buffer zone/s in conjunction with the approved school committee buffer zone policy 			
<ul style="list-style-type: none"> Develop buffer zone policy Research possible implementation of a central registration system. 	<ul style="list-style-type: none"> Assemble school committee’s policy sub-committee and staff members from the administration to develop draft policy language on Buffer Zones for review by the Superintendent and Administrative Leadership team Conduct public forums to gather feedback on said policy so that language can be recommended to the School Committee for approval and implementation Develop a plan for centralizing the registration process for preK-12 Determine a location for central registration office 			

DRAFT May 23, 2016
REVISED June 17, 2016
REVISED July 19, 2016
REVISED JULY 27, 2016
APPROVED by the School Committee September 6, 2016