



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

District Improvement Plan 2013-2014

PHASE I: Instructional Core

Strategic Goal	Actions/Timelines for Phase I	Benchmarks/Products	Personnel Responsible
All Curriculum, Instruction and Assessment Initiatives. Develop a steering committee to guide Instructional Core Improvement Initiatives.	<ol style="list-style-type: none"> 1. Create an Instructional Core Leadership Team (ICLT) by September 2013. 2. Develop a purpose and operational statement for the group by July 2013. 	<ol style="list-style-type: none"> 1. List of staff members identified for inclusion on the ICLT 2. Statement of Purpose Document and Operational Plan for ICLT 	Asst. Supt for Learning Members of LC 6-12 Curriculum Leaders Math and ELA Curriculum Specialists Curriculum Coaches Special Educators
<u>Curriculum</u> To develop a process for regular review and updating of curriculum documents, and unit and lesson plans based on student assessment data.	<ol style="list-style-type: none"> 1. Develop and communicate a structure and process for curriculum review by April 2014. 2. Determine the best option for storing and communicating curriculum documents by November 2013. 	<ol style="list-style-type: none"> 1a. District curriculum philosophy statement. 1b. District curriculum review process document. 2. Recommendation will be made in time for FY15 Budget Process. 	ICLT

<p>To complete the documentation of the curriculum with PK-12 and horizontal articulation, clearly identified, standards-based mastery objectives aligned with the Common Core and a focus on knowledge, skills and abilities students will need to be successful in the 21st Century.</p>	<p><u>Mathematics-Elementary</u></p> <ol style="list-style-type: none"> 1. Complete the K-5 Instructional Elements by January of 2014. 2. Select appropriate materials to implement K-5 Math Curriculum by January of 2014. <p><u>Mathematics 6-12</u></p> <ol style="list-style-type: none"> 1. Complete 6-12 Instructional Elements by January of 2014. 2. Complete review of instructional materials by January 2014. <p><u>ELA Elementary</u></p> <ol style="list-style-type: none"> 1. Write a Draft K-5 ELA Curriculum Document by Complete the Common Core integration and mapping of the ELA Curriculum. 2. Undertake a comprehensive review of HWRHS Course Offerings and Graduation Requirements. 	<p><u>Mathematics-Elementary</u></p> <ol style="list-style-type: none"> 1. Pacing Guide, Instructional Units of Study Documents, Benchmarks and Common Assessments. 2. Core materials list will be completed by 9/2013. Supplemental list will be completed by 1/2014. <p><u>Mathematics 6-12</u></p> <ol style="list-style-type: none"> 1. Pathways Document, Core Standards by Grade/Course Document, Pacing Guides, Units of Study, and Common Assessments by January 2014 2. Rationale statement for changes in materials will be included in FY15 6-12 Mathematics Budget. 	<p>ICLT</p>
---	---	---	-------------

<p><u>Instruction</u></p> <p>To develop a system that allows teachers to use the results of student assessment data to tailor their instruction to the needs of their learners.</p>	<ol style="list-style-type: none"> 1. Train a core group of staff in the practices of using assessment data to inform instructional practice using the “Using Data Process of Collaborative Inquiry” Model. 2. Core group will review current state of data use in our schools and plan initiatives for “Phase II” implementation, including collaboration with neighboring districts and organizations. 	<ol style="list-style-type: none"> 1. Six days of training will be completed by November 2013. 2. Plans will be completed and ready for implementation by September 2014. 	<p>ICLT</p>
<p>To develop a common model of standards-based instruction for the District that incorporates current research regarding student learning and the results of student assessment data.</p>	<ol style="list-style-type: none"> 1. Undertake a review of best practice instructional methods. 2. Create and communicate an agreed-upon collection of best instructional practices <p>(Phase II) Establish opportunities for the sharing of instructional expertise.</p>	<ol style="list-style-type: none"> 1. Leadership team will use regular meeting time to review current research regarding best practices and will discuss observations of current practice. 2. Practices will be reflected in revised DCAP Document. Document will be completed by May 2014. 	<ol style="list-style-type: none"> 1. Leadership Team 2. ICLT

<p><u>Safety Nets</u></p> <p>To develop a District Curriculum Accommodation Plan that clearly articulates the research-based instructional practices that will be implemented to assist all learners throughout the District.</p>	<ol style="list-style-type: none"> 1. Review and revise current DCAP Document. 2. Plan and deliver a series of informational meetings with faculty and community regarding the contents and purpose of the document. 	<p>See #2 Above .</p>	<p>ICLT</p>
<p>To review the student pre-referral process and to develop a tiered system of supports to address the needs of at-risk learners and students with identified special needs.</p>	<ol style="list-style-type: none"> 1. Review June 2011 Walker Partnerships Audit of IST process and document any changes. 	<ol style="list-style-type: none"> 1. Review will be completed by February 2014. Changes will be incorporated into the revised DCAP document. 	<p>Leadership Team, Building ISTs, ICLT</p>
<p><u>Assessment</u></p> <p>To create a rigorous and relevant student assessment system, including formative and summative assessments, standardized and district-determined measures that will give teachers, parents and students meaningful feedback regarding the progress of individual students and the entire district in meeting the standards of the curriculum.</p>	<ol style="list-style-type: none"> 1. Identify a team of administrators, teachers and specialists to focus and plan the district's work on DDMs. 2. Assess educators' understanding of the basics of how the MCAS Student Growth Percentile is derived and how it can be used to understand student growth and progress; develop a plan for ensuring educator understanding. 3. Complete an inventory of existing assessments used in the district's schools and assess where there are 	<ol style="list-style-type: none"> 1. Team will be members of the ICLT. 2. Wednesday Early Release Schedule will devote one Wednesday per month to the topic of assessment. 3.-6. Plan will be completed and submitted to the DESE by February 2014. 	<p>ICLT</p>

	<p>strengths to build on and gaps to fill.</p> <ol style="list-style-type: none"> 4. Discuss with the district's educational collaborative or other district partner, its interest and capacity to assist member districts in the work of identifying and evaluating assessments that may serve as DDMs. 5. Plan a process for piloting DDMs where potential measures have been identified. 6. Plan a process for researching and/or developing measures where no existing measures are deemed appropriate. 7. Create (or augment) the district's communication plan to ensure that educators, school board members, and other stakeholders understand the role that DDMs will play in the new evaluation framework as well as a timetable for implementation. 		
--	--	--	--

PHASE I: Human Resource Development

Strategic Goal	Actions/Timelines for Phase I	Benchmarks	Personnel Responsible
<p><u>Faculty</u></p> <p>To establish an annual robust professional development program based on the creation of professional learning teams, who through the analysis of student assessment data, define and solve problems of instructional practice.</p>	<ol style="list-style-type: none"> 1. Develop a PD schedule for 2013-2014 that organizes Wednesday PD Time to provide teachers with time to accomplish stated Phase I Actions/Timelines in the Instructional Core Goal Area 	<ol style="list-style-type: none"> 1. Schedule will be developed in time for distribution in August of 2013. 	<p>Superintendent Assistant Superintendent Leadership Council</p>
<p><u>Evaluation system</u></p> <p>To fully integrate the new Educator Evaluation System as a means for educators to document successes in the use of data to improve student learning.</p>	<ol style="list-style-type: none"> 1. Evaluation Task Force will determine milestone dates in evaluation system and appropriate forms for documenting evaluation. 2. Complete Negotiations of contract language for new evaluation system by 6/13. 3. Develop and distribute an Evaluation Manual/Guidebook that reflects the agreed-upon teacher evaluation system. 4. Develop and implement training sessions for faculty on new evaluation system. 5. Continue regular meetings of Evaluation Task Force to foster communication regarding the progress of implementation of new evaluation system. 	<ol style="list-style-type: none"> 1. Evaluation Task Force will finalize dates and forms by 6/1/13. 2. Contract language will be ratified by HWREA and approved by HWRSC by June 2013. 3. Guidebook will be completed by November 1, 2013. 4. Training sessions will be presented to faculty during August orientation and Wednesday release time in September of 2013. 5. Task force will report progress on implementation in January and June of 2014 to SC and Faculty. 	<p>Superintendent Assistant Superintendent for Learning Director of Human Resources HWREA Leadership</p>

<p><u>Administration</u></p> <p>To provide leadership team meetings and retreats that support the work of the district and develop the leadership capacity of the team to guide a school improvement program rooted in the use of data to guide decisions.</p>	<ol style="list-style-type: none"> 1. Revise meeting agenda to reflect the four standards of educator competency. 2. Dedicate meeting time to refining Leadership Team’s understanding of effective instructional practice. 3. Dedicate meeting time to monitoring the progress of District Improvement initiatives. 	<ol style="list-style-type: none"> 1. Meeting agendas will reflect standards for educator competency 2. Leadership Team agendas will contain agenda items on Walk-Throughs, Effective Instructional Practice and Using Data to Improve Student Learning. 3. Leadership Team Agendas will contain items relating to improvement initiatives. 	<p>District Leadership Team</p>
--	---	--	---------------------------------

PHASE I: Organizational Development

Strategic Planning

Strategic Initiative	Actions/Timelines for Phase I	Benchmarks	Personnel Responsible
<p>To complete the preparation of a Strategic Plan including, the development of processes for the accomplishment of the goals laid out in the plan, and the review and the revision of this Plan.</p>	<ol style="list-style-type: none"> 1. Review Draft of Strategic Plan and Revised Mission and Expectations with School Committee. 2. Review Drafts with School-based stakeholder groups. 3. Communicate completed Strategic Plan and Mission and Expectations Documents to larger community. 4. Ensure School Improvement Plans and Teacher Improvement Goals will reflect the priorities established in the Strategic Plan. 5. Review and report progress on achieving objectives identified in Strategic Plan. 	<ol style="list-style-type: none"> 1. Review with SC in May of 2013 2. Meet with School Advisory Councils and Friends Groups in May 2013. 3. New Strategic Plan will be basis for “Opening Meeting” with Faculty in August and will be communicated to school communities. 4. School Improvement Plans and Teacher SMART Goals presented in September/October of 2013 will reflect the initiatives of the Strategic Plan. 5. Reports on progress will be given to School Committee and communicated to stakeholders in January and June of 2014. 	<p>Superintendent Leadership Team</p>

<p>To develop a comprehensive Technology Plan that improves the efficiency of district systems and procedures in the collection, organization, and dissemination of data.</p>	<ol style="list-style-type: none"> 1. Make decisions regarding use of curriculum documentation software package by November 2013 2. Make decision regarding the use of My Learning Plan Software by November of 2013 3. Make decision regarding software to support Teacher Evaluation System by November 2013 4. Complete a written District Technology Plan 	<ol style="list-style-type: none"> 1.-3. District will have identified appropriate software systems. 4. Director of Technology will complete the District Technology Plan. 	<p>Director of Technology, Assistant Superintendent for Learning</p>
<p>To develop comprehensive long and short range plans for school facilities and a preventative maintenance plan to ensure these assets will continue to support high-quality instruction.</p>	<ol style="list-style-type: none"> 1. Complete long range Master Plan with SMMA. 2. Develop facilities maintenance manual for HWRSD 3. Complete review of options for combined Department of Public Facilities and Infrastructure 	<ol style="list-style-type: none"> 1. Master Plan Document will be presented to SC in January 2014. 2. Maintenance manual/schedule will be complete in time for inclusion in FY15 Budget Discussions. 3. Collins Center recommendations will be presented to community in fall 2013. 	<ol style="list-style-type: none"> 1. Master Plan Steering Committee 2. Director of Facilities 3. Superintendent, SC, Facilities Sub-Committee

Structures to Support the Instructional Core

<p>To complete the School Committee Policy Manual and develop the related administrative procedures and a process for the ongoing review and updating of these Policies and procedures to ensure decisions in the District are focused on improving student learning.</p>	<ol style="list-style-type: none"> 1. Complete a comprehensive policy manual for the District. 2. Disseminate the manual to stakeholders. 3. Guide the leadership team through the development of written procedures for the implementation of policies. 	<ol style="list-style-type: none"> 1. Policy Sub-committee will complete a policy manual by April 2014. 2. Hard copies of revised manual will be distributed to all District and School-level administrators. Existence of revised policy manual will be communicated through ConnectEd and will be posted on District Website. 3. Subcommittee of Leadership Team will be created and charged with writing procedures for relevant SC policy statements. 	<p>SC Policy Sub-Committee</p>
<p>To review and refine the staffing patterns and organizational structures in the District in order to maximize their impact on student learning.</p>	<ol style="list-style-type: none"> 1. Complete a comprehensive review of staffing patterns at all school buildings, in Central Office and of support positions. 2. Develop a list of recommended changes for the FY15 Budget. 	<ol style="list-style-type: none"> 1. Review will be complete by November 1. 2. Changes will be reflected in Superintendent's Recommended FY15 Budget 	<p>Superintendent, District Leadership Team</p>
<p>To develop an annual budget process that articulates the priorities of the District and</p>	<ol style="list-style-type: none"> 1. Revise Budget Process Calendar to accurately reflect District and stakeholder 	<ol style="list-style-type: none"> 1. Budget Process Calendar will be revised by 9.15.13. 	<p>Superintendent, District Leadership Team</p>

<p>communicates these priorities to all members of the school communities.</p>	<p>needs. 2. Integrate long and short term planning needs into budget requests.</p>	<p>2. Planning processes will be reflected in Superintendent's Recommended FY15 Budget</p>	
--	---	--	--