

## 2017-2018 District Improvement Plan

<b>Goal 1 – Improve Academic Performance for All Students</b>				
<b>A. <u>Supervision and Evaluation</u></b>	<b><u>Proposed Action Steps</u></b>	C o m p l e t e d	O n - G o i n g	N o  A c t i o n
<ul style="list-style-type: none"> <li>● 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.</li> <li>● All Lexington Public School employees will be evaluated.</li> </ul>	<ul style="list-style-type: none"> <li>● Develop and implement an evaluation instrument for all non-union and non-certified staff.</li> <li>● Incorporate all evaluations into Baseline Edge electronic system.</li> <li>● Continue to provide 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</li> <li>● Continue to provide training to new educators in all aspects of the DESE’s Supervision and Evaluation requirements.</li> <li>● Establish committees to begin negotiations for all six bargaining units.</li> </ul>			
<ul style="list-style-type: none"> <li>● Collaborate with the Lexington Education Association leadership in designing staff, parent, and student surveys in keeping with the DESE’s Supervision and Evaluation expectations.</li> </ul>	<ul style="list-style-type: none"> <li>● Explore the development of parent and student surveys as part of the supervision and evaluation process</li> </ul>			

<b>B. <u>Curriculum, Instruction, and Assessment</u></b>	<b><u>Proposed Action Steps</u></b>	C o m p l e t e d	O n - G o i n g	N o  A c t i o n
<ul style="list-style-type: none"> <li>● Examine ways educators can more effectively use homework as an instructional strategy (e.g., value, purpose, relevancy, feedback,</li> </ul>	<ul style="list-style-type: none"> <li>● Implement and monitor the new Homework Policy and Implementation Guidelines including summer homework.</li> </ul>			

appropriate level of engagement, and time).	<ul style="list-style-type: none"> <li>● Ongoing discussion and reflections on values and practices of homework among faculty in PLC's, teams and collaborative time</li> <li>● Collect ongoing feedback from staff, parents, students, and administration on the new Homework Policy and Implementation Guidelines.</li> </ul>			
<ul style="list-style-type: none"> <li>● Continue to conduct programmatic curriculum review cycles to ensure coherency of curriculum and vertical and horizontal alignment K-12</li> </ul>	<ul style="list-style-type: none"> <li>● Partner during curriculum review to identify opportunities for incorporating digital literacy and computer science standards.</li> <li>● Examine and assess LHS science course offerings, subject matter sequencing, course levels, and electives.</li> <li>● 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"> <li>● Begin Year 2 of Science Curriculum review in Summer of 2017 to revise Science standards in keeping with Next Generation Science Standards (NGSS)</li> <li>● Plan this curriculum review with the 3 district Science program leaders</li> </ul> </li> <li>● Begin NEASC Accreditation Process - Self Reflection by June 2018</li> </ul>			
<ul style="list-style-type: none"> <li>● Continue planning for the reinstatement of an Elementary World Language Program</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to explore options for an elementary world language program.</li> </ul>			
<ul style="list-style-type: none"> <li>● Continue intervention supports for students who enter the Lexington Public Schools from other school districts.</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to implement intervention programs at all levels (i.e. iBlock, ICE, &amp; WIN)</li> </ul>			
<ul style="list-style-type: none"> <li>● 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.</li> </ul>	<ul style="list-style-type: none"> <li>● Continue the work of the Enrollment Advisory group</li> <li>● Implement and monitor PreK-12 Central Registration.</li> <li>● Implement flexible assignment based upon capacity at schools.</li> <li>● Continue to support data driven progress monitoring in all special education programs.</li> </ul>			
<ul style="list-style-type: none"> <li>● Continue to discuss screening and interventions for students who exhibit basic reading disabilities, such as dyslexia.</li> </ul>	<ul style="list-style-type: none"> <li>● Develop training and implementation for staff in preparation for Dyslexia screening in May 2018 for all incoming Kindergarten.</li> </ul>			

<b>C. Professional Learning</b>	<b><u>Proposed Action Steps</u></b>	<b>C o m p l e t e d</b>	<b>O n - G o i n g</b>	<b>N o A c t i o n</b>
<ul style="list-style-type: none"> <li>● 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</li> </ul>	<ul style="list-style-type: none"> <li>● Develop staff knowledge of computational thinking and computer science.</li> <li>● Participate in an Hour of Code in December.</li> <li>● Provide training for Instructional Technology Specialists (ITS) staff to support teachers</li> </ul>			

<p>increase student academic and prosocial learning.</p>	<p>in the classroom.</p> <ul style="list-style-type: none"> <li>● Continue to work with the Ad Council and Joint Council on Adult Learning Theory and strategies that increase the effectiveness and success of providing feedback.</li> <li>● Contract consultant to provide training on the DESE Supervision and Evaluation model for all educators new to the district.</li> <li>● 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.</li> <li>● District leaders and staff will partner with Harvard in the RIDES (Reimagining Integration: Diverse and Equitable Schools) training program.</li> </ul>			
<ul style="list-style-type: none"> <li>● Begin to implement the tenets of Project Based Learning.</li> </ul>	<ul style="list-style-type: none"> <li>● Staff will participate in PBL 101.</li> <li>● District will explore advanced training for identified leaders of PBL.</li> <li>● Staff will participate in Project Slice as part of our work with PBL.</li> <li>● Staff and Administration will participate in ongoing PBL training with BIE (Buck Institute for Education)</li> <li>● Define what success looks like now and in the future for ALL Lexington students.</li> </ul>			
<ul style="list-style-type: none"> <li>● Ensure that all staff are knowledgeable on mandatory topics.</li> </ul>	<ul style="list-style-type: none"> <li>● Revise and update content and process for mandatory training for all LPS employees.</li> <li>● All LPS employees will participate in a one hour electronic mandatory training on topics required by all employees.</li> </ul>			
<ul style="list-style-type: none"> <li>● A review of school committee policies (International Field trips, Graduation requirements, Social Media, Acceptable Use, Finance)</li> </ul>	<ul style="list-style-type: none"> <li>● Provide a copy of revised school committee policies to staff and ensure that policies are adhered to by staff.</li> <li>● Conduct public hearings for students, staff and parents on School Committee Policies.</li> </ul>			
<ul style="list-style-type: none"> <li>● Develop a process and instrument to collect meaningful district-wide feedback from both internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to gather feedback from Lexington Listens.</li> <li>● Implement new agreed upon Climate Survey and monitor feedback.</li> <li>● Collect feedback from students, parents, staff and administration on later school start times and other potential policy changes.</li> <li>● Collaborate with the LEA leadership to collect meaningful school and district culture feedback.</li> </ul>			
<ul style="list-style-type: none"> <li>● Develop a Leadership Induction Program for new and aspiring administrators</li> </ul>	<ul style="list-style-type: none"> <li>● Assign mentors for all new administrators.</li> <li>● Develop and implement a leadership training for all new administrators on topics such as budget, special education, technology, culture, etc)</li> </ul>			
<p><b><u>D. Technology</u></b></p>	<p align="center"><b><u>Proposed Action Steps</u></b></p>	<p>C o m p l e</p>	<p>O n - G o i</p>	<p>N o A c t i o</p>

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<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion and support of G Suite as a foundational tool for collaboration and communication.</li> <li>Differentiated training for all staff in the use of G Suite.</li> <li>Increase student access to mobile devices to ensure equity across the district.</li> </ul>			
<ul style="list-style-type: none"> <li>Build the capacity of the school district to use technology for student assessments and the means for educators to utilize and analyze this information.</li> </ul>	<ul style="list-style-type: none"> <li>Assess wireless infrastructure across all buildings to ensure adequate connectivity to support teaching, learning and assessment</li> <li>Implement computer based MCAS testing for grades 4, 5, 7, and in the spring of 2018.</li> </ul>			
<ul style="list-style-type: none"> <li>Develop a comprehensive PreK-12 Technology Needs Assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with state, local, and national technology directors to investigate effective instruments for assessment.</li> <li>Identify an instrument to assess technology needs of the district.</li> <li>Implement a PreK-12 needs assessment and review findings and make recommendations to inform the development of a 3-year Technology Plan.</li> </ul>			

Goal 2 – Improve Social and Emotional Program Supports for All Students				
	<u>Proposed Action Steps</u>	C o m p l e t e d	O n - G o i n g	N o A c t i o n
<ul style="list-style-type: none"> <li>Continue to provide increased supports for all students’ emotional and behavioral needs in an effort to decrease unhealthy student stress and promote greater resilience.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>Read the book “<i>How to Raise an Adult</i>” and develop a schedule for discussions and viewing of the accompanying video during Community Coalition meetings.</li> <li>Continue to implement intervention blocks throughout the district.</li> <li>Explore the possibility of a change in later start times at all levels and its operational impact upon the budget and the culture.</li> <li>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</li> <li>Investigate the feasibility of the addition of health education at elementary school level.</li> </ul>			
<ul style="list-style-type: none"> <li>Promote a culture of inclusion and acceptance of all students and adults, and foster a school environment that embraces and celebrates its diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with the town to develop protocols for reporting hate crimes and hate language.</li> <li>Work with the Anti-Defamation League to provide anti-bias training for staff and administrators.</li> <li>Collaborate with the town to develop a Diversity Advisory Task Force that will address the 2020 recommendations.</li> <li>Collaborate with the Town to identify needs and services for mental health, suicide prevention, crisis response, and referral.</li> </ul>			

Goal 3 – Improve Safety for All Students and Staff			
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	<u>Proposed Action Steps</u>	C o m p l e t e d	O n - G o i n g	N o A c t i o n
<ul style="list-style-type: none"> <li>Continue to improve the security of buildings through physical infrastructure changes and by updating procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Review building security procedures and protocols with all staff.</li> <li>Report on the findings of the LHS building security assessment.</li> </ul>			
<ul style="list-style-type: none"> <li>Implement further steps in all school buildings to increase safety if there is a potentially dangerous intruder or major hazardous event.</li> </ul>	<ul style="list-style-type: none"> <li>Continue ALICE training</li> <li>Continue to refine school evacuation drills to improve efficiencies</li> </ul>			
<ul style="list-style-type: none"> <li>Implement the School Traffic and Mitigation Policy and continue district-wide traffic design and infrastructure improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct traffic study and analysis of LHS site to inform potential improvements and construction plans/documents</li> <li>Implement new traffic and signage plans at Clarke and Diamond.</li> </ul>			

<b>Goal 4 – Refine and Implement the Second Phase of the District’s Facilities Master Plan</b>				
	<u>Proposed Action Steps</u>	C o m p l e t e d	O n - G o i n g	N o A c t i o n
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Examine current and future elementary and middle school capacity needs and identify options for future expansion, if needed.</li> <li>Continue to explore space capacity at LHS.</li> <li>Work with TBA Architects to conduct space mining for science classrooms in preparation for large middle school classes arriving in 2019-2020.</li> <li>Develop a “<i>Visioning Committee</i>” inclusive of all stakeholders for a new high school and an SOI to be submitted to MSBA.</li> <li>Prepare for fall STM and debt exclusion vote for design funds for Lexington Children’s Place.</li> <li>Prepare for fall STM and debt exclusion vote for construction funds for a new Maria Hastings Elementary School.</li> </ul>			

<ul style="list-style-type: none"> <li>• Work with the DiNisco Design, the Permanent Building Committee and the Department of Public Facilities to implement the second phase of the construction plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Phase II construction project at Diamond.</li> <li>• Continue exploring the possibility of a 3rd lane on the Hancock Street side of Diamond.</li> </ul>			
<ul style="list-style-type: none"> <li>• Continue the work to update enrollment forecasts.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue work with Enrollment Advisory Group to refine methodologies that will enhance and improve enrollment forecasts</li> <li>• Continue to monitor Central Registration for improvements in student placement and communication with principals and transportation.</li> </ul>			

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