

Weymouth Accelerated Improvement Plan

2016-2021



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Summary of key challenges

After careful analysis of student MCAS and PARCC achievement data, Student Growth Percentile data, Composite Performance Index data (CPI), and problems identified by the Superintendent and members of the Administrative Leadership team and community stakeholders, the following key challenges were identified that need to be addressed in our district's improvement plan:

1. Students growth and performance on 2015 state testing in grade 3-8 in Mathematics, grade 10 Mathematics and grade 5, 8 and 10 Science are below state averages in the district aggregate (state averages not provided for 2016 testing sessions.)
2. Lack of sufficient professional development and curricula opportunities for students and staff addressing the social and emotional needs
3. Opportunities and supports for collaborative professional learning focused on instructional improvement are varied
4. A clear and consistent definition of rigorous teaching needs to be more widely communicated and incorporated into practice via research based pedagogical practices related to academic discourse and inclusive practices
5. PreK-12 curriculum needs to have stronger vertical alignment to support transitions from grade to grade and most importantly, school to school
6. Use of data and a process of inquiry to measure progress, target interventions and adjust instructional practice is inconsistent
7. Inconsistent engagement of parents/guardians and community support of students and school communities

Upon review of the key issues impacting student performance, we have identified three strategic levers to ensure that all of our students reach their full potential. These strategic levers provide a clear and targeted focus on high quality teaching and learning, teacher development through embedded professional learning, student support through targeted interventions, related to data, accountability, and thoughtful engagement of families and the community.

Theory of Action that will drive the development of the Accelerated Improvement Plan.

If the district increases collaborative problem solving among all educators; uses data as part of an aligned system of curriculum, accountability and inquiry; and engages parents/guardians and community members as partners, ***then*** we will elevate instructional practice across all schools, better personalize instruction and supports for students; and produce students that meet high standards and are prepared to succeed in college and career.

Specific, measurable, final outcomes the district aims to achieve by implementing the Plan.

Each Weymouth Public School will achieve moderate to high growth, on state assessments, in both ELA and Mathematics by fall 2021

By fall 2021 the Weymouth Public Schools 4-year graduation rate for all students will exceed 90%

Each Weymouth Public School will be a Level 1 or Level 2 School

Weymouth Public School will be a Level 1 or Level 2 District

Weymouth students persist in post-secondary education at a rate that exceeds state average of 87.8 %. This data is based on 2014 data due to the need for graduates to be in a second year of post high school learning opportunities. Weymouth is currently persisting at 86.9%.

Strategic Levers and Initiatives upon which the Plan will focus.

Strategic Lever 1: PROFESSIONAL LEARNING FOCUSED ON THE INSTRUCTIONAL CORE: Provide professional learning and opportunities for collaboration that improve educator practice by focusing on the instructional core.

Initiative 1: Focus on the improvement of teaching and learning through the provision of professional development for educators on highly effective research-based instructional strategies, through the development of a district-wide definition for rigorous practice, and through ensuring consistent classroom implementation to improve outcomes for all students.

Initiative 2: Provide support for student success through the planning and implementation of a Social-Emotional Learning Program and other support strategies.

Strategic Lever 2: EFFECTIVE USE OF DATA: Implement aligned system of curriculum, accountability and inquiry that uses multiple sources of data.

Initiative 1: Ensure a rigorous curriculum PreK-12 and provide clear and consistent student learning expectations at every grade level and department.

Initiative 2: Enhance evaluation and data systems that provide continual information for the improvement of student learning.

Strategic Lever 3: PARENT AND COMMUNITY ENGAGEMENT: Engage and partner with parents/guardians and community members in supporting excellence in academic skills, knowledge and mindsets.

Initiative 1: Develop college and career readiness beginning at early grades with higher education, business and community partners.

Initiative 2: Enhance family and community engagement strategies that support district priorities and student physical, social, and emotional wellbeing.

Assessment Plan: Progress will be assessed biannually in January and June of each year. This AIP is coordinated with individual School Improvement Plans (SIP) and will follow the following review process schedule:

Draft SIP Plan Date: Four year plan cycle	Final SIP Plan Date: Share at School Committee	Mid-Year Check In: Shared at Academic Leadership	End of Year Check In: Shared via written communication to Superintendent	AIP: Five year plan cycle
8/2017	10/2017	1/2018	6/2018	Share AIP January 2017 on School Committee Blog and WPS website
8/2018	10/2018	1/2019	6/2019	
8/2019	10/2019	1/2020	6/2020	
8/2020	10/2020	1/2021	6/2021	

Initiative Strategic Benchmarks and Activities

A. District Strategic Lever 1: PROFESSIONAL LEARNING FOCUSED ON THE INSTRUCTIONAL CORE: Provide professional learning and opportunities for collaboration that improve educator practice by focusing on the instructional core.	B. Overall Lead for this Lever (one person): Dr. Curtis-Whipple
C. Initiative Number and Description: Initiative 1: Focus on the improvement of teaching and learning through the provision of professional development for educators on highly effective research-based instructional strategies, to promote rigorous practices through the development of a district-wide definition for rigorous practice, and through ensuring consistent classroom implementation to improve outcomes for all students.	D. Lead for this Initiative (one person): Kelly Stukenborg

Activities to Achieve the Outcomes for the Initiative	Who will Lead?	Target start date?	Status: P: Work in progress C: Completed
Develop exemplars of rigorous practices and common set of effective teaching practices aligned with the priority elements of the educator evaluation system identified for the school year	Susan Kustka	Sept. 2017	
Provide professional development aligned with strategic levers on elements of rigor and research-based instructional strategies e.g. differentiation, inclusion practices, use of data, etc.	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes	Sept. 2016	
Ensure all teachers are trained in Mathematical Practices and use of tools needed for mastery of Massachusetts Mathematics Standards preK-12	Kelly Stukenborg Mathematic Coaches	June 2017	
Provide opportunities for teachers to observe model teaching practices through instructional rounds and voluntary peer observations	Evaluators	Oct. 2016	
Support educators and mentors through district wide mentoring and induction program	Kelly Stukenborg	Aug. 2016	
Develop and utilize an walk-through protocol that assesses classroom implementation of rigorous, effective teaching practices	Principals	Aug. 2017	
Target use of actionable feedback and calibration of evaluation feedback during Academic Leadership and School Based Leadership Meetings (unit B)	Jennifer Curtis-Whipple and Administrators	Aug. 2016	
Calibrate professional learning communities at school level with a focus on effective use of data and the instructional core	Administrators DSAC at some schools	Jan. 2018	

A. District Strategic Lever 1: PROFESSIONAL LEARNING FOCUSED ON THE INSTRUCTIONAL CORE: Provide professional learning and opportunities for collaboration that improve educator practice by focusing on the instructional core.	B. Overall Lead for this Lever (one person): Dr. Curtis-Whipple
C. Initiative Number and Description: Initiative 2: Provide support for student success through the planning and implementation of a Social-Emotional Learning Program and other support strategies.	D. Lead for this Initiative (one person): Kelly Stukenborg

Strategic Lever 1: PROFESSIONAL LEARNING FOCUSED ON THE INSTRUCTIONAL CORE: Provide professional learning and opportunities for collaboration that improve educator practice by focusing on the instructional core.			
Initiative 2: Provide support for student success through the planning and implementation of a Social-Emotional Learning Program and other support strategies.			
Activities to Achieve the Outcomes for the Initiative	Who will Lead?	Target start date?	Status: P: Work in progress C: Completed
Identify multiple strategies effective in addressing social-emotional needs of students and provide professional development for educators on those strategies	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes	Sept. 2016	
Oversee implementation of identified strategies including but not limited to the program "Mind Up", PBIS and other district identified research based programs	Kelly Stukenborg Mary Ann Bryan	Sept. 2017	
Assess effectiveness of strategies using SWIS, EWIS, and/or Aspen data for supporting students and adjust accordingly	Principals	December 2017	

A. District Strategic Lever 2: EFFECTIVE USE OF DATA: Continually align system of curriculum, accountability and inquiry that uses multiple sources of data.	B. Overall Lead for this Lever (one person): Dr. Curtis-Whipple
C. Initiative Number and Description: Initiative 1: Ensure a rigorous curriculum PreK-12 and provide clear and consistent student learning expectations at every grade level and department.	D. Lead for this Initiative (one person): Kelly Stukenborg

Strategic Lever 2: EFFECTIVE USE OF DATA: Implement aligned system of curriculum, accountability and inquiry that uses multiple sources of data.
Initiative 1: Ensure a rigorous curriculum PreK-12 and provide clear and consistent student learning expectations at every grade level and department.

Activities to Achieve the Outcomes for the Initiative	Who will Lead?	Target start date?	Status: P: Work in progress C: Completed
Continue to revise horizontal aligned curriculum documents	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes	Sept. 2016	
Complete gap analysis with MA Curriculum Frameworks and ensure alignment in all curriculum areas	Kelly Stukenborg Administrators	Sept. 2016	
Integrate new science standards and practices into curriculum in all grades	Kelly Stukenborg Mary Ann Bryan Administrators	Jan. 2018	
Complete a resource analysis based on results of gap analysis using curriculum maps	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes	June 2017	
Finalize curriculum maps for all content areas to include Power Standards and Skills Based Learning Rubrics	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes	June 2017	
Provide additional support for preK to 12 teachers for implementing Massachusetts standards and practices.	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes Administrators Instructional Coaches	Sept. 2016	
Develop and utilize a classroom observation protocol to assess implementation of curriculum standards and Power Standards at all levels	Administrators	August 2017	
Develop a plan to ensure all aligned curriculum undergoes a process for continual review and evaluation	Kelly Stukenborg	Feb. 2017	
Develop and continue a plan to ensure that data is shared between schools to enhance vertical articulation	Kelly Stukenborg Pam Stazesky Ann Knapp Patti Hayes Mary Ann Bryan	Sept. 2016	

A. District Strategic Lever 2: EFFECTIVE USE OF DATA: Implement aligned system of curriculum, accountability and inquiry that uses multiple sources of data.	B. Overall Lead for this Lever (one person): Dr. Curtis-Whipple
C. Initiative Number and Description: Initiative 2: Enhance evaluation and data systems that provide continual information for the improvement of student learning.	D. Lead for this Initiative (one person): Pamela Stazesky

Strategic Lever 2: EFFECTIVE USE OF DATA: Implement aligned system of curriculum, accountability and inquiry that uses multiple sources of data.

Initiative 2: Enhance evaluation and data systems that provide continual information for the improvement of student learning.			
Activities to Achieve the Outcomes for the Initiative	Who will Lead?	Target start date?	Status: P: Work in progress C: Completed
Continue with data meetings at regular intervals vertically and horizontally	Administrators Data Coaches	Sept. 2016	
Provide opportunities for all educators to learn how to interpret and analyze data using data coaches, DSAC and other resources	Pamela Stazesky Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes Administrators	Sept. 2016	
Provide opportunities for all educators to review specific student data to plan instruction and intervention	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes Administrators	Sept. 2016	
Utilize PLC time and other available time for educators to collaborate around data analysis and develop data driven instructional strategies	Data Coaches Administrators	Sept. 2016	
Create cycle of review, train, utilize and implement to maintain effective use of data to improve student performance and maintain academic rigor	Pamela Stazesky	June 2017	
Assess the impact in classrooms of data analysis and utilization of data to improve instruction	Administrators	June 2017	
Utilize assessments, collect data and review progress at least three times a year to measure improvement of student achievement and growth at school and district level	Administrators Pamela Stazesky Kelly Stukenborg	Sept. 2016	
Use assessments and data protocols in discussions of educator practice and improvement	Administrators	Sept. 2016	
Implement, calibrate and assess educator evaluation system at all levels	Susan Kustka Administrators	Jan. 2018	
Develop data analysis approach to direct/determine interventions for student groups	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes	Sept. 2016	
Implement a system of targeted interventions based on individual student data	Kelly Stukenborg Mary Ann Bryan Ann Knapp Patricia Hayes Administrators Math and Literacy Coaches	Sept. 2016	
Using multiple sources of student performance data, individual schools will develop School Improvement Plans based on district vision and aligned with strategic levers	Principals	Sept. 2016	
Revisit and revise School Improvement Plans to align with AIP timeline and on a bi-annual basis	Principals	Sept. 2017	

Assess administrators' use of data from observations and student assessments to provide appropriate supervision as assessed by the Superintendent or designee	Jennifer Curtis-Whipple	Sept. 2017	
Develop common data usage within content areas and grade levels. This is in addition to iReady, MCAS, etc.	Kelly Stukenborg Pamela Stazesky Administrators	Sept. 2016	

A. District Strategic Lever 3: PARENT AND COMMUNITY ENGAGEMENT: Engage and partner with parents/guardians and community members in supporting excellence in academic skills, knowledge and mindsets.	B. Overall Lead for this Lever (one person): Susan Kustka
C. Initiative Number and Description: Initiative 1: Develop college and career readiness beginning at early grades with higher education, business and community partners.	D. Lead for this Initiative (one person): Pat Costello

Strategic Lever 3: PARENT AND COMMUNITY ENGAGEMENT: Engage and partner with parents/guardians and community members in supporting excellence in academic skills, knowledge and mindsets.			
Initiative 1: Develop college and career readiness beginning at early grades with higher education, business and community partners.			
Activities to Achieve the Outcomes for the Initiative	Who will Lead?	Target start date?	Status: P: Work in progress C: Completed
Expand and enhance partnerships with colleges/universities that provide experiences for students regarding college life and access	Kelly Stukenborg	May 2017	
Implement college awareness experiences for early and middle grades that promote understanding of opportunities	Administrators Susan Kustka	Nov. 2016	
Sustain events that involve the community in helping students understand opportunities, e.g. local authors night, career days involving families and community members, student/ teacher music/art performances, campus visits, career exploration internships	Principals Family and Community Engagement Team (FACE) STEM TBD	Nov. 2016	

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C. Initiative Number and Description: Initiative 2: Enhance family and community engagement strategies that support district priorities and student physical, social, and emotional wellbeing.	D. Lead for this Initiative (one person): Pat Costello

Strategic Lever 3: PARENT AND COMMUNITY ENGAGEMENT: Engage and partner with parents/guardians and community members in supporting excellence in academic skills, knowledge and mindsets.			
Initiative 2: Enhance family and community engagement strategies that support district priorities and student physical, social, and emotional wellbeing.			
Activities to Achieve the Outcomes for the Initiative	Who will Lead?	Target start date?	Status: P: Work in progress C: Completed
Survey parents/guardians for interests/needs and conduct an assessment of current family engagement practice; analyze results of assessment and share	Pat Costello Pamela Stazesky	May 2017	
Sustain Family Engagement Action Team that will develop district plan for family engagement	Susan Kustka	Nov. 2016	
Support technology-based parent engagement and other innovative engagement models; support technology-based community communication and other innovative engagement models to inform community about WPS plans and successes	Tech. Director	Sept. 2017	
Plan and implement events to address topics related to social media, substance abuse and digital addictions	Susan Kustka Principals Kelly Stukenborg School Resource Officers	Nov. 2016	
Sustain South Shore STEM Compact with partners	Kelly Stukenborg STEM Director TBD	Nov. 2016	
Expand partnerships with businesses that provide experiences for students regarding career opportunities	Kelly Stukenborg Betsy Harris	June 2017	
Involve all key stakeholders in the discussion and planning feasibility stage school MSBA projects	Jennifer Curtis-Whipple	Sept. 2016	
Sustain and expand community events that highlight student accomplishments e.g. music/theatre performances, academic honors, athletics, presentations at town events (Rotary, Council meetings, etc.)	District and Building Based Administration	Nov. 2016	

