

Annual Action Items

Updated 9/25/15

STRATEGIC OBJECTIVE 1: Curriculum and Instruction

Initiative #1: Implement a standards-based curriculum that focuses on problem solving, critical thinking, and depth of knowledge to prepare students for future learning opportunities.

Initiative #2: Hold high expectations for all students and use research-based practices to differentiate instruction for all learners in order to challenge and motivate students to grow as individual and global citizens.

Initiative #3: Encourage educators and students to be collaborative, innovative, and academic risk-takers to provide students with a rich learning experience preparing them for college, career, and life.

| School Year | Action Items | Measurable Outcome | Timeline | Person(s) Responsible | Resources Required |
|--------------------|--|---|---|---|---|
| 2015-2016 | Develop a plan of action to transition to the new science standards with an emphasis on the scientific practices in grades 6-8 <i>(Initiative #1)</i> | Timeline of implementation of Next Generation Science Standards (NGSS) | Professional development early release and full days during the 15-16 School Year | Asst. Superintendent Gr. 6-12 Science Coordinator Gr. 6-8 Science Teachers Gr. K-5 Science Coordinator | TBD |
| | Develop a needs assessment and professional development plan to embed problem solving, critical thinking and depth of knowledge to prepare students for future learning into grades 6-12 curriculum. <i>(Initiative #1)</i> | Professional development plan to embed critical thinking skills into written curriculum Pacing guides to reflect UbD units | 15-16 plan development Department meetings when available | Asst. Superintendent Principals Gr. 6-12 Curriculum Coordinators Gr. 6-12 Teaching Staff | Staff Time |
| | Continue with year two of the three year transition to the science standards for grades 3-5 <i>(Initiative #1)</i> | New science program will be implemented in grades 3-5 and professional development will be provided | Ongoing task team work and on going professional development, Sept- June | Assistant Superintendent Gr. K-5 Science Coordinator Science Task Team Gr. 3-5 Teaching Staff | Cost of the new science curriculum |
| | Complete development and implementation of reading curriculum for grades 3-5 <i>(Initiative #1)</i> | Reading units will be developed | Task Teams during 15-16 School Year | Assistant Superintendent Gr. K-5 ELA Coordinator ELA Task Team Gr. 3-5 Teaching Staff | Mentor texts, guided reading books and other supporting materials |
| | Implement a new math curriculum in grades K-2 that is fully aligned with the state standards. <i>(Initiative #1)</i> | New math program will be implemented Training will be provided by Everyday Math trainers in Sept. and Oct. | 15-16 School Year | Assistant Superintendent Curriculum coordinator Math Task Team Gr. K-2 Teaching Staff Gr. K-2 Principals/Designees | Purchase of new program |
| | Develop a plan to introduce SEI instructional strategies across departments in grades 6-12 <i>(Initiative #2)</i> | SEI introduction plan Identify teacher presenters | Advisory blocks during 15-16 School Year | 6-12 Coordinators Asst. Superintendent Gr. 6-12 Principals/Designees Gr. 6-12 ELL Teacher | PD time |
| | Grades K-2 staff will be trained on differentiation for math instruction at professional development days <i>(Initiative #2)</i> | Teachers will implement more differentiated math instruction. | 15-16 School Year | Assistant Superintendent Gr. K-5 Math Coordinator K-2 Math Teachers Everyday Math Trainer Other Contracted Trainers | PD time |
| | Literacy specialist will provide study | Teachers will implement more | 15-16 School Year | ELA Curriculum Coordinator | PD Time |

| | | | | |
|---|---|---|---|---|
| groups, content presentations, and/or in-class demonstration lessons at each K-5 school. <i>(Initiative #2)</i> | differentiated instruction in the area of literacy. | | Literacy Specialists | |
| Engage in collaborative instructional sessions that support integration of technology in gr. 6-12 <i>(Initiative #3)</i> | School visits to practicing districts (gr. 9-12) Written curriculum includes instructional strategies that is enhanced by the use of technology (gr. 6-12) | Digital learning PD Days | Asst. Superintendent Director of Digital Learning WA principal Gr. 9-12 Curriculum Coordinators | Substitute pay Associated costs |
| Embed engineering experiences into gr. 3-5 science curriculum <i>(Initiative #3)</i> | Teachers will use the new curriculum to provide these experiences. | 15-16 School Year | Assistant Superintendent Gr. K-5 Science Coordinator Gr. 3-5 Teaching Staff | Embedded in cost of new program |
| Provide problem solving experiences for all students in gr. K-2 <i>(Initiative #3)</i> | Teachers will facilitate a 2-day problem solving lesson in each math units. | 15-16 School Year | Gr. K-5 Math Coordinator Gr. K-2 Teaching Staff | Embedded in cost of new program |
| Develop a proposal to incorporate one full-day, tuition-based kindergarten section at each school for the 16-17 School Year <i>(Initiative #3)</i> | A recommendation to the School Committee will be made to incorporate a full-day kindergarten section at each school | Summer/Fall 2015 | Superintendent Assistant Superintendent K-2 Principals Director of Pupil Services Director of Finance | 0 |
| Offer a project based learning professional development opportunities <i>(Initiative #3)</i> | University of Westford course offering Teaching All Students course module | 15-16 School Year | Assistant Superintendent Director of Digital Learning Teaching All Students Coordinators Course participants | Professional development funds |
| Establish a committee to develop a conceptual model of the classroom and instructional practices of the future <i>(Initiative #3)</i> | A model will be presented to the School Committee in June | 15-16 and possibly 16-17 School Year(s) | Superintendent Assistant Superintendent Curriculum Coordinators Selected Staff | Educational Research Material |
| Provide professional development to leadership team on methods to enhance the innovative mindset <i>(Initiative #3)</i> | Lessons will be developed that embed innovative | 15-16 School Year | Superintendent Assistant Superintendent Leadership Team Staff | Professional development funds <i>Creating Innovators</i> text for each member of leadership |

STRATEGIC OBJECTIVE 2: Data and Assessment

Initiative #1: Provide staff with professional development relating to formative and summative assessments, data interpretation and use of data to drive instruction and close achievement gaps.

Initiative #2: Develop longitudinal student profile for all students PreK- 12 that combine formative, interim, and summative assessments to inform tiered supports.

Initiative #3: Develop and support building based data assessment teams.

| School Year | Action Items | Measurable Outcome | Timeline | Person(s) Responsible | Resources Required |
|--------------------|--|---|----------------------|--|--------------------------------------|
| 2015-2016 | Define and develop a common understanding of formative and summative assessments in our Gr. 6-12 schools <i>(Initiative #1)</i> | Increase understanding of formative and summative assessments and increase usage of data interpretation to inform instruction and interventions | 15-16 School Year | Gr. 6-12 Principals/Designees Gr. 6-12 Curriculum Coordinators Gr. 6-12 Task Teams | Staff and/or curriculum meeting time |
| | Embed formative and summative assessment theory into "Teaching All Students" <i>(Initiative #1)</i> | Increase understanding of formative and summative assessments and increase usage of data interpretation to inform instruction and interventions | Sept 2015- June 2018 | Assistant Superintendent Teaching All Students Coordinators | Instructor stipend |
| | Complete the development of the student and staff surveys as required for the educator evaluation <i>(Initiative #1)</i> | Student and staff survey will be administered as part of the evaluation process | 15-16 School Year | Educator Evaluation Committee Leadership Team Staff | 0 |
| | Research and select a new Student Information System to recommend be placed in the FY17 operating budget <i>(Initiative #2)</i> | A recommendation to the School Committee will be made to purchase the selected SIS | 15-16 School Year | Superintendent Assistant Superintendent Director of Student Information Director of Digital Learning Director of Pupil Services Director of Finance Principals | 0 |
| | Define purpose and expectations of data teams <i>(Initiative #3)</i> | Data driven decisions that lead to student growth and achievement | 15-16 School Year | Leadership Team | 0 |

STRATEGIC OBJECTIVE 3: Human Resources and Professional Development

Initiative #1: Assess the District's capacity to ensure longevity and professional growth for all employees.

Initiative #2: Develop appropriate District training that meets state and federal guidelines and includes accountability measures.

Initiative #3: Provide cohesive, ongoing opportunities for all employees that are aligned with the District's professional development goals.

| School Year | Action Items | Measurable Outcome | Timeline | Person(s) Responsible | Resources Required |
|--------------------|--|---|--|---|------------------------------------|
| 2015-2016 | <p>Look at past contract and compare it to the existing contracts to monitor the monetary increase for salary, longevity and professional development.</p> <p>Track the number of staff members who are taking advantage of their course reimbursement and outside professional development.</p> <p style="text-align: right;"><i>(Initiative #1)</i></p> | <p>Data collected identifying reimbursement for outside Professional Development, Course Reimbursement (content vs. non-content)</p> <p>Chart showing the changes in contract after comparing the contracts (previous/current)</p> | 15-16 School Year – Completion June 2016 | Human Resources/Curriculum Office Personnel | 0 |
| | <p>Online training for Ethics, Civil Rights, Bullying, Mandated Reporter, Restraint Training Overview and Substitute Training</p> <p style="text-align: right;"><i>(Initiative #2)</i></p> | Staff Attendance and Participation Sign-Off Sheet – September 2015 | End of Sept 2015 for current model | Assistant Superintendent Director of Student Information Director of Digital Learning Human Resource Coordinator Director of Pupil Services | TBD depending on software utilized |
| | <p>Research & develop University of Westford course with the most current professional development needs.</p> <p>Continue utilization of the new Staff Induction Program along with the "Teaching All Students"</p> <p>Provide focused and sustained PD opportunities aligned with district goals</p> <p style="text-align: right;"><i>(Initiative #3)</i></p> | <p>K-2 Professional Development for New Mathematics Curriculum</p> <p>3-5 Professional Development for New Science Curriculum</p> <p>6-8 Professional Development for Social/Emotional Curriculum</p> <p>6 -12 Professional Development for Technology Curriculum</p> | 15-16 School Year | Full Leadership Team | TBD |
| | <p>Increase the awareness and use of online PD resources for staff</p> | Use of Simple K12 and pre-approved MOOCs | 15-16 School Year | Assistant Superintendent Director of Digital Learning Principals/Designees | Renewal of Simple K12 |

STRATEGIC OBJECTIVE 4: Student Support

Initiative #1: Assess the wellness program, focusing on physical and social/emotional well being.

Initiative #2: Assess the system-wide tiered resources and programs that support the academic and social-emotional well being of students.

Initiative #3: Provide ongoing training for employees and students to practice procedures outlined in the comprehensive safety plan.

| School Year | Action Items | Measurable Outcome | Timeline | Person(s) Responsible | Resources Required |
|--------------------|---|---|--|---|---|
| 2015-2016 | Use available student data (e.g. YRBS) to evaluate current K-12 student supports relative to the social/emotional well-being of students. <i>(Initiative #1,2)</i> | List of needs identified and recommendations | 15-16 School Year | Director of Pupil Services 6-12 Principals/Designees 6-12 Guidance Coordinator K-12 Wellness Coordinator Head Nurse | 0 |
| | Develop scope and sequence for the Post Graduate Program <i>(Initiative #2)</i> | Defined PG program | Aug-Nov 2015 | School Psychologist Director of Pupil Services Teaching Staff | Summer curriculum money |
| | Examine standardized test scores, focusing on special education (level 2) <i>(Initiative #2)</i> | Create focus correction areas and devote Special Education Improvement Grant (274) | Sept – Jan 2016 | Director of Pupil Services Principal (K-5 level) Student Support Leaders (K-5) | Grant |
| | Invite a group of professionals (BCBA, REACH Teachers, School Psy) to develop protocols for: - Restraints - Utilizing time-out centers - Reporting <i>(Initiative #2)</i> | Staff will be trained in September All schools will follow protocol School Committee will review protocols and develop policy | Summer curriculum work Sept training & implementation | Director of Pupil Services Principals/Designees Summer task committee | Summer curriculum funding (approximately \$1,500) |
| | Develop a plan to continuously monitor areas of need for support in the physical and emotional well-being <i>(Initiative #2)</i> | Monitoring plan developed | 2015-2017 | Director of Pupil Services K-12 Wellness Coordinator 6-12 Guidance Coordinator Head Nurse | 0 |
| | Identify resources and programs currently in place for WPS employees that support the social-emotional well being of employees <i>(Initiative #2)</i> | Comprehensive list of resources and programs identified | 15-16 School Year | Human Resource Coordinator Principals/designees Head Nurse | 0 |
| | Train new staff @ after school mentor meetings on crisis response protocols <i>(Initiative #3)</i> | All new staff will be trained | Sept-Nov and ongoing for staff hired throughout 15-16 | District Safety Team Principals/Designees Mentor Coordinators | 0 |
| | District safety team meets with building specific CRTs to review and update crisis response protocols <i>(Initiative #3)</i> | Meetings conducted and protocols reviewed every other year | 2015-2017 | District Safety Team | 0 |

STRATEGIC OBJECTIVE 5: Financial and Asset Management

Initiative #1: Maintain sufficient and equitable operations and capital budgets for educational programs and facilities through the combination of sustained municipal funding and supplemental funding from grants and other local, state, federal and private resources.

Initiative #2: Monitor financial transactions and operations in order to attain the most efficient and effective utilization of resources.

Initiative #3: Provide safe and secure educational facilities that are well maintained, conducive to student learning and supportive of co-curricular activities.

| School Year | Action Items | Measurable Outcome | Timeline | Person(s) Responsible | Resources Required |
|--------------------|---|---|---|---|---|
| 2015-2016 | Use qualitative & quantitative data as part of the leadership team's process for producing a budget that will address the needs of the "whole child" <i>(Initiative #1)</i> | Superintendent's budget request will include available data to support current programs, services and new requests that are based on emerging needs | August (Summer Institute) through October, for following year's budget | Leadership Team | Staff time |
| | Reach out to local businesses for expertise and/or additional resources <i>(Initiative #1)</i> | Successful partnerships will be formed with members of the business community | 15-16 School Year, with the goal of sustaining partnerships in subsequent years | Superintendent Assistant Superintendent Director of School Finance Principals/Designees | Staff time |
| | Schedule regular meetings with town administrators and chairmen of town and school committees and boards to discuss financial and other matters of mutual interest, including the facility recommendations in the Town-Wide Facilities Condition Document <i>(Initiative #1)</i> | Productive discussions will be held with town leaders that will lead to consensus and facilitate an open and transparent budget process | Commencing September 2015 on a monthly or bimonthly basis | Superintendent Assistant Superintendent Director of School Finance Town Manager School Committee Chairman Other Town Board Chairmen | Staff time |
| | Provide procurement training and support for individuals who are responsible for purchasing <i>(Initiative #2)</i> | Staff member will be comfortable navigating the State's CommBuys website | Winter/Spring 15-16 School Year and ongoing for new staff | Director of School Finance | State provides free training |
| | Use a variety of data sources, including <i>Edwin Analytics: Finance</i> , to develop finance and operations benchmarks for comparison of Westford expenditures to comparable communities in specific categories <i>(Initiative #3)</i> | Benchmark analysis of major categories of expense will be produced, to inform current practice and future budget development | Fall/Winter 2015-2016 (ongoing) | Director of School Finance | Staff time |
| | Review safety protocols and initiatives regularly to remain up-to-date with respect to materials/equipment that will safeguard our school community <i>(Initiative #3)</i> | Recommendations for improvements to school security | Ongoing | Superintendent Assistant Superintendent Director of School Finance Principals District Safety Team School Resource Officer Westford Police and Fire Personnel | Staff time |
| | Review the adequacy of operational and capital funding for necessary school security needs <i>(Initiative #3)</i> | Reallocations or new requests to be incorporated in the annual budget presentation | Ongoing, to inform the next year's budget process for larger expenditures | Superintendent Director of School Finance Principals | To be determined based on needs that are identified |