



**ACUSHNET PUBLIC SCHOOLS
DISTRICT IMPROVEMENT PLAN
2012-2014**

Mission Statement

The mission of the Aushnet Public Schools in partnership with staff, parents, and community is to promote student success, growth, and learning in a safe and supportive environment.

Core Values (As defined in school committee policy COA)

Through its faculty and staff, the Acushnet Public Schools will demonstrate that it values:

- A safe and secure learning environment
- Student centered curriculum and instruction
- Academic excellence
- Lifelong learning
- Acquisition of basic skills
- Comprehensive education
- Collaborative relationships
- Community involvement
- Respect for human differences

Guiding Principles (As defined in school committee policy COB)

- The quality of our public schools is vital to the future of our community, state, and nation.
- It is essential that our schools are safe and secure environments, in order to ensure that maximum learning can take place.
- Our schools must effectively respond to the intellectual, social, and emotional needs of our students in order to improve student learning and achievement.
- Student learning and achievement is enhanced when all members of the Acushnet community consistently strive for educational excellence.
- Respect and appreciation of people is essential to the success of our school system and society.
- Teachers are central to the learning process, therefore, their work must be satisfying, rewarding, and challenging.
- Students, in turn, must be held equally accountable for their own progress.
- The achievement of our educational goals is dependent upon the development of an active and dynamic partnership between our schools, students and parents, along with the community.
- Community support for our public schools is enhanced when we encourage lifelong learning through facilitating educational opportunities for other segments of our community.
- We have the responsibility to our community to demonstrate the highest return on the taxpayers' investment in our school system.
- The creative and performing arts are important to the development, learning, and achievement of our students.

GOAL ONE: Raise student achievement for all students

OBJECTIVES	ACTION STEPS	TIMELINE	RESPONSIBILITY	ASSESSMENT
<p>Add or enhance assessment practices in order to better identify academic at-risk students, in order to provide students with appropriate interventions and accommodations, and to make improvements to curriculum and instruction</p>	<p>Finalize and distribute an AES RtI Resource Manual to staff and amend this manual as needed in order to reflect current assessment practices</p>	<p>Jan. 2012 & Ongoing</p>	<p>RtI Implementation Committee / Building Principal / Teachers / Hanson Initiative for Language and Literacy (HILL)</p>	<p>AES RtI Resource Manual</p>
	<p>Construct a formal Academic Support Manual at the middle school</p>	<p>2012</p>	<p>Building Principal / Superintendent / Teachers</p>	<p>FMS Academic Support Manual</p> <p>MCAS Data Analysis Report</p> <p>School Improvement Plans</p>
	<p>Continue to enhance the MCAS Data Analysis process in order to provide a more comprehensive disaggregation of data</p>	<p>Ongoing</p>	<p>Data, Assessment, & Academic Support Committee / Teachers</p>	<p>Standards-Based Report Cards</p> <p>Online Formative and Interim Assessments</p>
	<p>Ensure that all school improvement plans promote an increase in student achievement based on analysis of student performance data</p>	<p>Ongoing</p>	<p>Building Principals / School Councils / Superintendent</p>	<p>Extended Performance Tasks</p>
	<p>Construct and implement standards-based report cards at AES</p>	<p>2012-2014</p>	<p>Building Principal / Teachers</p>	<p>APS Budget</p>
	<p>Pilot the online formative and interim assessment system (RTTT initiative)</p>	<p>2012-2014</p>	<p>Data, Assessment, & Academic Support Committee / Principals / Teachers</p>	
	<p>Pilot the extended performance assessment tasks (RTTT initiative)</p>	<p>2012-2014</p>	<p>Data, Assessment, & Academic Support Committee / Principals / Teachers</p>	
	<p>Purchase Symphony Mathematics and pilot the program at each AES grade level (if funds are available) and expand the use of Lexia at AES</p>	<p>2012-2013</p>	<p>RtI Implementation Committee / Teachers</p>	
	<p>Assess students using Star Mathematics and Star Reader 2-3 times per year</p>	<p>2012-2014</p>	<p>Data, Assessment, & Academic Support Committee / Principals / Teachers</p>	

Identify students needing interventions and provide appropriate instruction and accommodations to meet their needs	Carry out academic support protocols (STAT, ASMs, etc.) and make changes to these protocols as needed	Ongoing	Data, Assessment, & Academic Support Committee / Staff / Principals	STAT and ASM Meeting Data AES Rtl Resource Manual Title I Grant
	Add Positive Behavioral Interventions and Supports (PBIS) to the Rtl Initiative at AES	2012-2014	Rtl Implementation Committee / Building Principal / Teachers / South Coast Educational Collaborative	MCAS (Increase in the percentage of students scoring proficient for all MCAS tests and increase in Student Growth Percentile) DIBELS data, Scott Foresman assessments, Star Math results, and Star Reader results, etc.
	Add mathematics to the Rtl Initiative at AES	2012-2015	RTI Implementation Committee / Building Principal / Teachers / HILL	Discipline Data ISSPs
	Amend the AES Rtl Resource Manual as needed in order to reflect current intervention practices	Ongoing	RTI Implementation Committee / Building Principal / Teachers / HILL	Evidence of ELL Category Training
	Reinstitute the Title I Before/Afterschool Program (if funds are available) and continue to provide extra help to students at FMS and AES	Ongoing	Title I Facilitator / Title I Teachers / Teachers / Superintendent	
	Individual Student Success Plans (ISSPs) developed for each student who has scored below Level Two on the ELA or mathematics MCAS	Ongoing	Grade Level Teams/ Guidance / Building Principals	
	Purchase necessary ELL materials and ensure that at least one teacher per grade level is trained in all of the ELL category trainings	Ongoing	ELL Coordinator	
Continue to develop, revise, and implement a viable curriculum	Purchase and implement new mathematics textbooks in grades K-5	2012-2014	Curriculum Instruction Assessment Committees / Curriculum Coordinator / Principals	Mathematics Textbooks Purchased and Utilized Curriculum Guides/Maps/Benchmarks
	Purchase and implement new mathematics textbooks series in grades 6-8	2012-2013	Curriculum Instruction Assessment Committees / Curriculum Coordinator / Principals	APS Curriculum Development Process Document Lesson Plans

	<p>Implement the new Common Core State Curriculum Standards and align all curriculum to these standards (RTTT initiative)</p>	2012-2014	Curriculum Instruction Assessment Committees / Curriculum Coordinator / Principals / Superintendent	MCAS (Increase in the percentage of students scoring proficient for all MCAS tests and increase in Student Growth Percentile)
<p>Create a Curriculum Leadership Team (RTTT initiative) to attend meetings and to help facilitate the alignment of the curriculum to the new Common Core State Curriculum Standards</p>	2012-2014	Curriculum Instruction Assessment Committee / Curriculum Coordinator / Superintendent	DIBELS data, Scott Foresman assessments, Star Math results, and Star Reader results, etc.	
<p>Pilot the standards-based curriculum maps and units (RTTT initiative)</p>	2012-2014	Curriculum Coordinator / Curriculum Leadership Team / Superintendent	Discipline Data SIF Implementation	
<p>Continue to revise and implement curriculum that is aligned to the state curriculum standards in all subject areas in order to ensure that students have access to appropriate curriculum- making sure to delineate clearly which content is essential and which content is supplemental in the curriculum and develop consensus with sequencing, pacing, and organization of content</p>	Ongoing	Curriculum Instruction Assessment Committees / Teachers / Curriculum Coordinator / Principals		
<p>Revise the planning chart in the APS Curriculum Development Process Document as needed</p>	Ongoing	Superintendent / Curriculum Coordinator		
<p>Continue to develop lesson plans that are aligned to the curriculum and the state frameworks</p>	Ongoing	Curriculum Instruction Assessment Committees / Teachers / Curriculum Coordinator / Principals		
<p>Continue to use data from the MCAS and other assessment data to develop strategies to address identified areas of weakness in curriculum and instruction</p>	Ongoing	Curriculum Instruction Assessment Committees / Teachers / Curriculum Coordinator / Principals		
<p>Create near-real-time access to data in the Education Data Warehouse by implementing the Schools Interoperability Framework or SIF (RTTT initiative)</p>	Ongoing	Director of Technology / Superintendent		

Make changes to scheduling and course offerings based on data and available resources	Revise the schedule at the elementary school as needed in order to maximize academic learning time for English/language arts, mathematics, science, and social studies, and English/language arts and mathematics intervention	Ongoing	Principal s / Teachers	AES & FMS Schedules
	Revise the schedule at the middle school as needed in order to maximize academic learning time in academic subjects with identified student weaknesses as defined by MCAS and other assessments	Ongoing	Principals / Teachers	MCAS (Increase in the percentage of students scoring proficient for all MCAS tests and increase in Student Growth Percentile) DIBELS data, Scott Foresman assessments, Star Math results, and Star Reader results, etc.
	Explore the prospects of moving exclusively to FDK and adding an additional preschool classroom	Ongoing	School Committee / Administrators / Teachers	Discipline Data APS Budget

GOAL TWO: Attract, develop, and maintain a highly effective workforce

Develop and enhance instruction through professional development, mentoring, evaluations, professional learning communities, technology, and the dissemination of information	Disseminate information regarding research-based instructional strategies and best practices	Ongoing	Administration / Teachers	Mentor Program Data
	Provide mentoring support to new administrators and teachers	Ongoing	Superintendent / Mentors	CIA meetings and Staff Meetings Peer Observations
	Continue to cultivate professional learning communities with reflective activities and peer observations that include opportunities for feedback	Ongoing	Administration	Number of Conferences/Workshops attended Teacher Evaluations & Teacher Evaluation System
	Evaluate the effectiveness of instructional practices via the evaluation process, provide recommendations for improvement to staff where necessary, and suggest staff attendance at conferences/workshops as needed	Ongoing	Principals	APS Technology Plan Professional Development Staff Surveys APS Professional Development Plan
	Establish an Evaluation Implementation Working Group which will help to ensure the effective implementation of a new evaluation system (RTTT initiative)	2012-2014	Superintendent	MassTeLLS Data
	Align Acushnet's evaluation system with the new teacher and principal evaluation regulations (RTTT initiative)	2012-2014	Superintendent / Evaluation Implementation Working Group	
	Determine whether or not to adopt the DESE's default evaluation system (RTTT initiative)	2012	Administrators / Teachers / School Committee	

	<p>Continue to hold technology committee meetings in order to evaluate and suggest improvements in technology throughout the district (RTTT initiative)</p> <p>Offer high quality professional development in the use of technologies to teachers and paraprofessionals (technologies include but are not limited to: Interactive whiteboards with student response devices that provide content feedback, LCD projectors, classroom amplification systems, video on-demand, Accelerated Math, Accelerated Reader, Lexia, other new hardware and software, etc.)</p> <p>Continue to hold professional development committee meetings in order to evaluate and suggest improvements in professional development throughout the district</p> <p>Provide professional development workshops that focus on improving instructional practice and student learning (use MCAS Data Analysis Report, PD surveys, etc. to help inform decisions as to the workshops that should be offered)</p> <p>Establish a climate, conditions, and culture committee (RTTT initiative)</p> <p>Using MassTeLLS data, identify at least one issue related to climate, conditions, and culture and address the issue(s)</p> <p>Send all principals to National Institute for School Leadership training (RTTT initiative)</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2012</p> <p>2012-2014</p> <p>2012-2014</p>	<p>Director of Technology / Technology Committee</p> <p>Technology Director / Technology Committee</p> <p>Superintendent / Professional Development Committee</p> <p>Superintendent / Professional Development Committee / Administration</p> <p>Superintendent</p> <p>Climate, Conditions, & Culture Committee / Superintendent</p> <p>Superintendent</p>	
<p>Ensure that all teachers are highly qualified and properly certified</p>	<p>Continue the practice of hiring highly qualified and properly certified teachers</p> <p>Building principals should meet with teachers on a yearly basis to discuss recertification</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Principals / Superintendent</p> <p>Building Principals</p>	<p>Percentage of Highly Qualified teachers equals 100%</p> <p>IPDPs</p>

GOAL THREE: Promote healthy lifestyles and a safe and orderly learning environment

<p>Promote a safe and orderly environment in order to maximize learning opportunities</p>	<p>Update the crisis management plan as needed</p>	<p>Ongoing</p>	<p>Building Principals / Safety and Discipline Committees</p>	<p>APS Crisis Management Plan</p>
	<p>Offer suggestions of potential changes to each school's discipline policies to the school councils</p>	<p>Ongoing</p>	<p>Building Principals / Safety and Discipline Committees</p>	<p>Safety Drill Forms</p> <p>Student Handbooks</p> <p>APS Safety Calendar</p>
	<p>Schedule and execute various safety drills (fire, lockdowns, bus evacuation, etc.)</p>	<p>Ongoing</p>	<p>Building Principals / Safety and Discipline Committees</p>	<p>Bullying Survey Results</p> <p>APS Bullying Prevention and Intervention Plan</p>
	<p>Develop, refine, and disseminate surveys to the students, staff, and parents/guardians on school climate and safety issues (including bullying)</p>	<p>Ongoing</p>	<p>Building Principals / Safety and Discipline Committees</p>	
	<p>Suggest revisions to the district Bullying Prevention and Intervention Plan</p>	<p>Ongoing</p>	<p>Building Principals / Safety and Discipline Committees</p>	
	<p>Continue to upgrade the security system (pending available funds)</p>	<p>Ongoing</p>	<p>Administration / School Committee</p>	
	<p>Administrators clearly communicate school rules, procedures, and expectations to the students at the beginning of each school year</p>	<p>Ongoing</p>	<p>Building Principals</p>	
	<p>Administrators annually communicate safety procedures to staff and conduct bullying training</p>	<p>Ongoing</p>	<p>Building Principals</p>	
	<p>Provide instruction in violence prevention and social skills development to all students in the district via the Second Step program</p>	<p>Ongoing</p>	<p>Elementary Teachers / Curriculum Coordinator / FMS & AES Guidance Counselors / Health Teacher</p>	
<p>Provide age-appropriate bullying prevention instruction using the Steps to Respect anti-bullying program in grades 3-6 and the Aggressors, Victims, and Bystanders: Thinking and Acting to Prevent Violence Program for grades 7 & 8</p>	<p>Ongoing</p>	<p>Elementary Teachers / Curriculum Coordinator / FMS & AES Guidance Counselors / Health Teacher</p>		

Promote healthy lifestyles	Continue to maintain a districtwide wellness committee with the purpose of evaluating and revising the wellness policy as needed, helping to integrate nutrition education and physical activity into the overall curriculum, pursuing contracts with outside vendors that encourage healthful eating, evaluating the food choices at the schools, etc.	Ongoing	Food Services Director / Wellness Committee	APS Wellness Policy APS Concussion Policy
	Revise the district wellness policy	2012	Wellness Committee / School Committee	
	Compile and institute a district concussion policy	March 2012	Superintendent / Administration / School Committee	

GOAL FOUR: Improve communication and collaboration and increase parent/community involvement

To enhance communication between the school and parents/community and internal communication between staff	Utilize the Call One phone messaging system to increase the amount of information delivered to parents/guardians	Ongoing	Administration	School Websites
	Continue to update school websites with pertinent and timely school information	Ongoing	Superintendent/ FMS Principal/ Director of Technology	Monthly Newsletters Student & Teacher Handbooks
	Continue to provide monthly newsletters to parents/guardians and post these newsletters online	Ongoing	Superintendent / Administrators	Annual Staff Training Document Parent/Guardian Surveys
	Continue to hold school events to include parents/guardians and the community (school concerts, Open House, Parent-Teacher Conferences, High School Information Night, Art/Music Fair, Math/Science Night, etc.)	Ongoing	All Staff	Staff Resources Webpage Staff Memos
	Update student handbooks with pertinent information	Ongoing	School Councils / Building Principals	
	Update teacher handbooks with pertinent information	Ongoing	Building Principals	
	Continue to update the Annual Staff Training Document	Ongoing	Special Education Director / Superintendent	
	Provide parents/guardians electronic access to student data (grades, attendance, etc.)	2012-2014	Administration / Director of Technology	
	Continue to provide online homework/classwork assignments at FMS	Ongoing	FMS Teachers / FMS Principals	
	Continue to update the Staff Resources Webpage with pertinent information	Ongoing	Superintendent	
	Continue the practice of principals providing staff with weekly/biweekly memos	Ongoing	Principals	
	Publish school committee policies on the Staff Resource Webpage	2012-2013	Superintendent / Policy Subcommittee	

To increase collaboration between all educators in the district	Meet regularly in various committees and grade level teams in order to increase communication and collaboration among staff members, solve problems, share best practices, evaluate data, and make data based decisions that lead to improvements in instructional practice and student achievement	Ongoing	All Staff	Committees and Team Meetings
To increase parent/community involvement in the schools	Principals define roles for volunteers and then communicate these roles to the community to gain interest in volunteering	Ongoing	Principals	Number of volunteers
GOAL FIVE: Promote cost savings, improve business management, and adequately maintain the facilities				
Promote cost savings measures where applicable	Continue to pursue savings through energy conservation and the purchase of energy alternatives and retrofits	Ongoing	Facilities Maintenance & Energy Conservation Subcommittee	Energy Usage Data
	Provide programs that will return out of district special education students back to Acushnet and allow for fewer students to be outplaced	Ongoing	Special Education Director	Special Education Program Evaluation
	Pursue collaboration of services (out of district special education transportation, special education programs, purchasing classroom materials, etc.) when cost effective	Ongoing	Administration	Collaboration of Services Data
	Become a member of READS Collaborative	2012-2013	Members of READS Collaborative	READS Collaborative Meeting Minutes
	Pursue cost savings measures in all purchases of goods and services	Ongoing	Administration	APS Budget
Maintain school buildings and equipment and develop a comprehensive facilities and financial management plan	Sufficiently clean and maintain all school buildings to acceptable occupancy standards for students, staff, and the community	Ongoing	Custodians/Maintenance	School Buildings
	Sufficiently maintain school equipment including technology, furnishings, etc.	Ongoing	Technology Director / Maintenance	Capital Improvement Plan
	Complete a five-year Capital Improvement Plan	2012	Facilities Maintenance & Energy Conservation Subcommittee	School Lunch Program Updates
	Improve Food Services Department in order to provide healthy meals to the students without incurring a monetary loss for the program	Ongoing	Food Services Director	School Lunch Program Menus
	Construct a Financial Management Procedures Manual	2012-2015	Business Office	Financial Management Procedures Manual