

Lee Public Schools District Improvement Plan 2006-2007



Lee Public Schools
Our Students Will Be Safe,
Our Students Will Be
Respectful,
Our Students Will Achieve
Academic Success,
Our Students will Experience
Personal Growth,
Our Students Will Be
Contributing Members of
Society

Draft 12/13/06

Lee Public School District Improvement Plan: Introduction

The Lee Public School System is dedicated to serving students, their families, and to continuously striving find ways to do and be better. The work of our school committee is to develop governance, budgetary, and policy structures that enhance all avenues of academic pursuit.

The work of our administrators is to take these structures and promote practices within each school that move students forward in their learning, ensure safe and comfortable learning environments, create an atmosphere of seriousness and professional community, and to work collaboratively with students, teachers, and parents to improve climate, curriculum, instruction, and overall school performance. The work of our teachers is to develop and deliver appropriate curriculum in ways that are meaningful and appropriate for all students in their classes. The work of our entire staff is to make sure that the Lee Public Schools are excellent places for learning to happen for all children. The work

of our entire staff is to make sure that the Lee Public Schools are excellent places for learning to happen for all children.

The District Improvement Plan (DIP) is the document that provides guidance to all members of the school community in decision making. The DIP represents the target areas that are most in need of attention in a given year, and in some cases, multiple years to come. The DIP is not a document that is carved in stone, but a living document that is constantly open for review, and new ideas by our community stakeholders.

The DIP is organized by the following domains for improvement: Policy & Governance, School Climate and Safety, Academic Achievement & Increased Student Expectations, Curriculum and Instruction, and Capital Improvements/ Buildings and Grounds.

We hope that you find this document helpful in seeing where our school system is, and where we hope to be in the future.

Draft 12/13/06

Policy and Governance

Lee Public Schools

District Goal #1

Work to draft and adopt appropriate policy at the School Committee level, and within each individual school

Measurable Outcome

- Up to date District Policy Manual
- Improved school level policies on homework, attendance, and in other areas of importance

Persons Responsible

Lee School Committee, Superintendent, Administrators, School Councils

Timeline

Completion date of June 2009

Action Plan

The Lee School Committee has contracted with the Massachusetts Association of School Committees Policy Service for work on the District Policy Manual. Individual School Policies have been undergoing review by administrators, teachers, and school councils. Individual initiatives all ready in progress include a district wide homework policy, and a revamping of the middle and high school attendance policy.

Draft 12/13/06

Policy and Governance

Lee Public Schools

District Goal #2

Successfully negotiate fair contracts with all bargaining units that move the school district forward in terms of achievement, resource allocation, and accountability

Measurable Outcome

- We will be in possession of a contracts that better move us toward the attainment of all goals, particularly those involving student achievement

Persons Responsible

Lee School Committee, Superintendent, Bargaining Units

Timeline

By the end of school year 2006-2007

Action Plan

The negotiations subcommittee of the Lee School Committee has (as of this writing) met once to discuss strategy, goals, and outcomes for the upcoming negotiations. We are also working closely with other districts to monitor what their agreements look like, and what approaches they are taking got negotiate fair contracts that recognize that we operate in an age of transparency and accountability.

Draft 12/13/06

Climate and Safety

Lee Public Schools

District Goal #3

- a. Increase student safety through attention to safety policies, and through practice and programs that decrease bullying and increase drug and alcohol use and abuse awareness
- b. Increase student safety through installation of entrance system at both LES and LMHS

Measurable Outcome

- Establish district wide school climate/anti-bullying committee to address all issues and make recommendations regarding practice, policy and procedures
- A noticeable decrease in the number of bullying referrals and incidents reported to school personnel including teachers, support center staff, counselors, and school administrators
- Increase student safety through installation of entrance system at both LES and LMHS

Persons Responsible

Director of Buildings and Grounds, Technology Coordinator, School Principals

Timeline

End of November 2006

Action Plan

Working in concert with our local district attorney, Lee Youth Association, and the school community, we will be developing more and better strategies, practices and protocols for dealing with bullying in both schools. Work will include policies related to the reporting of bullying, and special attention paid to bullying via the internet and mobile telephones. We will continue contracting with the Brien Center of Pittsfield, MA to provide substance abuse education and counseling to individuals and families, as well as using our own health classes and health services to educate students as to the detrimental effects of alcohol and drug use.

Draft 12/13/06

Academic Achievement

Lee Public Schools

District Goal #4

Reach academic proficiency as measured by the MCAS at a level of 60% at both LES and LMS, and 80% at Lee High School

Measurable Outcome

- Proficiency levels will reach target goals
- Marked movement will be made toward achieving proficiency levels that meet AYP standards in the Commonwealth

Persons Responsible

Superintendent, School Principals, District Administrators, Teachers

Timeline

By the end of school year 2006-2007

Action Plan

We will focusing more time, effort, and resources to more specifically MCAS based materials and curriculum in all core subject area classes. We will focus more efforts on targeted groups of students, going so far as to break up groups of elementary school students into specific MCAS study groups by performance index label (such as high warning, high needs improvement, etc.) . We are currently examining packaged curricula in writing grades 1 through 5, and new science curriculum materials in grade k through 8. New math materials for grades 1 through 7 have been purchased over last school year and this school year. We have also introduced a new professional development plan that keeps students performance on MCAS at its center, and involves very specific items such as addressing the written portion of the MCAS math exam to broader curriculum issues like benchmarking and assessment planning. The administrative team is more focused on looking for specific MCAS questions used in instruction and on homework, and on seeing standards specifically used in daily class instruction. We have also made the Testwiz program available to teachers. We are using Testwiz as well to create materials for MCAS parent nights which will raise the focus of the importance of the test in the minds of parents and of the community in general, which we feel is a crucial missing link in our efforts to improve.

Draft 12/13/06

Academic Achievement

Lee Public Schools

District Goal #5

Increase the proficiency rate on MCAS and other measures of achievement of students in the subgroups ELL, Special Education, and Free and Reduced Lunch to more closely reflect state averages where applicable, and local averages of non-subgroup identified students

Measurable Outcome

- Student scores and subgroup performance on local
- statewide assessments
- Decrease proficiency gap between subgroups and overall student averages on MCAS tests

Persons Responsible

Superintendent, School Principals, District Administrators, Teachers

Timeline

By the end of school year 2009-10

Action Plan

Our five year plan is to have at least 50% of our staff fully trained in ELL sheltered instruction, and our special education staff are all undergoing training in developing valuable and fully measurable goals for IEP's. We continue to support a full time Title I position in Lee Elementary school, and are examining the possibility of creating core specific exploratory classes at 7th and 8th grade level. Continued focus through professional development on IEP writing, and increasing the number of students in supported regular education classes will continue to occur.

Draft 12/13/06

District Goal #6

Fully implement BCAP and DCAP in both schools in the district

Measurable Outcome

- Plans will be documented and in use in both buildings to increase student achievement as measured by grades, behavior, and MCAS tests
- Documentation available to illustrate an opportunity to engage plans prior to special education referral

Persons Responsible

Principals, Special Education Director, Special Education Staff, Professional Staff

Timeline

End of school year 2006-2007

Action Plan

The full development of our Building Accommodation Plans and District Accommodation Plan are crucial to our delivery of services in the regular and special education areas. Working as teams under the supervision of the building level principal and director of special education, these plans for accommodating the curriculum, dealing with negative behavior, and supporting positive behaviors will be completed and in full effect by the end of this academic year.

Draft 12/13/06

District Goal #7

Improve quality of teaching, instruction and curriculum through better adherence to staff evaluation and teacher improvement plan

Measurable Outcome

- Teacher and administrative evaluations will be completed for all employees annually
- Evaluations will be honest, substantive, and move our school and staff toward becoming more standards based
- Student outcomes such as MCAS scores, SAT scores, etc. will improve

Persons Responsible

Superintendent, School Principal, Special Education Director

Timeline

End of school year 2006-2007

Action Plan

Both building principals have developed evaluation plans, and two of our administrators have taken a two day workshop on more effective classroom walk-throughs. In April, several administrative staff members, including the superintendent, will participate in an intensive two day workshop by Teachers 21 on effective walk-throughs for standards based evaluations. The superintendent has completed evaluations of the administrative staff, and all administrative staff have the non-negotiable goal of fulfilling our desire to fully implement our teacher evaluation program. All efforts will be made to increase the frequency and legitimacy of evaluation process.

Draft 12/13/06

District Goal #8

Improve horizontal, vertical, and standard alignment of all core curriculum K through 12

Measurable Outcome

- Curriculum outlines and documents will exist and be available to school community
- Curriculum outlines and documents will reflect improved alignment across various same grade classes, and up to next grade level
- Curriculum outlines and documents will reflect a tight correlation with Frameworks

Persons Responsible

Superintendent, School Principal, Special Education Director, Technology Administrator, Professional Staff

Timeline

End of school year 2007-2008

Action Plan

This work will be accomplished on several fronts including curriculum mapping, the use of outside curriculum consultants, stipended curriculum writing, and the purchase of pre-aligned curricular materials, and curriculum exercises completed in common planning times in certain grade levels. We will also be working via contract negotiations and scheduling to attempt to build more time into the school day for teachers to plan and work collaboratively. The keystone of this plan is the recruiting and hiring of a curriculum coordinator to oversee all curricular areas, and to focus primarily on establish a standards driven written curriculum.

Draft 12/13/06

District Goal #9

Improve quality and quantity of professional development opportunities by the creation and delivery of high quality professional development activities

Measurable Outcome

- Increased academic achievement as evidenced by the MCAS testing system
- teacher feedback via professional development survey
- Professional Development Plan continues to exist, and receive adequate funding

Persons Responsible

Superintendent, Principals, Special Education Director, Technology Administrator, Professional Staff

Timeline

Beginning of school year 2006-2007

Action Plan

We have published and put together a budget for a comprehensive staff development plan that includes offerings for teachers and para-professionals alike (this plan is attached). The plan focuses on core areas and on instructional practices that make for more effective teaching. A key part of the long term success of this plan is to work to budget for and staff a curriculum/professional development position in the district. We will also be working collaboratively with neighboring districts and local colleges to share opportunities and costs for PD, and to develop new programs that will serve our needs.

Draft 12/13/06

District Goal #10

Work to better meet state and federal guidelines regarding Highly Qualified Teachers, as defined by the No Child Left Behind Act

Measurable Outcome

- 100% of core area staff highly qualified as per NCLB rules
- All efforts made to ensure new staff hires come in as highly qualified

Persons Responsible

Superintendent, School Principals

Timeline

End of school year 2006-2007

Action Plan

First and foremost we must insure that whenever possible, new hires enter Lee Public Schools as highly qualified. Staff, particularly at the middle and high school, need to be placed within courses for which they are highly qualified, or if those placements do not meet the needs of the school or students, replaced with teachers with appropriate licensing and status as highly qualified. We are currently working with a collaborative to embark on a statewide effort to more fully advertise and recruit highly qualified teachers.

Draft 12/13/06

District Goal #11

Enhance Communication between school and home, and individual teachers and home

Measurable Outcome

- Tangible portfolio of communication opportunities between school and home
- Increased parent satisfaction with level of communication as measured by parent input and surveys

Persons Responsible

Superintendent, Principals, Technology Administrator, Teaching Staff

Timeline

By the en of the 2006-2007 school year

Action Plan

We currently have a group, headed by our middle and high school librarian, working on the redevelopment of the district and school web pages. Expanding the capabilities and the information offered on the web page is the highest priority outlined within this goal. We will exploring the possibility of a weekly school newsletter going home from LES, and attempting better and more frequent communications on academic matters through improved and more standardized progress reports.

We will also be working with parent groups, such as our Latino Parents group and the LES PTO to gather ideas for enhancing communication both through the web, meetings, and on paper.

Draft 12/13/06

District Goal #12

Begin to build better capacity to program for students in terms of vocational programming, drop-out prevention, and alternative placement

Measurable Outcome

- Increased student engagement in meaningful vocational programs, perhaps through other districts
- Decreased dropout rates
- Increased teacher productivity and student engagement and success via an on-site alternative program for multiple ages, beginning in grade 8

Persons Responsible

Superintendent, Principals, School Committee, Professional Staff

Timeline

By the end of the 2007-2008 school year

Action Plan

We will be working with neighboring districts to build capacity to tuition students into individual vocational programs, and drop out prevention programs. We will also work collaboratively with other districts to see if the way is clear to build a shared alternative program, as well as exploring the possibility of a small scale alternative program using existing staff at LMHS.

Draft 12/13/06

Buildings, Grounds and Capital Improvements Lee Public Schools

District Goal #13

Continue to support the maintenance and upkeep of all school buildings, grounds, equipment, and learning technologies through developing policies and budgets that enhance and protect the Town's investment

Measurable Outcome

- Annual budget will reflect commitment to upkeep of buildings, grounds and technology
- Policy development and building use policies will reflect the need for upkeep, maintenance, and in some cases, protection from overuse
- Educational Technology will continue to be present and increasing in marked ways, including the use and usefulness of the school district's website

Persons Responsible

Superintendent, School Committee, Director of Buildings and Grounds, Technology Administrator

Timeline

Ongoing timeline

Action Plan

Develop a viable capital plan for current and future capital needs as buildings continue to age and both grounds and buildings continue to get more and more community use. Plan to include technology items, and maintenance items such as a lawn tractor and replacement truck, student van, and house carpentry bus (van). The school website is currently undergoing a major overhaul, and will soon be available as tool for parent and community communication.

Draft 12/13/06