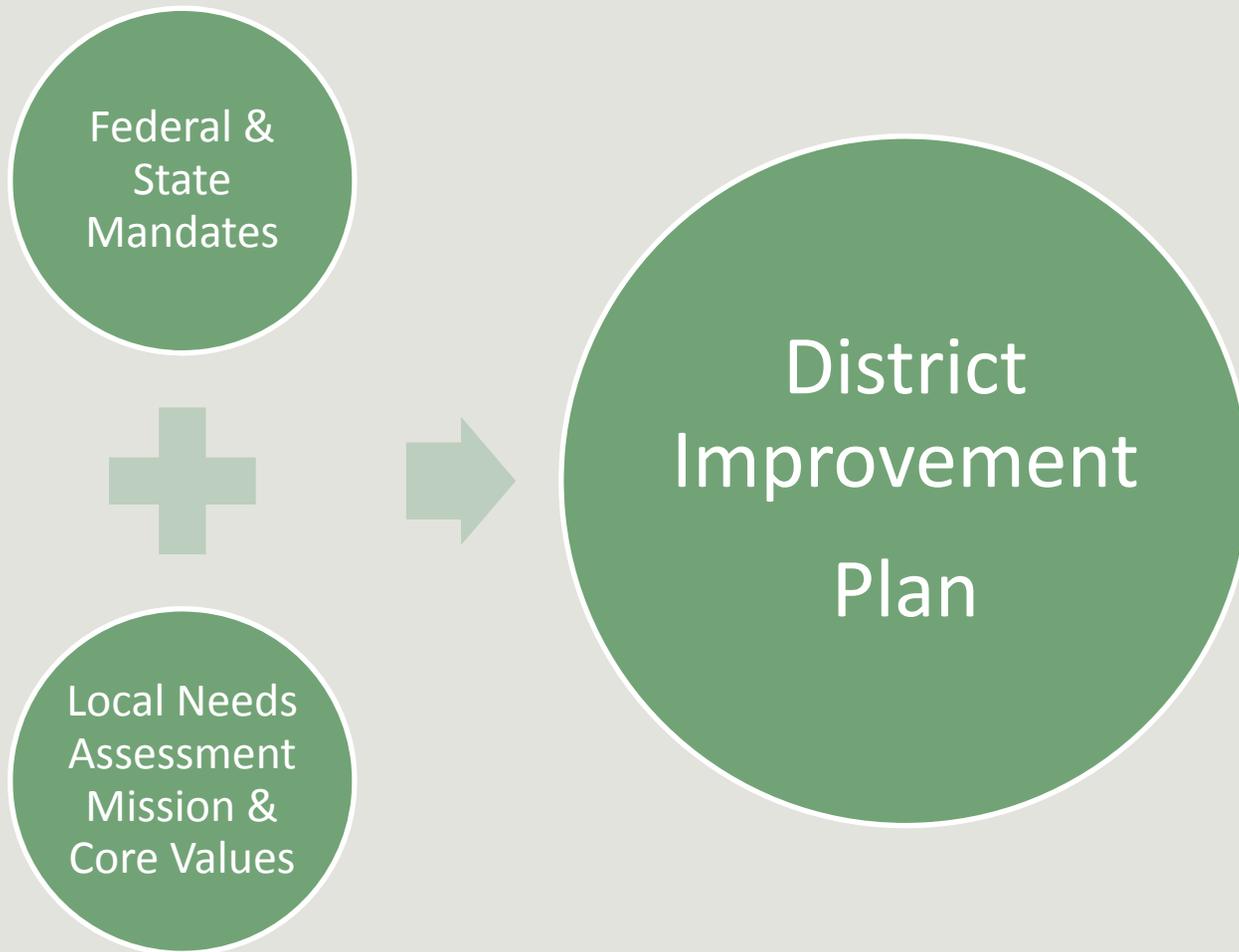


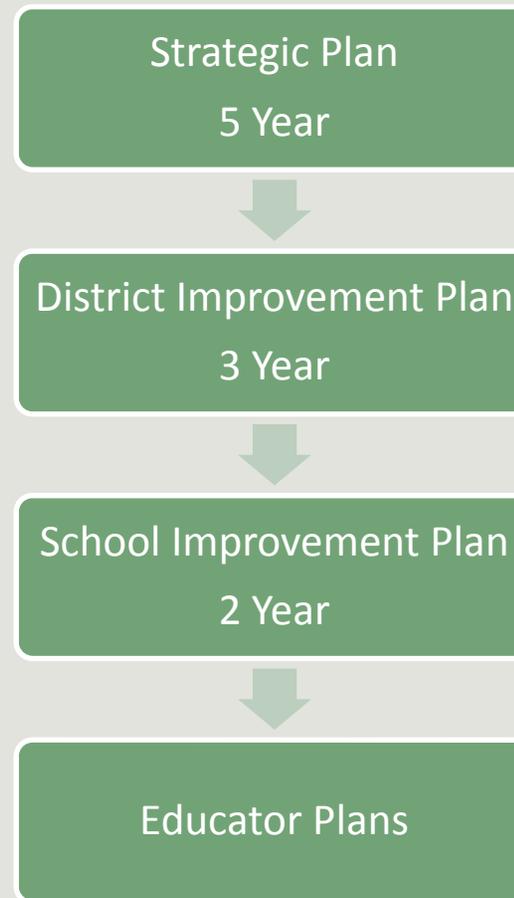
School Improvement Plan Progress Report Fall 2014

District Improvement Plan



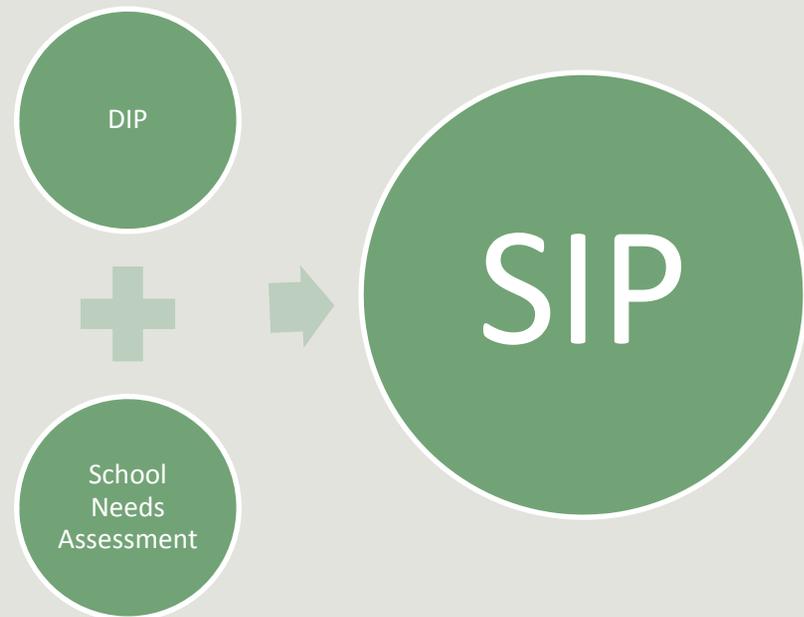
District Plan

- Mission, Vision and Core Values of Strategic Plan provide the structure
- Seeks to provide district road map
- Informs development of school and educator plans
- Living Document

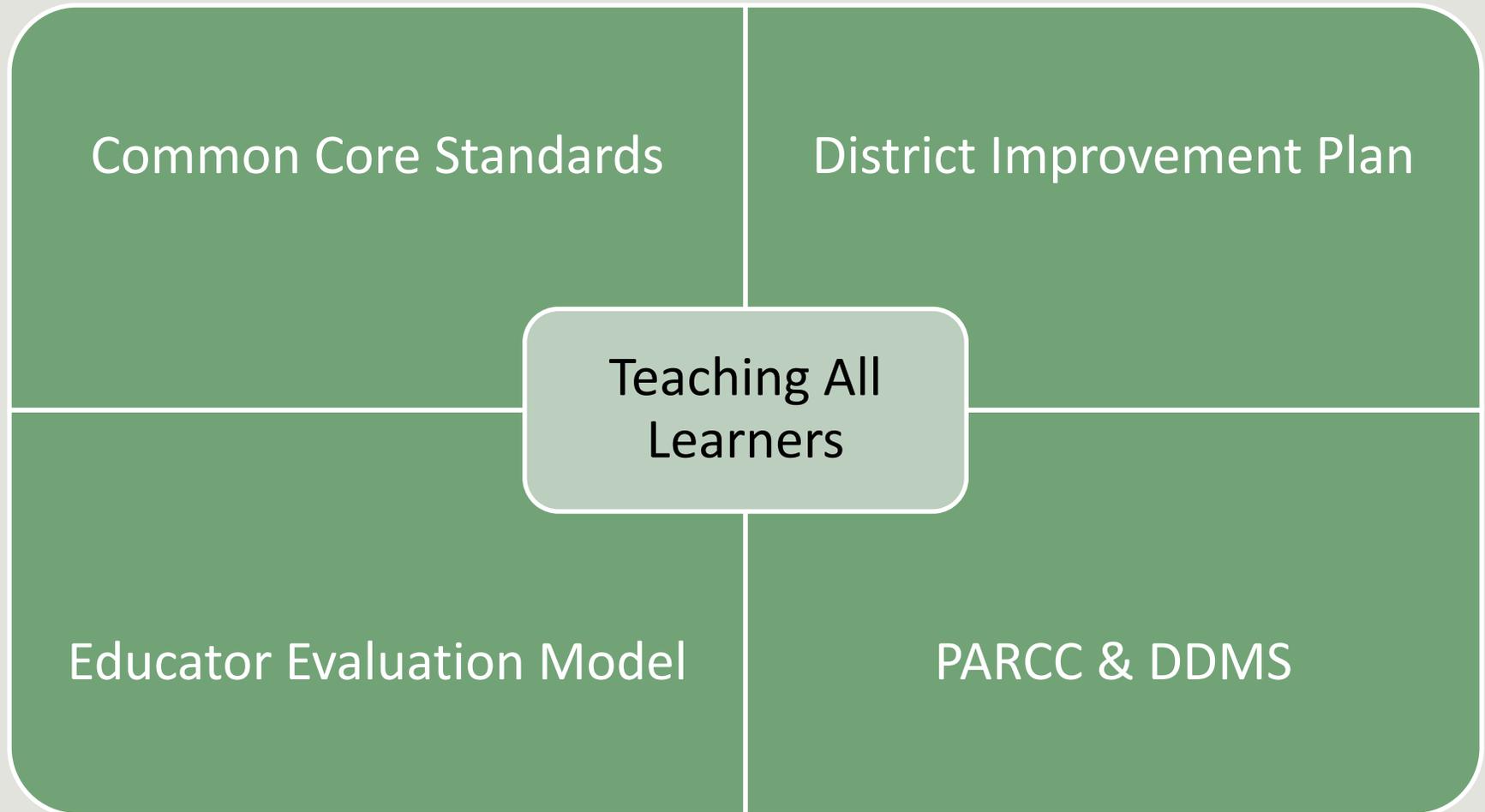


School Improvement Plans

- Mission, Vision and Core Values of Strategic Plan provide the structure
- Synthesizes broad district goals to meet school based needs
- Developed with input from school council
- Road map for school budgeting and planning
- Informs development and educator plans
- Living Document



Intersection of Internal & External Influences





Whole Child

District Improvement Plan

Develop systems to support the belief system of whole child education.

- Identify, articulate, and implement a PreK-12 social emotional curriculum.
- Create a continuum of specialized programming designed to meet the needs of all learner PK-12.

School Improvement Plans

Essex

Memorial

Middle

High

Essex SIP Progress Report Whole Child

Goal 1: Specialists will continue the process of developing assessment methods across their disciplines with the focus on differentiation

- Specialists team spent the year focusing on their use of assessment in each of their domains and sharing best practices.

Goal 2: Improve recess climate

- Lesson plans from Consultant continue to be implemented.
- Teachers continued to conduct morning meetings in their classrooms and use Responsive Classroom strategies.



Memorial SIP Progress Report Whole Child

Goal 1: To implement Phase II of Core Values Program to provide direct instruction and feedback to students in the area of character education.

- MMES has fully implemented Phase II of the Core Values program including monthly Character Education lessons, HEARRT ticket promotion among staff, community connections, and student recognition.
- Staff reinforced and provided direct instruction/modeling of each core value at bi-monthly school-wide morning meetings
- Administration provided incentives for teachers who participate in the HEART slip program. This increased the number of students who were recognized dramatically.

Goal 2: To pilot a Community Service program called “Helpful Hornets” where students apply for jobs around the school and volunteer their time to make their school a better place.

- Program began in Fall 2012 and has been revamped for 2013-2014
- October 2013 kicked off a new logistical plan that will carry into the 2014-2015 school year.

Goal 3: To expand arts and cultural experiences to include those to take place during and after school.

- All grades at MMES attended one local and one longer distance field trip (at least).
- A multi-grade field trip to the historical society in Manchester center took place in the Spring of 2013 and took again in 2014 (to continue).
- New to 2014: A joint field trip (Manchester-Essex) took place for grade 5 (Plymouth Plantation).
- The MMPTO and MMES staff partnered to implement the second “MMES One School-One Book” program.
- The staff and parents collaborated on an evening of Art and Charitable giving with the “Open Bowls” night.



Middle School SIP Progress Report Whole Child

Goal 1: Investigate revising the middle school schedule based on middle school student needs.

- Identify the scheduling needs of the middle school.
- Form a middle school schedule study group to examine various models of middle school schedules.

Goal 2: Broaden exploratory offerings.

- Examine other middle schools' offerings.
- Conduct student interest survey.
- Re-examine current offerings with current staff.



High School SIP Progress Report Whole Child

Investigate alternative methods for scheduling and alternative course offerings (Ongoing)

- Instituted Biology Pilot in Grade 9 for 2014-2015 school year in consideration of re-aligning science curriculum
- Added new courses including:
 - AP Statistics, Sociology, Facing History, STEM Design, Biological & Medical Anthropology, Cultural and Archaeological Anthropology
- Re-instituted lost electives:
 - Robotics and CADD
- Developed pattern to run Environmental Science every other year
- Developing “home-made” online AP Computer Science course
- Added Middlebury Online to provide opportunity for students to enroll in Mandarin
- Developed partnership with North Shore Community College to expand dual enrollment opportunities

Investigate methods for school to incorporate decision making into student education (Ongoing)

- Implemented Advisory 2.0 which provides opportunities for students to discuss appropriate choices
- Principal/Student meetings including Student Focus Group – *Grading at MERHS*
- Robust School Council increasing student members to four for the 2014-2015 school year
- Guidance Strategic Plan developed with student input on Guidance Advisory Committee



Student Achievement

District Improvement Plan

To establish the District as a leader in innovative and inclusive instructional practices that meet the needs of all learners.

- Document curriculum and align to MA Common Core.
- Establish and articulate a core curriculum centered on 21st Century Skills.
- Strengthen tier one instructional methodology to support differentiated instruction and individualized learning.
- Implement new teacher evaluation model.
- Hire and retain exceptional teachers.

School Improvement Plans

Essex

Memorial

Middle

High

Essex SIP Progress Report Student Achievement

Goal 1: Use student performance data (including MCAS, AIMSWEB, Local Formative/Summative Assessments) to make educational and curriculum decisions throughout the school year.

- Team leaders lead MCAS analysis.
- Strategies were identified and employed throughout grade levels with a focus on Open Response.
- Weekly progress monitor meetings were held.

Goal 2: Continue to implement and improve upon the current RTI model.

➤ EES worked with Ideal Consulting (as did Memorial School). Teachers have improved the use of data analysis to guide Tier One instruction. All academic teachers attended a two day Reading Academy that focused on Tier One instruction. As an outcome of this training, teachers are reviewing current phonics curriculum/instruction and developing a school-wide focus on vocabulary.

Goal 3: Continue to focus on developing strategies for differentiation in the classroom.

➤ Teachers participated in a guided math training and practiced strategies in their classrooms. Teachers across all grade levels are introducing components of math workshop into their instructional practices.



Memorial SIP Progress Report Student Achievement

Goal 1: To build staff capacity to deliver intervention to students in the RTI model.

- Staff has been fully trained in the administration, scoring, and evaluating of AIMSweb (reading).
- Universal screening takes place in September, January, and May (annually).
- Data Analysis meetings take place 3x a year to identify students who are at risk in the area of reading.
- Three tiers of reading instruction are in place and student progress is monitored bi-weekly (at risk) to ensure incremental progress.

Goal 2: To use student performance data (including MCAS, AIMSWEB, Local Formative/Summative Assessments) to make educational and curriculum decisions throughout the school year.

- Leadership Council training (Edwin Analytics) takes place annually for new members.
- Extended Wednesday time is dedicated to MCAS analysis for grades K-5
- Bi-weekly collaboration meetings regularly focused on curriculum/instruction adjustments based on MCAS data
- Differentiated Mathematics Workshop Model explored and implemented by an expanding number of teachers.
- After-school mathematics team offered to students to encourage high achievers.
- Reading professional development provided to teachers in order to help target their tier 1 instruction to individual student needs (based on AIMSweb data).

Goal 3: Strengthen tier one instructional methodology to support differentiated instruction and individualized learning.

- Teachers who are familiar with the differentiated math workshop model presented the concept to staff and have made themselves and their room available to staff interested in learning more about the model.
- Reading specialists provided embedded professional development to support teachers who are working to implement a balanced literacy model.
- All grades K-5 now implement balanced literacy as the core of their reading instruction.
- After-school mathematics program implemented for students who have an interest in higher level mathematics.



Middle School SIP Progress Report Student Achievement

Goal 1: Department Heads will conduct middle school-specific workshops and professional development focused on differentiating instruction.

- Hold middle school department meetings that are focused on differentiating instruction in the content area.
- Department Heads will be expected to provide specific feedback to staff about implementation of differentiated instruction in the classroom.

Goal 2: Expand our pre-referral process for at-risk students.

- Hire an Interventionist.
- Increase the frequency with which Aspen is used to track intervention success.
- Regularly schedule TAT meetings and provide recommendations to Interventionist.



High School SIP Progress Report Student Achievement

High School Department Chairs to monitor progress on curriculum alignment grades 6-12 (Ongoing)

- High School Goal for all Departments focused on “Teaching all Students” and “Curriculum Development”
- Departments identified District Determined Measures during 2013-2014 school year, will begin calibration process during 2014-2015 school year.
- Three year plan to modernize, update and expand curricular offerings at MERHS
 - Department time fully devoted to curriculum review and revision
 - Site visits to other schools planned for 11/4 Professional Development Day

Provide students with skills and knowledge needed for 21st Century education (Ongoing)

- Review course selection book
- Investigate opportunities for online learning, particularly to expand foreign language offerings and the development of courses providing a global view
- Assure courses that are focused on skill develop and continue to be available to students.
- Advisory 2.0 Curriculum offers opportunities for students to expand non-academic real world skills (social/emotional issues, social media use, financial literacy)



Climate

District Improvement Plan

Institutionalize a philosophy of inclusion, tolerance and cultural awareness both locally and globally.

- Implement programming that promotes respect and appreciation for individual and cultural differences.
- Organize, articulate, and Implement programming that promotes critical thinking, global awareness and social responsibility.

School Improvement Plans

Essex

Memorial

Middle

High

Essex SIP Progress Report Climate

Goal 1: Refine safety protocols

- Conducted fire and lockdown drills.
- Planned and taught students protocol for lockdown during lunch time.

Goal 2: Develop school-wide routines and expectations for transitions (walking in the hallway, recess/on playground, in the zone...)

- School-wide expectations were implemented in the fall and will be revised annually.
- Three teachers attended Level 2 Responsive Classroom training.
- Playground games were not taught last year, but this action step is being implemented this year. The PE teacher and parent volunteers are leading this charge.



Memorial SIP Progress Report Climate

Goal 1: To Implement Phase II of Core Values Program

- MMES has fully implemented Phase II of the Core Values program including monthly Character Education lessons, HEARRT ticket promotion among staff, community connections, and student recognition.

Goal 2: To Expand Opportunities for Students to be Environmentally/Socially Aware

- The Green Team program was expanded to include grade 4 students in the spring. This helps transition the program smoothly to grade 5 the following year.
- Fall 2012 and Spring 2013 saw a number of vegetables and herbs planted and harvested in the vegetable garden.
- Plants harvested were delivered regularly to the cafeteria to be used in lunches.
- Spaulding Grant was secured to expand the vegetable garden to include an outdoor teaching space that is in process of construction.
- Grade 5 students participated in a community service program in a partnership with the Open Doors organization in Gloucester



Middle School SIP Progress Report Climate

Goal 1: Provide a supportive environment that challenges and supports students.

- Implement a positive behavioral intervention system of green cards, tied to core values.
- Implement the yellow and red card system to provide a clear, consistent disciplinary feedback to students.

Goal 2: Create a stronger home base for middle school students.

- Create Advisory/H Block task force.
- Roll out H Block lessons.
- Implement Homeroom so students have a consistent place to begin their day in middle school.



High School SIP Progress Report Climate

Revise and update the student parent handbook/Increase parent participation in the high school (Ongoing)

- Revamped layout of student handbook and updated policy
 - School Council revised Chemical Health Policy and developed GPA calculation (2013-2014)
 - School Council will revise Academic Integrity Policy (2014 – 2015)
- Explore interest in the development of a High School PTO

Speaker series will be a part of MERHS curriculum (Ongoing)

- Advisory 2.0 speakers tied to home/community speaker series
 - Elizabeth Englander and Chris Herrin spoke during 2013-2014 school year
 - Rachel's Challenge visited 9/22. Peer Leader program will be expanded to continue the challenge



Community Partnerships

District Improvement Plan

Strengthen partnerships with local charitable organizations.

- Improve school to home communication by implementing proactive school based outreach.
- Align giving efforts with strategic plan.

School Improvement Plans

Essex

Memorial

Middle

High

Essex SIP Progress Report Community Partnerships

Goal 1: Organize parent/guardian volunteer opportunities

- Parent volunteer coordinator was established.
- Questionnaires were developed. Parent questionnaires were completed and a list of volunteers was created.
- Parent volunteers were recruited for the 2013-2014 school year via the parent coordinator. WIN movement was piloted.

Goal 2: Measure progress in school improvement efforts

- Parent survey was developed and conducted.

Goal 3: Help parents/guardians support learning at home

- Strategies for parents to support students were added to WIN letter.



Memorial SIP Progress Report Community Partnerships

Goal 1: Improve school to home communication by implementing proactive school based outreach.

- Opening Staff Meeting 2012 Activity – Family Engagement Plan creation including all 3 aspects of communication.
- Opening Staff Meeting 2012 Activity – Teacher REVISION of Family Engagement Plans including all 3 aspects of communication.
- Good News postcards designed and printed (2012 and 2013) for all staff members
- Staff websites added and updated.
- Annually, all teachers develop or continue to implement a multi-faceted approach to communication with parents.

Goal 2: Form and strengthen connections with local community groups to share resources and opportunities for learning.

- All grades participate in an annual walking field trip to the Trask House to learn about local (MBTS) history.
- Piloted Literary Lunch program and received mixed reviews from parents.
 - Program has been tabled for the time being.
- Comprehensive Safety Plan in place – developed in conjunction with MPD and MFD.
- Stay Put Drills – staff trained and multiple drills conducted each year.
- Student accountability system for Stay Put Drills implemented in Fall of 2013



Middle School SIP Progress Report Community Partnerships

Goal 1: More actively promote and highlight the great work that students and staff do in the middle school.

- Expand use of Twitter and blogs.
- Invite local media outlets to highlight school successes.

Goal 2: Develop a career day for middle school students.

- Identify lists of possible speakers.
- Schedule a career day.
- Create rotation of speakers and tie to H Block.



High School SIP Progress Report Community Partnerships

Research the possibilities of developing internships with local organizations (Ongoing)

Research community members who are willing to share their professional experience with students

- The SCORE Program continues to seek local internship opportunities for students. The advisor continues to seek new opportunities. The Principal continues to seek opportunities through local organizations such as Rotary.
- Students in the Transitions Program took part in a variety of internships during the summer months. Students were placed in internship programs throughout Cape Ann.
- Advisory 2.0 is seeking local professionals to present at Workshop Wednesday.



Resources

District Improvement Plan

Develop the Business Department into an innovative, customer-oriented and resource-efficient organization that supports the continuous improvement of MERSD's educational program.

- Manage resources efficiently and innovate to support educational program quality within confines of Proposition 2.5.
- Create an organizational structure and develop effective internal processes to meet the needs of students, employees, families and taxpayers.
- Raise quality of educational facility conditions to match quality MERSD's educational program.

School Improvement Plans

Essex

Memorial

Middle

High

Essex SIP Progress Report Resources

Goal 1: Provide targeted Professional Development for staff

- Teachers have attended numerous trainings on Promethean boards.
- All teachers have been involved in guided math trainings.
- EDM E-suite training was conducted.
- RTI practices have been refined to allow for teachers to work with students who are not in a WIN group.
- TAs participated in phonics training to support small group instruction (Project Read).
- All academic teachers attended Reading Academy training with focus on Tier One instruction.

Goal 2: Align staffing needs with RTI model

- Insufficient funds for Math Specialist position.



Memorial SIP Progress Report Resources

Goal 1: To deploy current staff and advocate for additional staff to deliver tier 2 and 3 interventions.

- Tier 1, 2, and 3 intervention model is in place for reading in grades K-5.
- Re-organization of current staff has helped to fill the staffing gap, but additional staff is needed to meet the needs of all learners (including high achievers) in reading and mathematics.

Goal 2: To improve the condition and organization of the physical plant at MMES to better serve its students and programs.

- It has been determined that the remaining underutilized spaces would not be appropriate teaching spaces.
- Many repairs and updates took place during summer 2013. The big ticket items remain (lack of space, failing roof, failing HVAC, poor ventilation in warm months, electrical system, etc.).
- Status updates and repair/maintenance lists were compiled/adjusted on a regular basis.

Goal 3: To investigate the potential of grant funding to expand IRWL to grades 2 and 3.

- Space was identified, but was not an appropriate room for the program.
- Grant submitted by the Director of Student Services. Program was approved to expand to grade 6 but not grades 2 and 3.



Middle School SIP Progress Report Resources

Goal 1: Provide targeted professional development for staff.

- Implement a culture of learning walkthroughs to encourage staff to observe colleagues more extensively.
- Increase access to differentiated instruction training.
- Increase embedded/mini-sabbatical days with content teachers to develop additional differentiated instruction work time with Department Head support.

Goal 2: Explore options to identify grants to expand access to and training in technology.

- Utilization of Power Wednesdays to focus more frequently on technology use and integration.
- Identify additional grants that can be used towards technology to provide equal access, 21st century learning, and flipping the classroom.



High School SIP Progress Report Resources

Provide students with the necessary support staff to guide and direct students with academic interests, career and social emotional decisions (Ongoing)

- Hired new Guidance Director
- Developed Guidance Advisory Council made up of parents, students, guidance and college representatives
- Worked with Guidance Consultant to develop and implement Strategic Plan
- Development and implementation of developmental guidance program for students in grades 9 – 12
- Held college recommendation writing workshop for faculty
- Increased communication between Guidance staff and Students/Parents





FY15 Outlook

Essex SIP Progress Report FY 15 Outlook

Focus for FY15

- Use student performance data to make educational and curriculum decisions throughout the school year.

Overarching Goals FY15

- Continue to investigate options for meeting the needs of all learners including high-achieving students throughout all academic domains.
- Continue to implement and improve upon the current RTI model.
- Provide targeted professional development for staff.
- Promote the use of volunteers for PE/movement support at recess and STEM cart for enrichment.
- Improve School-Home communication.

Areas of Concern

- A math specialist would provide support to EES in using data to make educational and curriculum decisions and to provide targeted professional development for staff.
- Additional Ipads for teachers and students would support differentiation of instruction in the classrooms. The MERSD budget does not support this acquisition.

Memorial SIP Progress Report FY 15 Outlook

Focus for FY15-17 : Student Leadership, Community Outreach, Academic Excellence

Overarching Goals FY15

1. STUDENT AMBASSADORS: To research, design, and pilot a student leadership program (grades 4/5) in order to promote leadership skills, community service, and public relations.
2. CHARACTER EDUCATION: To engage student ambassadors in the character education model at MMES. Using the book, “Seven Habits of Happy Kids” students will learn about and teach others about these timeless lessons
3. COMMUNITY OUTREACH: To develop a survey to gather ideas for school improvement, to provide tours of the building to community stakeholders (led by student ambassadors), and to communicate the goals and successes of the school via the school website and other modes.
4. ACADEMIC EXCELLENCE: To set individual staff goals to increase the opportunities for enrichment opportunities for high achieving and struggling students through using data (FAST/AIMSweb/MCAS) in a differentiated instruction model.

Areas of Concern

1. *Maintain staffing and add positions of need (academic specialists) to meet the needs of high-achieving and at-risk students.*
2. *Maintain the aging physical plant to avoid major systems failure.*
3. *Budget outlook for materials, staffing, maintenance, and capital improvements is concerning.*
4. *Balance the needs of a diverse population of learners while maintaining the historically strong level of academic achievement.*

Middle School SIP Progress Report FY 15 Outlook

Focus for FY15

- Expand our understanding and implementation of differentiated instruction techniques in the classroom to meet the needs of all learners.

Overarching Goals FY15

- Further implement and stress the core values in our school.
- Expand staff members' tool belts in the area of differentiated instruction.
- Pilot, implement and calibrate DDMs as part of the educator evaluation system.
- Expand our use of pre-referral strategies to intervene with students as they begin to struggle.

Areas of Concern

- Additional resources needed in the area of instructional technology.
- Current enrollment and class sizes in the middle school.

High School SIP Progress Report FY 15 Outlook

Focus for FY15

- Curriculum review
 - How do we modernize the curriculum?
 - Identify appropriate uses of technology
 - Specialized diploma development
 - Interdisciplinary opportunities

Overarching Goals FY15

- Continue work to differentiate instruction in an effort to meet the needs of all students
- Review curricular alignment – develop a three year plan
- Engage stakeholders in a conversation about academic integrity and ethical decision making
- Calibrate DDMs for Educator Evaluation System
- Begin training for the common development of teacher websites

Areas of Concern

- Realignment of curriculum in science will require budgetary support for related resources
- Infusion of technology into the curriculum and development of common websites requires technical support (Technology Integration Specialist)