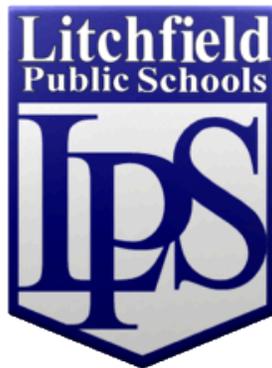


LITCHFIELD PUBLIC SCHOOLS  
DISTRICT IMPROVEMENT PLAN  
2017-2018



### Purpose of Continuous Improvement Planning

Continuous improvement planning helps focus the work of the district on improving teaching and learning through goals that are clearly defined, measurable, adjusted, and refined based on results.

The process of continuous improvement begins in the summer with the analysis of data related to school goals. Areas in need of improvement are identified and specific indicators and goals are developed to address these needs and to focus the work of the district.

The 2017-2018 District Improvement Plan will detail goals and strategies aligned with the goals developed and approved by the Board of Education in August 2017.

### District Mission

The mission of the Litchfield Public Schools is to provide all students with appropriate academic and personal learning experiences within a safe and supportive educational environment. In partnership with our parents and community, we challenge every learner to acquire the knowledge, skills, and personal attributes needed to become productive and self-directed citizens.

### Board of Education Goals

**Student Achievement:** All students will participate in a rigorous, enriching, and engaging learning experience that supports their academic, social, emotional and physical development.

#### Action Steps:

- Provide all students with opportunities to engage in creative and critical thinking, problem solving, and collaboration.
- Develop practices designed to hire and retain the most effective staff.
- Provide professional development that meets the needs of all staff and promotes continuous improvement.
- Design, implement and evaluate teaching and learning to support high achievement.
- Develop and implement a PK-12 curriculum that is aligned and rigorous.
- Design and implement a technology plan that will support and enhance effective teaching and learning.

**Culture:** LPS will develop and maintain a learning environment focused on physical safety as well as social and emotional well-being.

Action Steps:

- Ensure that school facilities are secure during the school day and that district/school emergency plans are updated regularly and comply with required guidelines.
- Provide resources, staff and programs designed to support social/emotional and physical well-being.
- Develop and maintain school cultures that nurture creativity, respect and excellence.
- Model professional ethics by example.

**Communication:** The district will effectively communicate with all stakeholders and will continuously work to improve relationships with parents and the community.

Action Steps:

- Develop ways to engage and involve parents and the community in school activities.
- Develop communication strategies that encourage feedback from the community.
- Create a communications plan to improve community collaboration.
- Effectively use multiple communication tools to communicate, inform, educate and respond to stakeholders.

**Resources:** Resources will be utilized effectively and efficiently to support the district's mission and goals.

Action Steps:

- Identify ways to stabilize and increase student enrollment contrary to the current demographic changes while maintaining highly effective teaching and learning.
- Collaborate with others (towns, agencies) to share resources where appropriate to maximize resources.
- Develop a technology plan to ensure appropriate infrastructure, software and devices that are aligned with district goals. Continue to implement the 5-year technology plan, and act on the recommendations outlined in the most recent system wide technology audit.

## BOE Goal #1: Student Achievement

All students will participate in a rigorous, enriching, and engaging learning experience that supports their academic, social, emotional and physical development.

**Specific area of Focus: Teaching and learning to support high academic achievement.**

**Center School:** By June 2018, 100% of students will have demonstrated growth in reading, writing and math based on standardized and non-standardized assessment tools.

### **Rationale:**

There are three foundational elements that are key to improving student achievement: coherent curriculum, intensive literacy practices and well-structured lessons (Mike Schmoker 2012, Principal Leadership). Marzano (2003) identified that a coherent, assured curriculum is the largest school factor that determines how many students will be successful. Curriculum does not need to be perfect, however, the goal of the curriculum should ensure that students learn similar content, engage in similar amounts of reading and writing and participate in periodic common assessments (Conley, 2005; Dufour et al., 2006).

### **Action Plan:**

To address a Coherent Curriculum, Intensive Literacy Practices and Well-structured lessons:

- If teachers utilize the workshop model for instruction and provide frequent feedback by conferring with students, then student achievement in reading, writing and math will improve.
- If teachers implement research based instructional strategies aligned to student data, then student academic needs will be addressed and student achievement will improve.
- If we use Common Planning time to analyze student academic data and to monitor the effectiveness of instructional strategies and interventions, then student achievement will improve.

## BOE Goal #1: Student Achievement

All students will participate in a rigorous, enriching, and engaging learning experience that supports their academic, social, emotional and physical development.

**Specific area of Focus:** Teaching and learning to support high academic achievement.

**Intermediate School:** By June 2018, 100% of LIS students will exhibit growth in the area of elaborative performance in writing and 100% of LIS grade 6 students will exhibit growth in the area of algebraic expressions.

### **Rationale:**

Litchfield Intermediate School educates the whole child as an individual. Students are challenged to make progress in all areas of development. In order to provide students with rigorous, enriching and engaging learning experiences our teachers are provided with professional development opportunities in the key areas of academic, social, emotional and physical development at the appropriate developmental level of our student population.

### **Action Plan:**

- All teachers will incorporate training in the area of Writing through Columbia Teachers College in an effort to develop consistency in instruction and student performance.
- All teachers will work with our Language Arts Coordinator to develop units, lessons and assessments in the areas of Language Arts and Social Studies to meet the needs of all learners.
- All teachers in the area of Mathematics will work with our Math Coordinator to develop units, lessons and assessments to meet the needs of all learners.

## BOE Goal #1: Student Achievement

All students will participate in a rigorous, enriching, and engaging learning experience that supports their academic, social, emotional and physical development.

Specific area of Focus: Teaching and learning to support high academic achievement.

**Litchfield Middle School:** By June 2018, all LMS students will show growth in their math performance by demonstrating that they will meet standards on Smarter Balanced type questions as measured throughout the school year.

### Rationale:

The 2017 Smarter Balanced results showed that students meeting standard in Math are considerably lower than English Language Arts - 7th grade ELA 87% vs. Math 69% at standard or above and 8th grade ELA 71% vs. Math 60% at standard or above. Therefore, LMS will focus on improving student math scores and students' abilities to demonstrate growth in mastering standards.

### Action Plan:

- 7th Grade Math - students will be monitored over three teacher-made benchmarks this year with a goal score of 85% and all students will be monitored for scoring at least 85% on all exit tickets so that the teacher can monitor mastery of skills.
- 8th Grade Math - students will be monitored throughout the year with a goal of scoring 65-85% (depending on Smarter Balanced Achievement Level) on the end of year cumulative benchmark assessment and students will be monitored throughout the year based on performance on summative assessment questions that are "Smarter Balanced-like"
- Both teachers will also use "Problems of the Day" based on Smarter Balanced and differentiate group work so that the teacher can work more directly with struggling learners. The Math Department will continue to review math programs and determine if there is a need to change our current program. EnVisions has been reviewed and does not support everything the students need. Glencoe will be contacted so that we can review their newest e-textbook and consumables.

## BOE Goal #1: Student Achievement

All students will participate in a rigorous, enriching, and engaging learning experience that supports their academic, social, emotional and physical development.

Specific area of Focus: Teaching and learning to support high academic achievement.

**Litchfield High School:** By June 2018, 100% of Senior Capstone Project students will demonstrate mastery in the key skill areas of the Senior Capstone Project.

### Rationale:

The Senior Capstone Project directly supports our BOE goal to provide teaching and learning that supports high academic achievement. As a culminating performance experience, this course requires all students in their senior year to demonstrate their ability to be independent learners and apply various skills and content as it relates to a project of their choice. It is closely aligned to the mission of our district and of Litchfield High School. The four major skills areas are derived from the Standards for 21<sup>st</sup> Century Learners as established by the American Association of School Librarians and include:

- Inquire, think critically and gain knowledge
- Draw conclusions, make informed decisions, apply knowledge to new situations, and create new knowledge
- Share knowledge and participate ethically and productively as members of our democratic society
- Pursue personal and aesthetic growth

### Action Plan:

Staff will guide students as they complete various self-reflection and performance tasks in order to:

- Design a project proposal
- Complete proposal research
- Select mentors
- Schedule and participate in field work
- Prepare a final project presentation
- Present their findings to an audience

## BOE Goal #1: Student Achievement

All students will participate in a rigorous, enriching, and engaging learning experience that supports their academic, social, emotional and physical development.

Specific area of Focus: Teaching and learning to support high academic achievement.

**Pupil Services:** By June 2108, students with disabilities and those within the SRBI process will demonstrate increased academic performance on MAP and state assessments.

### Rationale:

Skill acquisition and success in the academic classroom depends on clear, consistent data that drives best-practices in instruction. If we use consistent progress monitors and benchmarks to make decisions and formulate goals regarding student achievement, student achievement will improve.

### Action Plan:

Pupil Services Staff will:

- Gather and analyze comprehensive quantitative and qualitative data on each student using MAP, SBAC and other curricular based data.
- Write appropriate, targeted SMART goals and objectives on student IEPs and SRBI plans.
- Engage in best practice to deliver research-based approaches to teaching reading and math.
  - Teachers will employ skills learned through professional development in programs that address decoding, fluency and comprehension (Foundations, Wilson, Orton-Gillingham, Lexia, The SIMS Model, Reading Recovery & Reader’s Workshop) as well as through targeted use of intervention curricula in Math.
- Further expand the screening process at PK & K to help support earlier intervention.

## BOE Goal #2: Culture

LPS will develop and maintain a learning environment focused on physical safety as well as social and emotional well-being.

Specific area of Focus: CSCI Domain: School Safety Indicators: Rules and Norms, Sense of Social-Emotional Security, Sense of Physical Security, Social Media

**Center School:** By June 2018, the Center School Climate Committee will have developed and implemented action steps to address CSCI survey results in the Safety Domain related to Physical Safety and Social/Emotional Security.

### Rationale:

Research in the area of social-emotional and behavioral learning supports the idea when schools and district address and support social-emotional and behavioral needs of students then student achievement will improve. One of our district priorities includes addressing results from the CSCI survey. Survey results indicated that the dimension of safety trended lower results as compared to other survey dimensions.

### Action Plan:

- We will continuously monitor student data related to our Keys to Good Character Program, SRBI Program, action steps related to our CSCI survey results and Second Steps Program.
- If we coherently and systematically implement the Second Steps Program in all Center School classrooms, then all students will demonstrate acceptable behaviors and improve their sense of social-emotional security at school.
- If we reinforce The Keys to Good Character program and establish an environment that promotes the traits of trustworthiness, empathy, responsibility, respect, and fairness, then all students will demonstrate acceptable behaviors and improve their sense of social and emotional security at school.
- If systems are monitored and created to track recognition for positive school choices and interventions for behaviors that require correction, then our Character Education Committee and Safe School Climate Committee can develop action plans to address specific school based needs.

**Action Plan Continued:**

- If we provide a consistent and systematic process of implementing the Second Steps Program in each classroom, then the social-emotional needs of our students will be met.
- If systems and programs are in place that address the social-emotional needs of our students then at least 90% of our students will not require a Tier 2 or Tier 3 SRBI behavior support plan.

## BOE Goal #2: Culture

LPS will develop and maintain a learning environment focused on physical safety as well as social and emotional well-being.

Specific area of Focus: CSCI Domain: School Safety Indicators: Rules and Norms, Sense of Social-Emotional Security, Sense of Physical Security, Social Media

**Intermediate School:** By June 2018, the Intermediate School Climate Committee will have developed and implemented action steps to address CCSI survey results in the Safety Domain related to Physical Safety.

### Rationale:

After receiving the data from the Spring 2017 CSCI Survey a key area of focus for Litchfield Intermediate School is Security: Physical Safety. LIS has a school-based committee made up of administration, faculty and parents. The group will meet several times to develop an action plan, timeline, priority list and determine budgetary needs to make further progress in the area of safety and security.

### Action Plan:

- The group will meet several times to develop an action plan, timeline, priority list and determine budgetary needs to make further progress in the area of safety and security. Representatives from the group will meet with the LPS Business Manager to discuss our needs assessment and how it aligns with district planning in this area.
- LIS will continue to utilize Second-Step and our focus on Kindness as direct lessons and topics within the classroom to foster a climate of feeling safe.
- LIS will transition from the Keys of Good Character to the Pillars of Character during the school year. These traits will become the focus of our students and help us identify positive behavioral attributes.

## BOE Goal #2: Culture

LPS will develop and maintain a learning environment focused on physical safety as well as social and emotional well-being.

Specific area of Focus: CSCI Domain: School Safety Indicators: Rules and Norms, Sense of Social-Emotional Security, Sense of Physical Security, Social Media

**Litchfield Middle School:** By June 2018, LMS will have implemented our first action plan based on the CSCI survey. Our focus area is under the Domain of “Sense of Social-Emotional Security.”

### Rationale:

According to the 2017 CSCI survey, Sense of Social-Emotional Security was the lowest ranked Domain for LMS students with a median score of 2.83 (which is in the low end of the neutral range). LMS would like to align the way parents, students, and faculty approach the complex and varied challenges related to the social and emotional life and safety of middle school students.

### Action Plan:

- LMS teachers will initiate an ongoing dialogue with parents, students, and faculty in order to develop a common language regarding the skills taught in the Second Step Program.
- Teachers will email their advisees’ parents once per unit regarding what the students are learning, share common language, and personalize each advisory’s experience.
- Students will email their parents, and copy their advisor, about what they have learned in advisory.
- Through advisory, have students respond to their concerns in this Domain, as well as, ask for volunteers to participate in a focus group to help address their concerns.

## BOE Goal #2: Culture

LPS will develop and maintain a learning environment focused on physical safety as well as social and emotional well-being.

Specific area of Focus: CSCI Domain: School Safety Indicators: Rules and Norms, Sense of Social-Emotional Security, Sense of Physical Security, Social Media

**Litchfield High School:** By June 2018, LHS will have implemented our first action plan based on the CSCI survey. Our focus area is under the Safety Dimension, in particular Social-Emotional Security and Social Media.

### **Rationale:**

Litchfield High School results from the spring 2017 administration of the Comprehensive School Climate Inventory indicate that regarding School Safety, students, school personnel and parents rated Rules and Norms and Sense of Physical Security in the positive range. Sense of Social-Emotional Security and Social Media rated in the neutral range. The Litchfield High School Safe School Climate Committee, comprised of parents, teachers, support staff and administrators, determined that regarding School Safety, social media is a consistent area of concern for students, school personnel and parents.

### **Action Plan:**

The School Climate Committee will develop specific action plans that will improve students' sense that they feel safe from physical harm, verbal abuse/teasing, gossip, and exclusion when online or on electronic devices. All members will work to implement these plans and a protocol will be designed to elicit feedback from students on changes in their perception of Safety regarding social media.

## BOE Goal #2: Culture

LPS will develop and maintain a learning environment focused on physical safety as well as social and emotional well-being.

Specific area of Focus: CSCI Domain: School Safety Indicators: Rules and Norms, Sense of Social-Emotional Security, Sense of Physical Security, Social Media

**Pupil Services:** By June 2018, all students will demonstrate the use of strategies learned through an aligned social-emotional & developmental school counseling curriculum.

### **Rationale:**

Using consistent approaches with an aligned curriculum for social-emotional learning, students will be better able to achieve in all domains of the school community. Students will be better able to self-advocate, engage in ways that increase self-efficacy and maintain safe-behaviors across all settings.

**Action Plan:** Pupil Services Staff will:

- Align their student learning outcomes to focus on using curricular methods from Second Step, Zones of Regulation as well as Social Thinking Curriculum.
- Support the consistent implementation of SEL curricula across academic settings.
- Deliver and support instruction in these areas through further development of assessments that monitor their student's progress toward these goals.

### BOE Goal #3: Communication

The district will effectively communicate with all stakeholders and will continuously work to improve relationships with parents and the community.

Specific area of Focus: Multiple ways of communicating with stakeholders.

**Center School:** By June 2018, 100% of Center School staff will have utilized a form of communication to parents on a monthly basis.

#### Rationale:

One important factor to student achievement and success is an open-line of communication with families. This year all classroom teachers are working on maintaining and improving their communication with parents and guardians. Past survey data, indicated continued growth in the area of communication with families. One district and school priority relates to maintaining and building on our communication with families and other stakeholders. From a district to building level there are many strategies to bridge and open communication with stakeholders. Some of these communication strategies include/but are not limited to the following: district newsletters and websites. Teachers at Center School will continue to build on the area of communication with families as related to improving student achievement.

#### Action Plan:

- As Principal of Center School, I will continue to be the model and mentor of how to implement and utilize communication strategies with parents, guardians and the community.
- As Principal of Center School, I will continue to support teachers as needed to provide them with the resources and tools to strengthen communication with families.
- Administrator Strategies of communication include: Monthly principal newsletter, Facebook, website updates, attending conferences and various parent meetings, attending school events.
- Strategies of communication include/but are not limited to: A monthly principal newsletter, Facebook, website, email, phone communication, teacher newsletters, technology communication apps, and attending various school and district events.

### BOE Goal #3: Communication

The district will effectively communicate with all stakeholders and will continuously work to improve relationships with parents and the community.

**Specific area of Focus:** Multiple ways of communicating with stakeholders.

**Intermediate School:** By June 2018, 100% of LIS teachers will utilize multiple methods of communication.

#### **Rationale:**

Critical to the success of our district and LIS is the effectiveness of the communication among constituents. With various methods of communication at our fingertips, it is important that the school pick a few focus areas.

#### **Action Plan:**

- The administration will be sending home a school newsletter 3 times this year at the end of each trimester.
- Classroom teachers will be communicating via email, phone calls and website updates.
- The school will also utilize our weekly virtual backpack to communicate pertinent information.
- A strong partnership with LEF and the PTO is being fostered to help extend our positive messages of Kindness and Growth Mindset.

### BOE Goal #3: Communication

The district will effectively communicate with all stakeholders and will continuously work to improve relationships with parents and the community.

Specific area of Focus: Multiple ways of communicating with stakeholders.

**Litchfield Middle School:** Teachers have written professional goals to communicate to parents and the broader community about what is going on in their classrooms, mostly via the website's News Items.

#### **Rationale:**

One of the biggest impacts on student achievement is parental involvement in their child's education. We know that it is important to inform parents about their children's academic day and strive to improve two-way communication.

#### **Action Plan:**

- Teachers will submit News Items per Unit of Study so that parents can better understand their children's curriculum and learning activities.
- One teacher is piloting a Google Classroom for parents.
- Teachers have websites which have now grown static since we have moved to the Google platform. Through this pilot, we may change our practice for the following year.

### BOE Goal #3: Communication

The district will effectively communicate with all stakeholders and will continuously work to improve relationships with parents and the community.

Specific area of Focus: Multiple ways of communicating with stakeholders.

**Litchfield High School:** By June 2018, all Litchfield High School staff will have successfully implemented LEED Parent Feedback Goals.

#### Rationale:

The Litchfield Educators Evaluation and Development Plan (LEED) requires that all teachers develop Parent Feedback Goals. To align with the Board of Education's goal to effectively communicate with all stakeholders, Litchfield High School staff will develop goals to improve two-way communication with parents.

#### Action Plan:

- By October 15, 2017, all teachers will develop SMART goals that identify how they will improve two-way communication with parents.
- During mid-year conferences, administrators will review with teachers their progress toward these goals and provide support required to meet these goals.

### BOE Goal #3: Communication

The district will effectively communicate with all stakeholders and will continuously work to improve relationships with parents and the community.

**Specific area of Focus:** Multiple ways of communicating with stakeholders.

**Pupil Services:** By June 2018, Pupil services will increase all modes of communication.

#### **Rationale:**

Communication with all stakeholders on a variety of topics and needs is critical when working with students and families who may require additional supports and interventions to be successful.

#### **Action Plan:**

Pupil services will:

- Continue to collaborate with Greenwoods to help support families with mental health and family system needs.
- Communicate with parent organizations such as the PTO and LEF.
- Collaborate with the Prevention Council to provide district sponsored programming that supports student social emotional growth.
- Connect with parents prior to PPTs to assist in parent education and support.
- Further develop the district website to include additional resources and information regarding special education programs.
- Further develop parent forums to address areas of new initiatives or updates in community resources, special education or mental health.
- Further develop shared on-line resources to communicate the multiple pupil services initiatives and information to staff.
- Further use technology and applications such as Google forum and Classroom, to increase staff and community learning.

## BOE Goal #4: Resources:

Resources will be utilized effectively and efficiently to support the district's mission and goals.

### District Action Plan:

Administrators will:

- Identify ways to stabilize student enrollment contrary to the current demographic projections while maintaining highly effective teaching and learning.
  - Continue to promote Center School's preschool program.
  - Begin drafting a plan for exploring the district's options to provide Gifted programming through shared staff and other district resources.
  - Continue to develop the Legacy program to support student learning with the goal of graduation from LHS.
  - Further expand special education programming for students in need of adaptive, academic and behavioral supports to help keep out of district tuition costs down.
  - Continue to collaborate with Greenwoods Counseling Referrals to provide community resources to students and families.
- Collaborate with others (towns, agencies) to share resources where appropriate to maximize resources.
  - Continue collaboration efforts with Region 6 including investigating course offerings and course schedule possibilities.
  - Continue to participate in the collaborative bid process.
  - Food Services program collaboration with Region 6, Plymouth, and Region 1.
  - Share transportation services for some athletic activities.
  - Develop a shared common vision with the Town boards and departments (BOF, BOS, DPW).
- Develop a technology plan to ensure appropriate infrastructure, software and devices that are aligned with district goals. Continue to review and revise the 5-year technology plan, and act on the recommendations outlined in the most recent system wide technology audit.