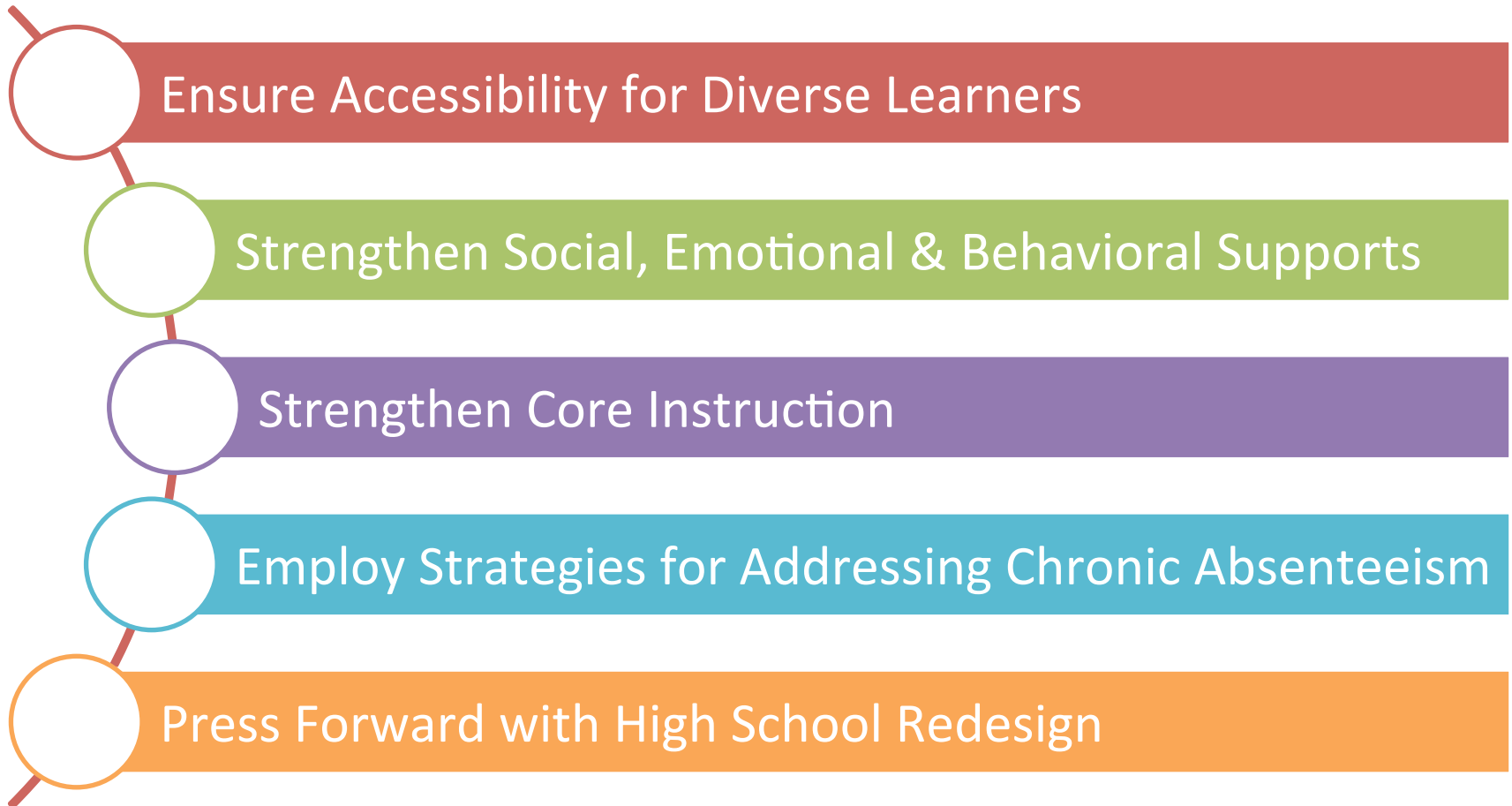


Areas for Improvement & Next Steps

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- Ensure Accessibility for Diverse Learners
 - Strengthen Social, Emotional & Behavioral Supports
 - Strengthen Core Instruction
 - Employ Strategies for Addressing Chronic Absenteeism
 - Press Forward with High School Redesign



Ensure Accessibility for Diverse Learners

Plan for Dual Language Program

- Research-based model for improving learning outcomes for all students
- Program to open at Bentley in 2020 starting with two Kindergarten classes
- Planning underway: program structure, curriculum, assessments, staffing, etc.

Introduce a Co-Teaching Model

- Content teachers and ESL teachers working together to deliver core instruction
- 20 co-taught classes at CMS and SHS

Provide Professional Development for All Educators

- Training for all teachers in how to effectively scaffold instruction
- Meaningful interactions, pre-teach vocabulary, incorporate visual aids, carefully select texts, etc.



Ensure Accessibility for Diverse Learners

Implement Coaching Cycles Focused on Equitable Practices

- 32 hrs. of specialized training for coaches on language and literacy tools
- Coaching cycles – focus on use of scaffolds that provide diverse learners with access to grade level content

Refine Assessments

- Improve district common assessments by revising them to include accessibility features
- As a result, the data gathered from assessments is more reliable and valid

Language Acquisition Teams (LATs)

- All schools are required to have a LAT as per the LOOK Bill
- LAT will meet to analyze individual EI students who are not making progress and plan interventions and supports



Strengthen Social, Emotional & Behavioral Supports

Implement Social Emotional Learning Curriculum

- SEL Task Force agreed on K-8 SEL curriculum to implement—*Caring School Community*

Strengthen Behavioral Systems

- Leverage Aspen to collect behavioral referral data
- Standardize behavioral referral document and protocol across schools
- Analyze data to plan for student and teacher supports

Build Educator Capacity

- 8 modules on preventative classroom behavior management strategies

Align Resources

- Reviewing all student support positions and aligning roles and responsibilities



Strengthen Core Instruction

Math

- Expand math supports—math tutors, fulltime math coaches
- Pilot ***ST Math***—a supplemental math program that is visual and builds understanding of challenging math concepts
- Pilot math workshop w/ small group instruction
- Provide in-house Eureka training

English Language Arts

- Strengthen reading instruction by ensuring all teachers are trained on Guided Reading
- Expand Foundations phonics program to Gr. 3

Science

- Focus on implementing relatively new curriculum with fidelity
- Provide ramp-up programming in science
 - STEM Vacation Academy—Gr. 5 & 8
 - After-School Programming—Gr. 3-4

Data Cycles

- Leverage district assessments and daily formative assessments
- Action planning



Employ Strategies for Addressing Chronic Absenteeism

K-8 District-wide Action Steps

- Improve attendance taking protocols
- Standardize outreach
- Monitor absence data closely

Salem High School

- Updating rolls by removing non-reporters
- Instituting systems to ensure accurate and timely attendance
 - Educating and reinforcing procedures for attendance with teachers
 - Better communication between classroom and office
 - Reconciling daily and period attendance
- Instituting systems and procedures to deal with potential chronic absenteeism
 - APs calling homes and sending letters home
 - Home visits by attendance monitor
 - Investigating ways to incentivize good or improved attendance (recognition ceremonies (November 15), "under five")
 - Use of CRAs when available



Press Forward with High School Redesign

Strengthen Curriculum & Instruction

- Expand instructional coaching model
- Take co-teaching model to scale
- Select and implement research-based curricula

New High School Curriculum:

ELA—Study Sync

Math—Math Visions Project (MVP)

Science—Miller & Levine Biology (Pearson)

SS/History—DBQ Project, Facing History & Ourselves, Reimagine Migration

Create Greater Access to Advanced Course Work

- Expand **Project Lead the Way** offerings
- Ensure that recruitment to all advanced courses is done through an equity lens
- Reduce barriers to advanced courses

Develop Discovery Pathways

- Align to theme-based career & content interest areas

Elements of Discovery Pathway:

- Standards-based learning
- Technology integration
- Internships, co-ops
- Capstone/senior projects

Systemic Issues to be Addressed

Policy Support

- Revise policies to ensure equity and access (e.g. transportation)
- Monitor Student Assignment policy to ensure demographic balance across schools
- Institute policies that support bilingual programs

Conduct Time Audit

- Is time on learning and common planning time adequate at all schools?
- Is time on math at K-5 schools sufficient and equitable?

Support District in Addressing Teacher Retention Issue

- What strategies could be employed to address the loss of teachers?

Build Internal IT Capacity

- Positions intended to support teaching & learning are often performing IT functions (e.g. principals who spend significant time during state reporting windows "cleaning" data)
- Late access to online curricular resources—ex. ST Math not available until first week of October