Westport Community School District Strategic/District Improvement Plan 2020-2023

Vision
The Westport Community Schools, in partnership with families and the community, will provide students with a challenging, standards-based curriculum and differentiated instructional opportunities to facilitate the academic and social-emotional development of all students.

Theory of Action
If the District provides students differentiated instructional opportunities within aligned curricula and engages families and the community to support student learning, the District will foster student academic and social-emotional growth to facilitate student career and college readiness.

Strategic Objectives		
Teaching and Learning: Develop a horizontally and vertically aligned curriculum, instruction, and assessment system to facilitate the students' growth.	**Family and Community Engagement:** Improve family and community partnerships to support both the academic and social-emotional development of all students.	**Sustainable Funding, Access, and Equity:** Pursue new revenue sources to support current initiatives and implement new initiatives such as vocational and evening school programs to foster the students' success.

Strategic Initiatives		
- The curriculum alignment will be illustrated in UbD completion for each grade level/course. - The instructional techniques to accommodate all learners will employ multimodal, differentiated instruction within the in-person, and virtual learning platforms. - The assessment modalities will emphasize the implementation of project-based assessments that incorporate formative feedback throughout project development to foster student content comprehension as well as teacher collaboration within PLCs to create summative common benchmark traditional assessments that will provide data to guide instructional improvements.	- Increase communication with families by utilizing monthly student-parent forums, weekly social media posts advertising the events occurring within the schools, and weekly teacher-parent email communication to foster family involvement in the school community. - Implement community service opportunities and a community service graduation requirement.	- Pursue new revenue sources to fund the district's current needs and new initiatives. - Use data to identify efficiencies and cost reductions. - Improve the community perceptions of the district.

Teaching and Learning Objective:
Develop a horizontally and vertically aligned curriculum, instruction, and assessment system to facilitate all students' growth.

Teaching and Learning Initiative #1:
The curriculum alignment will be illustrated in UbD completion for each grade level/course.

Action Steps	Resources	Outputs	Outcomes	Responsibility	Timeline
What steps must be taken?	What specific supports are needed to implement the action steps?	What are the immediate results of the action steps?	What will be the impact that the outputs have?	Who will be involved in ensuring the achievement of action steps?	What is the anticipated target date for action step completion?
Provide training on UbD template completion	UbD principles	PLC ability to properly complete each UbD stage	Completed stages within the UbD templates	Building Principals Director of Curriculum	Year 1: UbD stage 1 Year 2: UbD stage 2 Year 3: UbD stage 3
Create PLC teams for each grade level/content area	Provide PLC time for curriculum collaboration	Teacher collaboration focused on curriculum	Established PLCs	Building Principals Director of Curriculum	October-November 2020
Develop curriculum for all grade levels/content areas	PLC time Technology UbD templates Massachusetts curriculum frameworks	Completion of UbD templates for all units per grade level/content area	Horizontal and vertical alignment of the K-12 curriculum in each grade level/content area	Building Principals Director of Curriculum	Year 1: UbD stage 1 Year 2: UbD stage 2 Year 3: UbD stage 3

Teaching and Learning Objective:
Develop a horizontally and vertically aligned curriculum, instruction, and assessment system to facilitate all students' growth.

Teaching and Learning Initiative #2:
The instructional techniques to accommodate all learners will employ multimodal, differentiated instruction within the in-person, and virtual learning platforms.

Action Steps	Resources	Outputs	Outcomes	Responsibility	Timeline
What steps must be taken?	What specific supports are needed to implement the action steps?	What are the immediate results of the action steps?	What will be the impact that the outputs have?	Who will be involved in ensuring the achievement of action steps?	What is the anticipated target date for action step completion?
Provide training on Google Classroom	Technology WiFi	Google Classroom creation	Implementation of a common remote learning platform (Google Classroom)	Technology director Curriculum director Building principals	September 2020
Present examples of multimodal learning materials and activities that can be utilized in Google Classroom both in-person and virtually	Technology WiFi Sample Google Classroom with learning materials examples	Google Classroom multimodal learning material posts	Differentiated learning opportunities to personalize instruction for students	Building principals	September 2020-June 2021
Implement multimodal learning opportunities for students both in-person and virtually	Technology WiFi Lesson materials	Student access to differentiated instructional supports	Differentiated learning opportunities to personalize instruction for students	Building principals	Ongoing

Teaching and Learning Objective:
Develop a horizontally and vertically aligned curriculum, instruction, and assessment system to facilitate all students' growth.

Teaching and Learning Initiative #3:
The assessment modalities will emphasize the implementation of project-based assessments that incorporate formative feedback throughout project development to foster student content comprehension and teacher collaboration within PLCs to create summative common benchmark traditional assessments that will provide data to guide instructional improvements.

Action Steps	Resources	Outputs	Outcomes	Responsibility	Timeline
What steps must be taken?	**What specific supports are needed to implement the action steps?**	**What are the immediate results of the action steps?**	**What will be the impact that the outputs have?**	**Who will be involved in ensuring the achievement of action steps?**	**What is the anticipated target date for action step completion?**
Present examples of project-based assessments and rubrics as models for teachers to use	Technology WiFi Project and rubric examples	Project and rubric models Improved teacher comprehension of project-based assessment endeavor	Improved teacher comprehension for PLC collaboration and successful project-based assessment development	Building principals	September 2020
Provide PLC collaboration time to develop project-based assessments	PLC collaboration time Curriculum documents	Project-based assessment and rubric creation	Improved student engagement and student choice opportunities concerning the demonstration of content mastery	Building principals	September 2021-June 2022
Implement project-based assessments and evaluate student assessment data	PLC collaboration time	Classroom implementation of project-based assessments	Improved student engagement and student choice opportunities concerning the demonstration of content mastery Collaborative student assessment data analysis to guide instructional modifications	Building principals	September 2022-June 2023

Family and Community Engagement:
Improve family and community partnerships to support both the academic and social-emotional development of all students.

Family and Community Engagement Initiative #1:
Increase communication with families through the utilization of monthly student-parent forums, weekly social media posts advertising the events occurring within the schools, and weekly teacher-parent email communication to foster family involvement in the school community.

Action Steps	Resources	Outputs	Outcomes	Responsibility	Timeline
What steps must be taken?	**What specific supports are needed to implement the action steps?**	**What are the immediate results of the action steps?**	**What will be the impact that the outputs have?**	**Who will be involved in ensuring the achievement of action steps?**	**What is the anticipated target date for action step completion?**
Implement monthly student-parent forums	Technology WiFi Google Calendar Google Meet Gmail SchoolBrains	Each month: Google Meet links are created for the forum date. All students are emailed the Google Meet links for the identified date, and SchoolBrains voice and email parent notifications are launched containing the Google Meet links for the determined date. Google Meet links are posted on the school website.	Improved school-family communication and increased family engagement in student learning	Building principals Executive secretary	Ongoing
Generate weekly social media posts	Technology WiFi Facebook Twitter	Facebook and Twitter posts containing pertinent school information	Improved school-family communication and increased family engagement in the school community	Business manager Athletic director	Ongoing
Provide weekly teacher-parent email communication	Technology WiFi Gmail	Teacher-generated emails to parents concerning student	Improved school-family communication and increased family	Teachers	Ongoing

		progress/issues	engagement in the school community		

Family and Community Engagement:
Improve family and community partnerships to support both the academic and social-emotional development of all students.

Family and Community Engagement Initiative #2:
Implement community service opportunities and a community service graduation requirement.

Action Steps	Resources	Outputs	Outcomes	Responsibility	Timeline
What steps must be taken?	**What specific supports are needed to implement the action steps?**	**What are the immediate results of the action steps?**	**What will be the impact that the outputs have?**	**Who will be involved in ensuring the achievement of action steps?**	**What is the anticipated target date for action step completion?**
Identify community service opportunities and notify students Form a committee to define the parameters for the community service graduation requirements Implement the community service graduation requirement	Obtain stakeholder input Identify legal restrictions and financial constraints such as transportation and liability insurance School committee approval	Student involvement in the community Development of improved public relations	School-community partnership Improved public relations Improved lives by those impacted by the community service	Building Principal Assistant Principal(s) Guidance Counselors	October 2020-June 2021 September 2021

Sustainable Funding, Access, and Equity:
Pursue new revenue sources to provide continued support of current initiatives and implement new initiatives such as vocational and evening school programs to foster all students' success.

Sustainable Funding, Access, and Equity Initiative #1:
Pursue new revenue sources to fund the district's current needs and new initiatives.

Action Steps	Resources	Outputs	Outcomes	Responsibility	Timeline
What steps must be taken?	**What specific supports are needed to implement the action steps?**	**What are the immediate results of the action steps?**	**What will be the impact that the outputs have?**	**Who will be involved in ensuring the achievement of action steps?**	**What is the anticipated target date for action step completion?**
Start networking activities to identify possible funding sources	Partnering with stakeholders who are committed to the district and community	Acquisition of funding for new programming	Implementation of new programming	Superintendent Assistant Superintendent	Ongoing

Sustainable Funding, Access, and Equity:
Pursue new revenue sources to provide continued support of current initiatives and implement new initiatives such as vocational and evening school programs to foster all students' success.

Sustainable Funding, Access, and Equity Initiative #2:
Improve the community perceptions of the district.

Action Steps	Resources	Outputs	Outcomes	Responsibility	Timeline
What steps must be taken?	What specific supports are needed to implement the action steps?	What are the immediate results of the action steps?	What will be the impact that the outputs have?	Who will be involved in ensuring the achievement of action steps?	What is the anticipated target date for action step completion?
Improving academic performance and expanding extracurricular opportunities Implementation of new programming Improving communication via social media and other communication modes	Program of studies review Academic data analysis Student extracurricular and new programming survey results	Plan for new courses and programs within the program of studies Plan for new extracurricular opportunities Plan for remediation supports such as MCAS preparation courses Improved communication	Implementation of new courses, programs, remediation supports, and extracurricular activities Improved community perceptions of the district	Superintendent Assistant Superintendent Curriculum Director Building Principals & Assistant Principal(s)	Ongoing