



2017-2020 DIP – District Improvement Plan - Update
6.10.19 School Committee

The DIP update contains a color coded menu allowing you to see the progress on action items. We have been working on these action items throughout the course of the year and our work will continue to be guided by the DIP. The following key will help you to understand the DIP progress at a glance:

1. **Green** – Action item is Completed
2. **Orange** – Action item is In Progress
3. **Yellow** – Action item still needs to be implemented/initiated

During our meeting, I will be selectively reviewing the areas in yellow explaining why these are just now being initiated/implemented. As was pointed out at last year's meeting, many of the action items require an infusion of funds.

Thank you for all of your support in FY19....

Great things are in our future!

Scott C. Holcomb

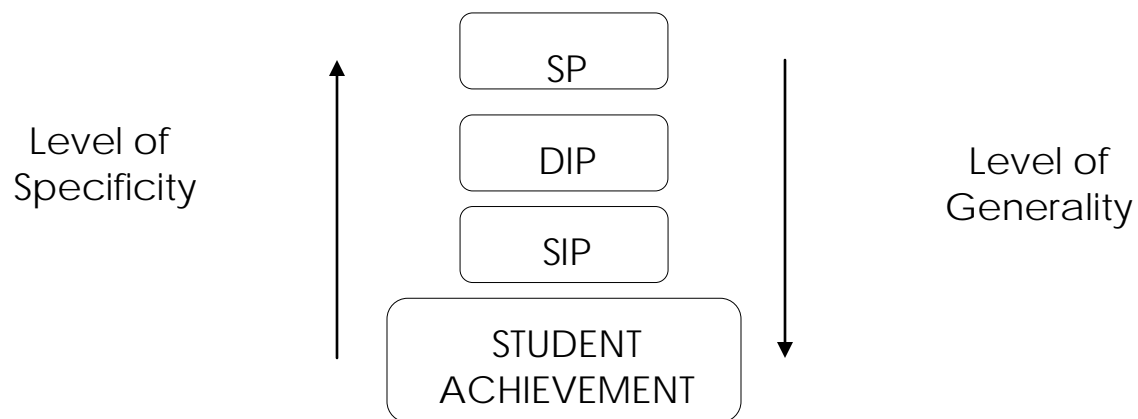
NORTH ATTLEBOROUGH PUBLIC SCHOOLS



DISTRICT IMPROVEMENT PLAN

2017-2020

North Attleborough Public Schools
District Improvement Plan
2017-2020



Introduction

The District Improvement Plan (DIP) is a three-year document that addresses the Strategic Plan’s Key Areas and Core Values on a system-wide basis guided by the stated vision and mission. Each district goal includes actions, timelines, people responsible for implementation, and evidence of effectiveness. District goals help provide the schools with a system for accountability, measurement of outcomes and evaluation of progress. The goals are the blueprint for the efforts that will occur during implementation of the three-year plan.

The DIP is designed to provide greater specificity to the Strategic Plan. The DIP is not specific to each individual school rather it is an over-arching plan to meet the needs of our entire district. Greater details are provided in each school’s School Improvement Plan (SIP). It will be the intent of each school’s SIP to emulate the DIP based on the needs of each individual school, with the consistent focus of addressing the mission, and vision of the North Attleborough Public Schools.

Each goal reflected in the DIP includes actions that will be implemented over the next three years. It is important as a district that we consistently take actions to implement this plan by gathering data, analyzing and reporting results and planning for improvement based on these results. Therefore, additions, deletions, and modifications of actions will be an important part of each goal. The DIP and SIP will be revisited on an annual basis to monitor and evaluate the effectiveness. A goal of the DIP is to provide specific direction for each School Council and faculty of each school to operate in developing a SIP for its own school. A SIP that fits the needs and strengths of that particular school is incredibly important. The overall goal of this process is to improve the learning of our students. It is our belief that our improvement planning should not only build upon areas that we need to improve upon, but also we must continue to build upon the many strengths of our school system.

Contributors

- Students
- Parents
- Community
- Administration
- Superintendent
- School Committee Members

- Mission, Vision, and Core Values

Mission

Guided by our core values, the North Attleborough Public Schools (NAPS) in partnership with families and the community, will provide a respectful, caring, safe, and supportive environment that actively engages and challenges our students and staff to reach their full potential.

Vision

Our schools will be innovative learning environments where students are supported intellectually, emotionally, socially, and physically, while becoming productive and responsible citizens.

Core Values

Collaboration

Achievement

Respect

Excellence

Support

Key Areas, Goals & Objectives

- a. **Curriculum, Instruction & Assessment** – NAPS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.
 - i. Develop a 21st Century Curriculum.
 - ii. Embed social emotional core competencies within our schools.
 - iii. Increase and enhance communication across the district.
 - iv. Expand and enhance the use of technology tools to maximize student achievement, curriculum delivery and assessments.
 - v. Enhance administrative instructional leadership.

- b. **Culture and Climate** – NAPS will provide its students with a supportive environment to foster academic, social, emotional and physical needs.
 - i. Promote the academic, social and emotional welfare of all students.
 - ii. Expand and enhance professional development opportunities and leadership opportunities for staff.
 - iii. Expand community involvement

- c. **Facilities** – NAPS will provide a well-maintained healthy, safe/secure environment to optimize student learning and support of 21st Century Teaching & Learning.
 - i. Develop a Facilities Master Plan
 - ii. Evaluate a reconfiguration and consolidation model at the elementary level
 - iii. Increase, and upgrade technology at all schools
 - iv. Increase security measures at all schools

- d. **Financial Sustainability** – NAPS will continue efficient operations that are transparent and aligned with educational priorities.
 - i. Develop a budget that is student- and classroom teacher-centered
 - ii. Work with town departments and officials to secure adequate funding to ensure educationally appropriate staffing, programs, and facilities
 - iii. Explore grant opportunities and other non-traditional revenue sources that align with our priorities

Key Area – Curriculum, Instruction & Assessment

Goal - NAPS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective (i) - Develop a 21st Century Curriculum.

Actions	Evidence	Responsibility	Timeline
1. Adopt a common template for curriculum	Curriculum Documents	Superintendent, Assistant Superintendent, Curriculum Leader(s)	2017
2. Provide professional development – UbD Understanding by Design	Agendas, Notes, Documents	Superintendent, Assistant Superintendent, Curriculum Leader(s)	2017-Beyond
3. Review current reality	Curriculum Maps; analysis of data	Assistant Superintendent, Principals, Curriculum Leader(s) Teachers	2017-2018
4. Write a 21 st century curriculum	Completed Documents	Assistant Superintendent, Principals, Curriculum Leader(s) Teachers	2017-Beyond
5. Create an ongoing Curriculum Revision Cycle	Curriculum Cycle Document	Superintendent, Assistant Superintendent, Curriculum Leader(s)	2017-2018

Actions	Evidence	Responsibility	Timeline
6. Educate staff/community about the meaning and purpose of curriculum expectations and current standards at both the state and district level.	Professional Development, parent information nights, Curriculum Website	Assistant Superintendent, Principals, Curriculum Leader(s), Technology Director	2017-Beyond

Key Area – Curriculum, Instruction & Assessment

Goal - NAPS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective (ii) - Embed social emotional core competencies within our schools.

Actions	Evidence	Responsibility	Timeline
1. To introduce the five core competencies of Social Emotional Learning to the Administrative Team, teachers and paraprofessionals	Agenda, Notes & Meeting Minutes	Superintendent, Assistant Superintendent, Principals, Director of Special Education, Curriculum Leader(s)	2017-2018
2. Imbed Social Emotional Learning Core Competencies into the taught and written curriculum	Curriculum Units, Lesson Plans and follow up lessons by classroom teachers	Assistant Superintendent, Curriculum Coordinator(s), Teachers	2017-Beyond
3. Imbed the Social Emotional Learning Core Competencies into district report cards	Revised Report Cards	Superintendent, Assistant Superintendent, Technology Director, Report Card Committee	2017-Beyond
4. School-based Social Emotional Support Teams	Agendas	Director of Special Education, Principals	2017-Beyond

Actions	Evidence	Responsibility	Timeline
5. Adopt and review Massachusetts Guidelines for comprehensive counseling through the SEL lens	Written Curriculum	Counselors, Principals, Support Staff	2018-Beyond

Key Area – Curriculum, Instruction & Assessment

Goal - NAPS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective (iii) - Increase and enhance communication across the district.

Actions	Evidence	Responsibility	Timeline
1. Gather baseline data on communication	Data results	Superintendent	2017-2018
2. Administration/Staff: Utilize Office 365, Leadership and Administrative Council meetings, professional development days, Professional Learning Community meetings.	Shared documents, meeting agendas, PDD agendas, PLC topics and products	Assistant Superintendent, Curriculum Leader(s), Principals, Assistant Principals	2017-Beyond
3. Parents: Parents are notified about curriculum, instruction and assessment via weekly newsletters (ePack), Connect-Ed communications, social media, school webpages, parent conferences, PTO meetings, School Council meetings, building presentations, School Committee meetings, North TV	Posted information in a variety of venues	Leadership Team and Teachers	2017-Beyond

Actions	Evidence	Responsibility	Timeline
4. Reach out to community members without students in the schools	Newspaper, North TV	Superintendent, Assistant Superintendent	2017-Beyond
5. Continue to foster community partnerships	Project-based learning, grant opportunities, no cost programs within the schools	Principals, School Councils, Teachers, Nurses, Board of Selectmen	2017-Beyond
6. Implementation of new school website to enhance communication between all stakeholders	New District and School Webpage	Technology Department	2017-2018

Key Area – Curriculum, Instruction & Assessment

Goal - NAPS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective (iv) - Expand and enhance the use of technology tools to maximize student achievement, curriculum delivery and assessments.

Actions	Evidence	Responsibility	Timeline
1. Introduce Digital Literacy and Computer Science Standards (DLCS) to the administrative team, teachers and paraprofessionals.	Agendas, notes and meeting minutes	Superintendent, Assistant Superintendent, Curriculum Leader(s), Principals, Teachers, Technology Director	2017-Beyond
2. Imbed digital literacy standards into the taught and written curriculum	Curriculum Units, Lesson Plans and follow up lessons by classroom teachers	Assistant Superintendent, Curriculum Leader(s), Teachers, Technology Director	2017-Beyond
3. Imbed digital literacy standards into the district report cards.	Updated Report Cards	Superintendent, Assistant Superintendent, Technology Director, Report Card Committee	2017-Beyond
4. Establish classes and coursework to continue instructing students on the use of technology	All One Note instructors received Surface tablets, continue to expand mobile laptop carts, mobile device management	Technology Director, Principals, Business Administrator, School Committee	2017-Beyond

Actions	Evidence	Responsibility	Timeline
5. Establish consistent cycle of professional development for staff to instruct and update staff on how technology can increase blended and/or personalized learning.	All teachers utilize mobile computers for instruction and other professional purposes	Technology Director, Principals, Business Administrator, School Committee	2017-Beyond
6. Transition to use available programs/apps (such as Microsoft Forms) to develop online assessment to enhance/expedite feedback to students. *Switched to GSuite	Increased opportunities to incorporate technology into the curriculum	Assistant Superintendent, Technology Director, Principals, Curriculum Leader(s)	2017-Beyond
7. Continue to expand purchase of hardware, software and infrastructure needs to achieve our goal of becoming a one-to-one district	Inventory updates and P.O.s from CIP funds	Technology Director, Business Administrator	2017-Beyond
8. Provide all teachers with mobile computers	Computers	Superintendent, Assistant Superintendent, Business Administrator, Technology Director	2018-2019
9. Increase technology support staff and add technology integration specialists as we look to increase the number of devices and curriculum across the district.	Increase in staffing	Superintendent, Assistant Superintendent, Business Administrator	2018-Beyond This may be done in FY20

Key Area – Curriculum, Instruction & Assessment

Goal - NAPS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective (v) - Enhance administrative instructional leadership.

Actions	Evidence	Responsibility	Timeline
1. Calibration among administration on expectations, use of, and implementation of instructional practices, evaluation protocols, and district policy via Instructional Rounds or similar learning walks	Shared meeting minutes, development of "points of emphasis" for each area	Assistant Superintendent, Principals, Teacher Leaders	2017-2018
2. Review, revise, and implement continuous improvement cycles for key areas (curriculum, SEL, technology,).	Various documents displaying progress in each cycle, established focus areas and priorities	Assistant Superintendent, Technology Director, Curriculum Coordinators, Principals	2017
3. Implement cycles of data inquiry and review at building level	Identified areas of strength and need in curriculum and instruction	Principals Assistant Superintendent	2017-Beyond
4. Establish best-practice sharing sessions among teachers/ staff	Increased participation in teacher collaboration (eg, teachers teaching teachers, teacher led learning sessions, and sharing of best practices via tech (Microsoft) tools	Principals	2017

Key Area – Culture & Climate

Goal - NAPS will provide students with a supportive environment to foster academic, social, emotional and physical needs.

Objective (i) - Promote the academic, social and emotional welfare of all our students.

Actions	Evidence	Responsibility	Timeline
<p>1. Incorporate SEL Core Competencies into the Middle School and High School report card</p>	<p>Report Card Revisions</p>	<p>Superintendent, Assistant Superintendent, Curriculum Leader(s)</p>	<p>2017-2018</p>
<p>2. Implement elementary report card with SEL Core Competencies</p> <ul style="list-style-type: none"> a) Train all staff on SEL Core Competencies b) Incorporate classroom walkthroughs for evidence of social emotional competencies c) Imbed SEL core competencies into the taught and written curriculum 	<p>Elementary Report Cards</p> <p>Notes from walkthroughs</p> <p>Lesson Plans & Written Curriculum Documents</p>	<p>Assistant Superintendent, Director of Special Education</p>	<p>2017-2019</p>

Actions	Evidence	Responsibility	Timeline
3. Hold presentations with outside consultants to address stressors	Agendas, Notes & Flyers	Assistant Superintendent, Director of Special Education	2018-2019
4. Pilot Social and Emotional Learning Curriculum Program	Agendas, Notes Feedback forms	Superintendent, Assistant Superintendent, Director of Special Education, Curriculum Leader(s), Principals	2017-2018
5. Curriculum review Cycle for all academic areas	Documents of Cycle	Assistant Superintendent, Curriculum Leader(s)	2017-2018
6. Promote District Core Values - CARES – Collaboration, Achievement, Respect, Excellence & Support	Agendas, Notes & Feedback forms	Entire Administrative Team	2017-Beyond

Key Area – Culture & Climate

Goal - NAPS will provide students with a supportive environment to foster academic, social, emotional and physical needs.

Objective (ii) - Expand and enhance professional development opportunities and leadership opportunities for staff.

Actions	Evidence	Responsibility	Timeline
1. Utilize the (IPDP) Individualized Professional Development Plan form from the State to focus PD on District, School and Individual goals.	IPDP Forms	Principals and Assistant Principals	2017-Beyond
2. Additional training for UbD, CARE, SEL Teams in PLC development/refinement, RTI development/refinement.	Agendas, Notes & Feedback forms	Superintendent, Assistant Superintendent, Principals, Curriculum Leader(s), Director of Special Education	2017-Beyond
3. Provide Professional Development opportunities for staff using the train the trainer model.	Agendas & Notes	Technology Director, Principals & Curriculum Leader(s)	2017-Beyond
4. Internet safety training	Agendas, Notes & Feedback forms	Technology Director, Principals & Curriculum Leader(s)	2017-Beyond
5. Train staff on Digital Literacy Standards during PD days & other days	Agendas, Notes & Feedback forms	Technology Director, Superintendent, Assistant Superintendent, Principals & Curriculum Leader(s)	2017-Beyond

Key Area – Culture & Climate

Goal - NAPS will provide students with a supportive environment to foster academic, social, emotional and physical needs.

Objective (iii) - Expand community involvement

Actions	Evidence	Responsibility	Timeline
1. Provide the community-at-large with the opportunity to access Social Emotional Speakers and information provided to staff and students.	Speakers, taped speakers to post online, community night agendas, additional sections on website	Superintendent, Assistant Superintendent, Nurse Leader, Director of Special Education, PTOs	2017-Beyond
2. Invite community to Demo Days, North Public Schools Week	Agendas, promotional material for North Public Schools Week, downtown school banners	Superintendent, Assistant Superintendent, Principals, Staff, Art Department	2017-Beyond
3. Use North TV and Town Technology office to highlight what is happening in schools and classes	Video connected to school page and North TV, including information to town sites	Superintendent, Assistant Superintendent, North TV Staff, Town Technology Staff	2017-Beyond
4. Provide flyer to stakeholders to highlight services for students	Flyer and/or list of student support services in common elementary handbooks	District and Building	2017-Beyond

Actions	Evidence	Responsibility	Timeline
5. Hold public meetings where parents can ask consultants specific questions	Flyers and North TV broadcast	Superintendent and Director Special Education	2017-Beyond
6. Share data with community members regarding nationwide and district disorders such as anxiety	Flyers, internet postings, ConnectEd emails, etc.	Nurse Leader	2017-Beyond

Key Area – Facilities

Goal - NAPS will provide a well-maintained, healthy, safe/secure environment to optimize student learning and support of 21st Century Teaching & Learning.

Objective (i) - Develop a Facilities Master Plan

Actions	Evidence	Responsibility	Timeline
1. Annual district facilities maintenance	School Dude Software	Department Heads, Business Administrator, Facilities Director, Maintenance Supervisor	2017-Beyond
2. Annual preventative maintenance of building elevators, roofs, mechanical systems and equipment	School Dude Software, Capital Improvement Plan	Facilities Director, Business Administrator, Maintenance Supervisor	2017-Beyond
3. Annual district grounds preventative maintenance, and equipment upgrades	School Dude Software, Capital Improvement Plan	Facilities Director, Business Administrator, Grounds Keeper	2017-Beyond
4. New facilities & field construction, renovation and hazardous material abatements	Feasibility Study, Capital Improvement Plan	Superintendent, Principals, Business Administrator, Facilities Director, Maintenance Supervisor, Grounds Keeper	2017-Beyond

Actions	Evidence	Responsibility	Timeline
5. Five year district capital improvement plan	Annual Municipal Capital Improvement Plan Report	Superintendent, Principals, Department Heads, Business Administrator, Facilities Director, Maintenance Supervisor	2017-Beyond
6. Building reconfiguration and consolidation	Massachusetts School Building Authority (MSBA) Feasibility Study	Superintendent, Assistant Superintendent, Principals, Department Heads, Business Administrator, Facilities Director	2018 -2020

Key Area – Facilities

Goal - NAPS will provide a well-maintained, healthy, safe/secure environment to optimize student learning and support of 21st Century Teaching & Learning.

Objective (ii) - Evaluate a reconfiguration and consolidation model at the elementary level

Actions	Evidence	Responsibility	Timeline
1. Evaluate the expansion of possible pre-school opportunities	Principals , Special Education Department, Teachers, & PTO/Community, Surveys	Superintendent, Assistant Superintendent, Special Education Director, Principals, Business Administrator, Facilities Director	2018-2020
2. Consider consolidation of elementary grades per building; k-1, 2-5, 6-8	Principals, Special Education Department, Teachers, & PTO/Community, Surveys	Superintendent, Assistant Superintendent, Principals, Business Administrator, Facilities Director	2018-2020
3. Weigh the partial integration of the 8th grade into the high school experience	H.S. & M.S. Principals, Special Education Director, Teachers, and Community Surveys	Superintendent, Assistant Superintendent, Principals, Business Administrator	2018-2020
4. Study the closer and consolidation of older buildings	Principals, Special Education Department, Teachers, & PTO/Community, Surveys	Superintendent, Assistant Superintendent, Special Education Director, Principals, Department Heads, Business Administrator, Facilities Director	2018-2020
5. Assess high school addition or renovation	Massachusetts School Building Authority (MSBA) Feasibility Study	Superintendent, Assistant Superintendent, Principals, Department Heads, Business Administrator, Facilities Director	2018-2020

Key Area – Facilities

Goal – NAPS will provide a well-maintained, healthy, safe/secure environment to optimize student learning and support of 21st Century Teaching & Learning.

Objective (iii) – Increase and upgrade technology at all schools

Actions	Evidence	Responsibility	Timeline
1. Evaluate and upgrade our technology infrastructure	Feasibility Study and Capital Improvement Plan	Superintendent, Technology Director, Business Administrator, Facilities Director	2017-Beyond
2. Increase software & hardware needs to achieve a one-to-one district	Principals, Teachers, Curriculum Leaders & Coordinators Surveys and Capital Improvement Plan	Assistant Superintendent, Technology Director, Principals, Curriculum Coordinators, Business Administrator	2017-Beyond
3. Expand the integration of technology into the classrooms. include curriculum delivery and assessment	Principals, Teachers, Curriculum Leaders & Coordinators Surveys	Assistant Superintendent, Technology Director, Principals, Curriculum Coordinators	2017-Beyond
4. Office 365, Microsoft Programs and Apps, professional development *Switched to GSuite	Principals, Teachers, Curriculum Leaders & Coordinators Surveys	Assistant Superintendent, Technology Director, Principals, Curriculum Coordinators	2018-2020
5. Provide all teaching staff with mobile computers	New Mobile Equipment Capital Improvement Plan	Superintendent, Technology Director, Business Administrator	2017-Beyond
6. Increase technology support staff and add technology integration staff	Increase Technology Staffing	Superintendent, Technology Director, Business Administrator	2017-Beyond We may add in FY20

Key Area – Facilities

Goal - NAPS will provide a well-maintained, healthy, safe/secure environment to optimize student learning and support of 21st Century Teaching & Learning.

Objective (iv) - Increase security measures at all schools

Actions	Evidence	Responsibility	Timeline
1. Building to building communication (radios & phone systems)	Feasibility Study Capital Improvement Plan	Superintendent, Principals, Department Heads, Business Administrator, Facilities Director	2017-Beyond
2. Upgrade public announcement systems	Feasibility Study Capital Improvement Plan	Superintendent, Principals, Department Heads, Business Administrator, Facilities Director	2017-2020
3. Intrusion alarms and card access systems	Feasibility Study Capital Improvement Plan	Superintendent, Principals, Department Heads, Business Administrator, Facilities Director	2018-Beyond
4. Camera systems	Feasibility Study Capital Improvement Plan	Superintendent, Principals, Department Heads, Business Administrator, Facilities Director	2018-Beyond
5. Fencing and gates	Feasibility Study Capital Improvement Plan	Superintendent, Principals, Department Heads, Business Administrator, Facilities Director	2018-Beyond
6. Middle School lock down system	Feasibility Study Capital Improvement Plan	Superintendent, Principals, Department Heads, Business Administrator, Facilities Director	2018-2020

Key Area – Financial Sustainability

Goal – NAPS will continue efficient operations that are transparent and aligned with educational priorities.

Objective (i) – Develop a Budget that is Student- and Classroom Teacher-Centered

Actions	Evidence	Responsibility	Timeline
1. Analyze data to identify areas of need as it pertains to student achievement gaps	Test results, data disaggregation, notes	Assistant Superintendent, Principals, Curriculum Coordinator	2017-2020
2. Meet with building administrators and teachers to identify areas of need as it pertains to specific needs of students of differentiated populations	Agendas, notes, test results	Superintendent, Assistant Superintendent, Principals, Teachers, SPED Director, Curriculum Coordinator	2017-2020
3. Meet with building administrators to identify the individual classroom needs of each building	Agendas and notes	Superintendent, Assistant Superintendent, Business Administrator, Principals, Teachers, SPED Director, Curriculum Coordinator	2017-2020

Key Area – Financial Sustainability

Goal – NAPS will continue efficient operations that are transparent and aligned with educational priorities.

Objective (ii) – Work with town departments and officials to secure adequate funding to ensure educationally appropriate staffing, programs and facilities.

Actions	Evidence	Responsibility	Timeline
1. Collaborate and communicate regularly and consistently with the School Committee, Town Administrator, Board of Selectmen, Finance Committee, RTM, and parents to advocate for the needs of the school department	Approved annual budget that meets the educational needs of the school department	Superintendent, Assistant Superintendent, Business Administrator, Budget Subcommittee	2017-2020

Key Area – Financial Sustainability

Goal – NAPS will continue efficient operations that are transparent and aligned with educational priorities.

Objective (iii) – Explore grant opportunities and other non-traditional revenue sources that align with our priorities

Actions	Evidence	Responsibility	Timeline
1. Research and apply for grants to supplement the school budget to provide additional educational opportunities for students and staff	New grant applications	Superintendent, Assistant Superintendent, Principals, SPED Director, Curriculum Coordinator	2017-Beyond
2. Explore expanding educational offerings to the community, staff and families	New programs such as adult education, expanded preschool, before/after school programs, etc.	Superintendent, Assistant Superintendent, Principals, SPED Director, Curriculum Coordinator	2017-Beyond