

# **Ashland Public Schools**

**87 West Union Street  
Ashland, Massachusetts 01721**

## **STRATEGIC PLAN 2011-2016**

**Barbara A. Durand  
Superintendent  
Superintendent of Schools**

**Ashland School Committee:**

**Marcia Reni, Chair  
Laurie Tosti, Vice-Chair  
Kathy Bach, Secretary  
Patricia Callen, Member  
Mark Juitt, Member**

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## **EXECUTIVE SUMMARY**

### **Strategic Goals and Strategies**

The areas of focus or themes as set forth in the plan are:

- Student Learning
- Communications
- Personnel and Professional Development
- School Culture and Leadership
- Community Outreach and Partnerships
- School Facilities and Technology

For each of these themes, the Administrative Team developed goals and strategies to provide direction for organizational improvement and growth.

The 2011-2016 Strategic Plan defines the goals and strategies along with the specific initiatives or actions, the measures of success, timeframes, and teams and leaders responsible for each effort. Measures of success and specified timeframes define targets for improvement and benchmarks for monitoring and adjusting strategies to meet those targets.

The Strategic Plan will be reviewed on an on-going basis to ensure that goals, strategies, and actions are addressed as appropriate. The plan will be modified annually to reflect progress and to address new priorities.

### **Administrative Team 2011-2012**

The Administrative Team is comprised of the Superintendent and Administrators in the Central Office, as well as building principals.

- Barbara Durand, Superintendent of Schools & Director of Finances and Services
- James Adams, Principal of High School
- Barbara Ball, Principal, of Warren Schools
- Lisa Beaudin, Director of Nutrition and Food Services
- David DiGirolamo, Dean of Students, High School
- Alan Graham, Director of Technology and Operations
- William Grubb, Principal, of Middle School
- Gregory Irvine, Principal of Mindess School
- Kevin Johnson, Supervisor of Buildings & Grounds
- Mary McDonald, Assistant Principal of Mindess School
- Ryan Quigley, Assistant Principal of Middle School
- Vinnie Regan, Assistant Principal of Warren School
- Kelley St. Coeur, Dean of Students, High School
- Eric Scott, Athletic Director, High School
- Kathryn Silva, Director of Student Services
- Cathy Stickney, Director of Curriculum, Instruction, and Assessment
- Patricia White, Principal of Pittaway/Director of Ashland Preschool

**ASHLAND PUBLIC SCHOOLS  
87 WEST UNION STREET  
ASHLAND, MASSACHUSETTS 01721**

Office of the Superintendent  
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January 2012

To Ashland's Teachers, Parents, Students, & Citizens,

What follows is our Five Year Strategic Plan which provides a guide for future educational initiatives and accomplishments and a plan for measuring the progress and ongoing success of our students, faculty, and district. The specific goals and strategies for our district and schools stem from our vision and mission and depict the priorities with which we will focus over the next three to five years.

Within each goal, we have developed specific strategies and action plans to assist us in reaching the goal. This document is our planning record for the years 2011-2016 and articulates the measurable outcomes that we expect to achieve over this period of time.

The development of the vision and mission are a result of the work of the Ashland Public Schools' administration in collaboration with the Ashland Public Schools' administration and Marc H. Wey a consultant from Management Tools & Resources over the 2010-2011 school year as well as input from the Ashland Public School Committee and representatives from the building based Site Councils.

We hope that you find this document helpful and that it inspires you to join us as we work to advance achievement of our district and school goals for student learning.

Sincerely,

Barbara Durand  
Superintendent of Schools

## **ASHLAND PUBLIC SCHOOLS ASHLAND, MASSACHUSETTS**

### **Vision Statement:**

Ashland Public Schools is committed to being at the forefront of student achievement by preparing students to be college and career ready, while promoting independence, respect, and critical thinking skills necessary to succeed as problem solvers in the 21<sup>st</sup> century.

### **Mission Statement:**

- We will recruit and retain highly skilled practitioners (teachers, para-professionals, nurses, custodial staff, Nutrition service, administration and secretaries)
- We will consistently use student data/assessments to improve student achievement
- We will design and implement a targeted professional development plan for all stakeholders
- We will engage stakeholders (parents/students/teachers/community members)
- We will maintain a strong focus on a quality curriculum

### **Theory of Action:**

If we provide a safe learning environment, develop, coordinate and implement a rigorous curriculum through quality instruction, and create an environment where educational innovation and best practices are valued, practiced and evaluated, then our students will be prepared for college or career readiness.

### **Organizational Values**

~ The Ashland Public Schools lives by the following values:

**Pride** – We will be passionate champions for the Ashland Public Schools.

**Integrity** – We will be sincere in our adherence to ethical principles and do what is in the best interest of all we serve.

**Respect** – We will demonstrate an appreciation for the value of all. We will foster an environment that is safe and nurturing for students and staff.

**Responsibility** – We will take ownership for following through with our mission. We will expect staff, parents, students and community members to be accountable for their contribution to the educational process.

**Achievement** – We will continually improve.

**Communication** – We will seek the input of all our stakeholders; sharing information openly and honestly and expect the same of all stakeholders.

## ***Strategic Planning Index*** **2011-2016**

### **Index of Planning Matrices by Goal**

#### **Goal I: Academic Excellence through Rigor and Relevance**

Increase the achievement of all students by creating learning environments that engage, challenges, and supports students while promoting independence, respect, and critical thinking skills.

#### **Goal II: Fostering an Environment of Continuous Improvement Using Data**

Promote a process of continuous improvement by using data to effectively examine district-wide programs and practices.

#### **Goal III: Communication**

Increase and maintain a high level of communication t our stakeholders and increase and sustain the community's involvement

#### **Goal IV: Infrastructures that Support Safe and Progressive Learning Environments**

Ensuring safe, appropriate learning environments that will allow us to prepare our students to become successful 21<sup>st</sup> century learners.

The following document outlines the Goals, Strategies and Actions planned for 2011-2016.

## District Goal I: Academic Excellence through Rigor and Relevance

Increase the achievement of all students by creating learning environments that engage, challenge, and support students while promoting independence, respect, and critical thinking skills.

### Strategy 1.1 – Personnel strategies to recruit, hire, and retain highly skilled practitioners capable of meeting the needs of our learners

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
<b>L1</b>	<b>Development/Implementation:</b> <ul style="list-style-type: none"> <li>Develop a competitive employment package</li> </ul>	<ul style="list-style-type: none"> <li>Increase in # of qualified resumes</li> <li>Staff retention rates for highly qualified (1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and beyond).</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Central Admin.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>July 2012</li> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Develop/strengthen partnerships with local universities</li> </ul>	<ul style="list-style-type: none"> <li>Increased numbers of student teachers/field study students within our school (spring/summer)</li> <li>Increased numbers of APS hires from local universities as a result of student teaching experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum</li> <li>Central Admin.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a comprehensive methodology to the Educator hiring process and procedures.                             <ul style="list-style-type: none"> <li>Update and maintain job descriptions within the district to ensure positions are being filled with highly qualified applicants</li> <li>Develop Interviewing Protocol Will this help us to help hire the best candidates?</li> <li>Develop an action plan to participate in Career Fairs and increase advertising opportunities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Completed/updated job descriptions for each position within the district</li> <li>Completed and disseminated interview process to all administration</li> <li>Increase in # of qualified resumes</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Central Admin.</li> <li>Building Admin</li> <li>Director of Finance</li> </ul>	<ul style="list-style-type: none"> <li>July 2012</li> <li>Ongoing</li> </ul>

## District Goal I: Academic Excellence through Rigor and Relevance (continued)

Increase the achievement of all students by creating learning environments that engage, challenge, and support students while promoting independence, respect, and critical thinking skills.

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
<b>L2</b>	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Develop and implement a teacher and administrator evaluation tool that meets or exceeds all of the Race to the Top initiative</li> </ul>	<ul style="list-style-type: none"> <li>New educator and administrator evaluation tool developed and prepared for implementation for pilot</li> <li>Teacher eval/year 3 proficiency rating</li> <li>Admin eval/year 3 proficiency rating</li> <li>Improved impact to student learning reflected in data across subject matter/grade</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Central Admin.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>August 2012</li> <li>August 2012</li> <li>August 2012</li> <li>Ongoing</li> </ul>
<b>L3</b>	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Establish yearly review model at the administration level to examine overall Human Resource Systems.</li> </ul>	<ul style="list-style-type: none"> <li>Annual progress updates to SIPs and School Committee</li> <li>Retention rate of new hires, with data from exit interviews with indicators identification for non-retention.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum</li> <li>Superintendent</li> <li>Central Admin</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>

## Strategy 1.2 – Alignment of Curriculum with the Massachusetts Common Core standards.

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
<b>L1</b>	<b>Develop/Implement:</b> <ul style="list-style-type: none"> <li>Align and implement the PreK through 12<sup>th</sup> grade curriculum with the Massachusetts Core standards with the appropriate documentation developed to facilitate implementation in our schools</li> </ul>	<ul style="list-style-type: none"> <li>100 % of curriculum mapped and aligned</li> <li>Processes, measures, rubrics, and outcomes agreed upon by the AEA</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Curriculum.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>June 2012 adoption</li> <li>2012-2013</li> <li>Ongoing</li> </ul>
<b>L2</b>	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Submission/Approval of DESE of Alignment Documents and Implementation Plans</li> </ul>	<ul style="list-style-type: none"> <li>Related Documents Completed and approved by DESE</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Superintendent</li> </ul>	<ul style="list-style-type: none"> <li>August 31, 2012</li> </ul>
<b>L3</b>	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Bi-monthly progress updates</li> </ul>	<ul style="list-style-type: none"> <li>Committee reports communicating current progress or needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>Building Admin.</li> <li>Director of Curriculum</li> </ul>	<ul style="list-style-type: none"> <li>December 2011</li> <li>Ongoing</li> </ul>

## District Goal I: Academic Excellence through Rigor and Relevance (continued)

Increase the achievement of all students by creating learning environments that engage, challenge, and support students while promoting independence, respect, and critical thinking skills.

### Strategy 1.3 – Vision for the Creation of a Collaborative Learning Environment

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<b>Develop/Implementation:</b> <ul style="list-style-type: none"> <li>Design and implement a targeted professional development plan for all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>In house curriculum development</li> <li>Approved professional development plans for all educators.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Create opportunities for educators to engage in collaborative learning activities focused on instruction and student learning.</li> </ul>	<ul style="list-style-type: none"> <li>Common Planning/Grade Level Mtgs</li> <li>Summer Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
L2	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Assess effectiveness of the design and implementation of PD.</li> <li>Opportunities being created by educators</li> <li>Common experiences for students across grade level curriculums.</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback received on faculty and administration evaluation forms</li> <li>Faculty approval of ongoing PD opportunities</li> <li>Parent feedback as a result of specific questions posed in parent surveys</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
L3	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Cycle meetings with staff</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback and observations of PD trainings in practice/application.</li> </ul>	<ul style="list-style-type: none"> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

### Strategy 1.4 - Evaluation of transitions from grade to grade and from building to building

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<b>Develop/Implementation:</b> <ul style="list-style-type: none"> <li>Develop plans that address transitions between grades and buildings that will enable students to experience success in all phases of their education.</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings from grade to grade and school to school.</li> <li>Decrease in number of students and parents experiencing high anxiety post transition identified through survey data.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>
L2	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Submission/approval of superintendent/school committee of transition plans</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of plan</li> <li>Parent /student surveys</li> </ul>	<ul style="list-style-type: none"> <li>Building admin</li> <li>Central Office admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>
L3	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Monthly/bi monthly progress meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Parent feedback</li> <li>Student information (i.e. guidance, office referrals, teacher input)</li> </ul>	<ul style="list-style-type: none"> <li>Building admin</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## Strategy 1.5 Formalize the roles and responsibilities of the newly established Student Services Department.

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>Formalize the roles and responsibilities of the newly established Student Services Department as it relates to student achievement.</li> </ul>	<ul style="list-style-type: none"> <li>Improved/increased communication between special ed, guidance, and ELL professionals and classroom teachers through staff survey data</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
L2	<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>Assess effectiveness of Student Services Department functioning as it relates to student achievement.</li> </ul>	<ul style="list-style-type: none"> <li>Improved/increased communication between special ed, guidance, and ELL professionals and classroom teachers through survey data</li> <li>Analysis of data and student progress reports</li> <li>Evaluation cycle meetings with staff (MA DESE Educator Evaluation tool)</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>
L3	<p><b>Progress Monitoring:</b></p> <ul style="list-style-type: none"> <li>Monthly consultation meetings between administrators (building based and central admin) addressing building based progress/issues.</li> <li>”Quarterly? faculty meetings with each business unit within Student Services Department</li> </ul>	<ul style="list-style-type: none"> <li>Improved/increased communication between special ed, guidance, and ELL professionals and classroom teachers through survey data</li> <li>Increased/improved communication between director of student services and employees business units of Student Services through survey data</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## District Goal II: Fostering an Environment of Continuous Improvement Using Data

Promote a process of continuous improvement by using data to effectively examine district-wide programs and practices.

### Strategy 2.1 District and School Based Data Teams

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>Establish district and school based data teams to develop data driven culture that fosters an understanding of how to use data to make informed decisions about teaching and learning.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of district and building based Data Team Leaders</li> <li>Development of an Assessment Strategy by grade that disseminates the appropriate assessments for use to drive instruction.</li> <li>Increased student achievement</li> <li>Existing teams (Grade Level, Department Meetings, Administrative Teams) incorporate collaborative inquiry practices</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>July 2013</li> <li>Ongoing</li> </ul>
L2	<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>Assess staff usage of data as observed through DI and/or RtI process and procedures</li> </ul>	<ul style="list-style-type: none"> <li>RtI process and procedures defined and maintained to reflect data as a major indicator of student progress and interventions.</li> <li>Streamlined, consistent procedure</li> <li>Increased student achievement due to their needs being identified through the RtI process and met through data analysis and resulting instruction</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services.</li> <li>Director of Curriculum.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
L3	<p><b>Progress Monitoring:</b></p> <ul style="list-style-type: none"> <li>Ongoing Data Meetings at the district and building level embedded into existing grade level, department and administrative teams</li> <li>Evaluation cycle meetings with staff (MA DESE Educator Evaluation tool)</li> </ul>	<ul style="list-style-type: none"> <li>Consistent/ongoing Data Team Meetings w/district wide communications (e.g. website, newsletter, electronic listserv)</li> <li>Discussions will be data-centered with outcomes based upon the data presented</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services</li> <li>Director of Curriculum.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## Strategy 2.2 – Data Warehouse

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L-1	<p><b>Pre-assessment:</b></p> <ul style="list-style-type: none"> <li>Assess the specific data necessary to satisfy the needs of the district.</li> <li>Evaluate the current systems.</li> <li>Evaluate enhancements to the current systems.</li> <li>Determine if enhancements will satisfy “warehouse” needs.</li> </ul>	<ul style="list-style-type: none"> <li>Data needs we want to analyze are determined.</li> <li>Gap Analysis of needs compared to Educational Data Warehouse (EDU), iPass, etc. is completed.</li> <li>Data that could be added to existing EDU is identified.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Director of Student Services.</li> <li>Building Admin.</li> <li>Director of Tech &amp; Ops</li> </ul>	<ul style="list-style-type: none"> <li>January 2013</li> <li>Ongoing</li> </ul>
L	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>Develop a system/create a warehouse of data that captures multiple measures of data including student achievement – common grade level, state and national assessments.</li> </ul>	<ul style="list-style-type: none"> <li>Assessment measures identified, administered, and maintained current.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services</li> <li>Director of Curriculum.</li> <li>Director of Tech &amp; Ops</li> </ul>	<ul style="list-style-type: none"> <li>2013-2014</li> </ul>
L2	<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>Develop and implement a strategy and instrument for where and how data will be captured and stored for the district</li> </ul>	<ul style="list-style-type: none"> <li>Identification and population of a system for use district wide</li> <li>Determine who needs access to what data/systems.</li> <li>Completed faculty/administration training for data input and analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services</li> <li>Director of Curriculum</li> <li>Director of Tech &amp; Ops</li> </ul>	<ul style="list-style-type: none"> <li>2013-2014</li> </ul>
L3	<p><b>Progress Monitoring:</b></p> <ul style="list-style-type: none"> <li>Ongoing meetings and training to ensure consistent/appropriate use of data</li> </ul>	<ul style="list-style-type: none"> <li>Data measures consistently being updated and used in decision making through data audit</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services</li> <li>Director of Curriculum.</li> <li>Director of Tech &amp; Ops</li> </ul>	<ul style="list-style-type: none"> <li>2013</li> <li>Ongoing</li> </ul>

## Strategy 2.3 Program Review Protocol for Operations

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>Develop a program review model for operations (e.g. facilities, technology, nutrition services, finances) that examines data and uses this information to improve our programs and practices.</li> </ul>	<ul style="list-style-type: none"> <li>Completed evaluation of current practices</li> <li>Procedures and protocols developed to timely examine available data from each operation model and establish minimum standards</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Director of Nutrition Services</li> <li>Director of Tech &amp; Ops</li> <li>Director of Facilities</li> <li>Building admin</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2013</li> <li>March 2014</li> </ul>
L2	<p>Assessment:</p> <ul style="list-style-type: none"> <li>Develop and implement an evaluation tool/procedure that identifies the effectiveness of the various operations areas within central office (e.g. SchoolDude, financial reports, Horizon/Mealpay)</li> </ul>	<ul style="list-style-type: none"> <li>At least quarterly, operations directors reviewed data and compared results to established minimum standards</li> <li>At least, bi-annual progress updates to the building admin., superintendent, and School Committee</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Director of Nutrition Services</li> <li>Director of Tech &amp; Ops</li> <li>Director of Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Beginning March 2014 ongoing</li> </ul>
L3	<p>Progress Monitoring:</p> <ul style="list-style-type: none"> <li>Evaluation/goal setting meetings with operations directors.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings were held at beginning of school year (goal setting) and then mid-year and end of year evaluation meetings</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent of schools</li> </ul>	<ul style="list-style-type: none"> <li>Beginning March 2014 ongoing</li> </ul>

## Strategy 2.4 PBS Initiative

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<b>Develop/Implementation:</b> <ul style="list-style-type: none"> <li>District wide implementation of school based PBS teams to support positive behavioral supports in all schools.</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of positive strategies to include the identification of core values, identification of “consequences” for inappropriate behaviors, etc...</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
L2	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Develop and implement an approach for tracking and analyzing positive and inappropriate behavior data.</li> </ul>	<ul style="list-style-type: none"> <li>Identification and population of a system for use district wide</li> <li>Completed faculty training for data input and usage.</li> <li>Assessment measures defined and identified, administered, and maintained current.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>
L3	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Ongoing meetings and training to ensure consistent/appropriate use of data</li> </ul>	<ul style="list-style-type: none"> <li>Data measures consistently being updated and used in decision making through data audit</li> </ul>	<ul style="list-style-type: none"> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>

## Strategy 2.5 Professional Development

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>Develop a program of district wide Professional Development opportunities based on data and other systems of measurement.</li> </ul>	<ul style="list-style-type: none"> <li>Annual professional development plans aligned with results of data analysis and targeted towards increasing student improvement.</li> <li>Professional development targeted at promoting curriculum alignment and continuity.</li> <li>Student based decisions are derived from data from multiple sources.</li> <li>Correlation of professional development opportunities to individual IPDIP plans and the district's goals</li> <li>Simplify process for staff to take PD opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
L2	<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>Create opportunities for educators to engage in professional development focused in areas of need as a result of faculty surveys on needs</li> <li>Develop a formal process for the gathering of PD evaluation feedback from educators with an approach for introducing change based on feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback from faculty and administration based on evaluation forms</li> <li>Faculty approval of ongoing PD opportunities</li> <li>Collaboration and sharing of best practices among faculty.</li> <li>Positive feedback from faculty and administration based on evaluation forms</li> <li>Evidence of professional development skills being utilized in administrative observations and evaluations</li> <li>Faculty engagement in multiple and ongoing PD opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>
L3	<p><b>Progress Monitoring:</b></p> <ul style="list-style-type: none"> <li>Quarterly review and analysis for assessing the impact and application of PD opportunities introduced</li> </ul>	<ul style="list-style-type: none"> <li>Faculty provides input into professional development needs through annual survey</li> <li>Evidence of improvement of student achievement</li> <li>Evidence of student based decisions that are derived from data from multiple sources.</li> <li>Correlation of professional development opportunities to individual IPDIP plans and the district's goals</li> <li>Description of PD work done by staff members in end of year evaluation documents</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>

### District Goal III: Communications

Increase and maintain a high level of communication to our stakeholders and increase and sustain the community's involvement

#### Strategy 3.1 District Wide Blog/Electronic Communications

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<b>Develop/Implementation:</b> <ul style="list-style-type: none"> <li>Develop and implement a district-wide blog that provides up to date snapshot of school life.</li> <li>Maintain creative and functional websites at the district and building level</li> </ul>	<ul style="list-style-type: none"> <li>Increased positive rating on annual communication survey to parents/community.</li> <li>Increased appreciation for website(s) identified from communication survey to parents/community</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent,</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Oct. 2011</li> <li>Ongoing</li> </ul>
L2	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Develop a formal process for the gathering feedback on district wide blog/electronic communications from parents and community feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback received from parent/community on annual constituent surveys (building based site councils, community, and school committee).</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2011</li> <li>Ongoing</li> </ul>
L3	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Periodic informal feedback on communication mediums</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback received from Superintendent Site Council, building based site councils, PTO, AshPAC, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Jan. 2012</li> <li>June 2012</li> <li>Ongoing</li> </ul>

#### Strategy 3.2 Regular communications to parents and community

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<b>Develop/Implementation:</b> <ul style="list-style-type: none"> <li>Provide regular communications to parents and community through a variety of mediums.</li> </ul>	<ul style="list-style-type: none"> <li>Increased positive rating on annual communication survey to parents/community.</li> <li>Increased ratings from communication survey to parents/community</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent,</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Oct. 2011</li> <li>Ongoing</li> </ul>
L2	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Develop a formal process for the gathering feedback on district wide blog/electronic communications from parents and community feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback received from parent/community on annual constituent surveys (building based site councils, community, and school committee).</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2011</li> <li>Ongoing</li> </ul>
L3	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Periodic informal feedback on communication mediums</li> </ul>	<ul style="list-style-type: none"> <li>Positive feedback received from Superintendent Site Council, building based site councils, PTO, AshPAC, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Student Services.</li> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Jan. 2012</li> <li>June 2012</li> <li>Ongoing</li> </ul>

### Strategy 3.3 Use of social media and advanced technologies

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<b>Develop/Implementation:</b> <ul style="list-style-type: none"> <li>Continue to analyze effective ways of communication through social media and advancements in technology</li> <li>Foster an environment of innovation through the offering of technology forums/colloquiums.</li> </ul>	<ul style="list-style-type: none"> <li>Introductions of effective technologies/social media with coordinated professional development that allows for immediate application.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Curriculum</li> <li>Building Admin</li> <li>Director of Tech and Ops</li> </ul>	<ul style="list-style-type: none"> <li>2013-2014</li> </ul>
L2	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Develop and implement a means for measuring effectiveness of technology in the classroom and its impact on student learning.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of a means for tracking the use and effectiveness of technology through our data system.</li> <li>Completed faculty/administration professional development on new technologies.</li> </ul>	<ul style="list-style-type: none"> <li>Director of Curriculum</li> <li>Director of Tech &amp; Ops</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
L3	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Observed use of the appropriate/effective use of technology/social media through the educator evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Continuous roll out and effective use of advanced technology and the effective use of this technology within our classroom.</li> </ul>	<ul style="list-style-type: none"> <li>Building Admin.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

### Strategy 3.4 Reach out to stakeholders difficult to reach

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<b>Develop/Implementation:</b> <ul style="list-style-type: none"> <li>Develop a means for tracking participation by parents and community members and identify through the data the parent/community members who do not tend to participate in school based/district activities to establish a baseline</li> <li>Develop systems to reach out to stakeholders that tend to be difficult to reach/ELL translations/ community coffees/workshops/book groups/library/parent conferences/ churches/preschools</li> </ul>	<ul style="list-style-type: none"> <li>Data tracking process with indications of our “hard to reach” population</li> <li>Increased participation in district wide and building based activities by our hard to reach population</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Building Admin</li> <li>Director of Student Services</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>On going</li> </ul>
L2	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Develop a means for tracking participation by “hard to reach” stakeholders in school based or district wide activities</li> </ul>	<ul style="list-style-type: none"> <li>Data demonstrates increased participation in district wide and building based activity by our hard to reach population</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Building Admin</li> <li>Director of Student Services</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>

<b>Strategy 3.4 Reach out to stakeholders difficult to reach (continued...)</b>				
	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L3	<b>Progress Monitoring:</b> Monitor/analyze participation in ongoing school events throughout the year (e.g. spring/fall conferences, open houses/curriculum nights, etc)	<ul style="list-style-type: none"> <li>Data analyzed from tracking process demonstrates increases in participation by “hard to reach”</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin</li> <li>Director of Student Services</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>
<b>Strategy 3.5 Annual surveys measuring effectiveness of communications</b>				
	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<b>Develop/Implementation:</b> <ul style="list-style-type: none"> <li>Develop annual constituent surveys using a variety of means – site councils, staff surveys, community and school committee</li> </ul>	<ul style="list-style-type: none"> <li>Developed survey and completed and data analyzed annually.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin.</li> <li>Director of Student Services.</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>
L2	<b>Assessment:</b> <ul style="list-style-type: none"> <li>Identify process for analyzing the data, identify successes and areas for improvement and develop action plan for change.</li> </ul>	<ul style="list-style-type: none"> <li>Data analysis from our community/parents identifies improvements at the district and building based level from our constituents.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin.</li> <li>Director of Student Services.</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>
L3	<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>Informal inquiries to site councils, PTOs, AshPAC, etc.... to gauge effectiveness of communication</li> <li>Educator Evaluation process will include procedures for measuring effectiveness of communication with parents/community at the admin and teacher levels.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of feedback from informal inquiries and educator evaluations indicate improved parent/community satisfaction with communication</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin.</li> <li>Director of Student Services.</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>

**Strategy 3.6 Improve and maintain relationships with community resources that support the districts mission (SRO, Fire, APD, New Beginnings)**

	<b>Actions</b> Description of Proposed Action/Activity	Measures of Success What will be the evidence of the impact on the goal?	Team Leader Members/persons responsible for implementation	Timeline When will the activity occur?
L1	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>Develop a community resource survey to gauge current areas of success and/or areas of improvement</li> </ul>	<ul style="list-style-type: none"> <li>Developed survey and completed and data analyzed annually.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin.</li> <li>Director of Student Services.</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2012</li> <li>Ongoing</li> </ul>
L2	<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li><b>Identify process for analyzing the data, identify successes and areas for improvement and develop action plan for change.</b></li> </ul>	<ul style="list-style-type: none"> <li>Data analysis from our community/parents identifies improvements at the district and building based level from our constituents.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin.</li> <li>Director of Student Services.</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2012</li> <li>Ongoing</li> </ul>
L3	<p><b>Progress Monitoring:</b></p> <ul style="list-style-type: none"> <li>Informal inquiries to chief of police, fire department, etc. to gauge effectiveness of communication and relationship.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of feedback from informal inquiries indicate improved parent/community satisfaction with communication</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Building Admin.</li> <li>Director of Student Services.</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2012</li> <li>Ongoing</li> </ul>

## District Goal IV: Infrastructures that Support Safe and Progressive Learning Environments

Ensuring safe, appropriate learning environments that will allow us to prepare our students to become successful 21st century learners.

### Strategy 4.1 School Inspections – state and federal

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>Develop a calendar of state and federal inspections required for our schools/facilities and schedule the appropriate regulatory body inspection to ensure we are being proactive in our efforts to update and maintain to acceptable levels.</li> </ul>	<ul style="list-style-type: none"> <li>Calendar outlining the inspections required and the regulatory body for each building/facility across the district.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Director of Tech &amp; Ops</li> <li>Director of Facilities</li> <li>Director of Nutrition Services</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2012</li> <li>Ongoing</li> </ul>
L2	<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>Identify current areas of need and develop plan for immediate inspection in any areas not currently up to date with the state and federal inspection processes</li> </ul>	<ul style="list-style-type: none"> <li>An internal inspection process implemented and areas of need identified and scheduled to be updated and/or remedied in anticipation on state/federal inspections.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Director of Tech &amp; Ops</li> <li>Director of Facilities</li> <li>Director of Nutrition Services</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>
L3	<p><b>Progress Monitoring:</b></p> <ul style="list-style-type: none"> <li>Identify and schedule all internal and state/federal inspections that require immediate attention over the next three months to ensure that we are maintaining the safety of all facilities/buildings.</li> </ul>	<ul style="list-style-type: none"> <li>Calendar outlining the inspections required immediately over the next three months.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent.</li> <li>Director of Tech &amp; Ops</li> <li>Director of Facilities</li> <li>Director of Nutrition Services</li> </ul>	<ul style="list-style-type: none"> <li>June 2013</li> <li>Ongoing</li> </ul>

• **Strategy 4.2 Establish short and long term plans to address infrastructure needs across the district to include technology, supplies, equipment, etc...**

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goal?	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>Set baseline data for school building infrastructures (e.g. supplies, equip, technology)</li> <li>Establish process to allow for the analysis of operational practices to identify efficiencies and inefficiencies</li> <li>Create current software/hardware platforms that foster a progressive, technological learning environment.</li> </ul>	<ul style="list-style-type: none"> <li>Baseline data established and communicated</li> <li>A short and long term plan for addressing inefficiencies in our infrastructures</li> <li>A short and long term plan to address software and hardware platforms that are progressive and have a positive impact to student learning.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Tech &amp; Ops</li> <li>Director of Curriculum.</li> <li>Director of Facilities</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>2014</li> <li>Ongoing</li> </ul>
L2	<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>Identify current areas of need and develop short term plan to address shortfalls/needs</li> </ul>	<ul style="list-style-type: none"> <li>Areas of need identified and scheduled to be updated and/or remedied</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Tech &amp; Ops</li> <li>Director of Curriculum.</li> <li>Director of Facilities</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2014</li> <li>Ongoing</li> </ul>
L3	<p><b>Progress Monitoring:</b></p> <ul style="list-style-type: none"> <li>Identify and schedule updates and/or needs that require immediate attention</li> </ul>	<ul style="list-style-type: none"> <li>Calendar outlining the required needs immediately and changes are underway</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Tech &amp; Ops</li> <li>Director of Curriculum.</li> <li>Director of Facilities</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2014</li> <li>Ongoing</li> </ul>

**Strategy 4.3 Establish and maintain a school and district culture that promotes behavioral regulation and pro-social interpersonal skills.**

	<b>Actions</b> Description of Proposed Action/Activity	<b>Measures of Success</b> What will be the evidence of the impact on the goals	<b>Team Leader</b> Members/persons responsible for implementation	<b>Timeline</b> When will the activity occur?
L1	<p><b>Develop/Implementation:</b></p> <ul style="list-style-type: none"> <li>The district will continue to consistently implement district and school expectations and procedures at all grade levels at all times (Positive Behavioral Supports-PBS).</li> </ul>	<ul style="list-style-type: none"> <li>100% of students and faculty will have a clear understanding of behavioral expectations and take ownership for their own behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Curriculum</li> <li>Director of Student Services</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>
L2	<p><b>Assessment:</b></p> <ul style="list-style-type: none"> <li>The current school implementing PBS will continue to make progress in their efforts to implement schoolwide student behavioral expectations</li> <li>Schools not currently implementing PBS will begin the planning process and develop short and long term goals for PBS implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Continued improvement in student problem behaviors as evidenced by office referrals and/or disciplinary action</li> <li>Short or long term plans for implementation across the district.</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Curriculum.</li> <li>Director of Student Services</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>
L3	<p><b>Progress Monitoring:</b></p> <ul style="list-style-type: none"> <li>Establish quarterly and annual review model at the PBS initiative across the schools</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly progress updates to SIPs</li> <li>Annual Updates to School Committee</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent</li> <li>Director of Curriculum</li> <li>Director of Student Services</li> <li>Building Admin</li> </ul>	<ul style="list-style-type: none"> <li>June 2012</li> <li>Ongoing</li> </ul>

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