



District Improvement Plan

2021-2024

District Improvement Plan Assignments 2021-2024

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Windham Public Schools

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LEADERSHIP, GOVERNANCE, COMMUNICATION

Standard I: School Board, district and school administrators establish, implement and continuously evaluate the effectiveness of policies and procedures. These policies and procedures are designed to promote continuous improvement and innovation of instructional practice and ensure the development, high achievements, and well-being of all students. As these policies and procedures are implemented, leadership decisions and actions will be routinely communicated to the community to promote public confidence, support, and financial commitment.

Objective: 1.1 To create a culture of collaboration between the School Board and the Superintendent that establishes effective policy and procedures which are designed to maximize student performance.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
1.1.1 Evaluate the Superintendent based on attainment of goals and standards annually by the school board	School Board	September 2021 - June 2024	Review criteria for performance and support. Provide regular feedback and support through scheduled board meetings.	Superintendent’s Annual Goal Update and Self Evaluation Informal and formal meetings with School Board to determine progress
1.1.2 Maintain a process by which information is clearly and effectively communicated through the levels of leadership to the School Board.	Superintendent, Assistant Superintendent, District Leadership, Communication Liaison and Building Leadership teams	September 2021 - June 2024	Ensure effective and continuous communication channels through the development of organizational charts which are published and posted to the School Administration (SAU) website.	Organizational charts are shared and discussed with all stakeholders.

<p>1.1.3 Maintain teacher and paraprofessional contracts and agreements in support of higher level student achievement. Representative members and groups will be selected to serve on negotiation committees to develop contracts as determined by the expiration dates of current contracts.</p>	<p>Superintendent, HR Director, School Board, WSD Lawyer, and Union Reps./Committee</p>	<p>Teacher contract: determined by contract expiration date. Paraprofessional: Determined by contract expiration date.</p>	<p>Negotiation dates/meetings determined by agreed upon dates and timelines</p>	<p>Contracts approved and signed by all committee representatives. Ratification by voters</p>
<p>1.1.4 Foster a culture of collaboration and support between the Superintendent and School Board through consensus on district-wide initiatives that improve student achievement.</p>	<p>Superintendent, School Board, Administration, Staff, students, and Community</p>	<p>September 2021 - June 2024</p>	<p>Hold regular Building and District School Council Meetings. Maintain annual building and district wide school improvement plans with budgetary needs connected. Continue meeting with administrators as well as union reps.</p>	<p>Conduct formal evaluations of staff. Create and Post Agendas of appropriate meetings on School Website. Create and Post Meeting Minutes on School Website. Post results of council meetings on the website in June.</p>
<p>1.1.5 School Board members set annual goals and discuss progress at scheduled school board meetings.</p>	<p>School Board</p>	<p>September 2021 - June 2024</p>	<p>Identified and documented School Board goals for each academic year</p>	<p>Presentation of incremental progress at public School Board meetings</p>
<p>1.1.6 Maintain an ongoing and consistent communication channel with the community for updates, plans, and details regarding district-wide initiatives.</p>	<p>Superintendent, School Board, Administration, Staff, students, and Community</p>	<p>September 2021 - June 2024</p>	<p>Superintendent updates, social media post, web updates</p>	<p>Updates to the school board meeting</p>

Objective: 1.2 To support the District’s mission in providing quality learning that improves student achievement.

“The mission of The Windham School District is to be a continuously improving, learning community, providing quality services to enable all children to master the knowledge and competencies necessary to function skillfully throughout life.”

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
<p>1.2.1 Continue to provide ongoing and meaningful Professional Development for staff on newly adopted programs, assessments, and school wide initiatives by developing an annual professional development calendar to address educational needs both district-wide and at the building level.</p>	<p>Superintendent, Assistant Superintendent, Building Administrators, teacher representatives</p>	<p>September 2021 - June 2024</p>	<p>Provide grade level specific training on new programs, assessments and school wide initiatives to staff prior to the implementation year as well as to new staff for the duration of the program or initiative.</p> <p>Provide summer workshops, PLC, departmental time for development and collaboration.</p> <p>Provide ongoing vertically articulated professional development.</p> <p>Provide for cross/ curricular discussion</p> <p>Develop a vision of training one-year out based on teacher surveys, and new academic or technical requirements</p> <p>Share the board adopted curriculum development calendar with all stakeholders.</p>	<p>Staff Surveys</p> <p>Professional Development schedule published annually and shared with teachers/paraprofessionals</p> <p>Careful analysis of multiple sources of data to drive instruction and determine the need for additional professional development</p> <p>Work collaboratively to remain current with the best educational research to drive instruction in order and identify and implement professional practices and opportunities for all learners.</p>
<p>1.2.2 Continue to promote and support teacher leadership within the district and school buildings.</p>	<p>Superintendent, Assistant Superintendent, Directors & Building Administration</p>	<p>September 2021 - June 2024</p>	<p>Clearly define the roles and expectations of district and building leaders.</p> <p>Create monthly meeting agendas and meeting minutes for the district.</p> <p>Provide budget training for grade level team leaders, as well as building leaders.</p> <p>Provide professional development for the role and level of leadership.</p> <p>Form a Leadership Academy for new and aspiring leaders.</p>	<p>Defined mission/vision of the leadership teams & department heads</p> <p>Monthly department meetings at all buildings to review and implement goals</p> <p>Monthly team leader meetings at all buildings</p> <p>Annual invitations to the Aspiring Leadership Academy</p> <p>Targeted and ongoing professional Development for the roles of all leaders</p>

<p>1.2.3 Maintain a Mentor/Mentee Program and orientation for new staff to the district</p>	<p>Assistant Superintendent, Director of School Counseling, Principals, Curriculum Directors, Mentors</p>	<p>September 2021 - June 2024</p>	<p>Provide appropriate training in school/district initiatives, curriculum and programming.</p> <p>Annually train new staff during the summer.</p> <p>Schedule meetings between Assistant Superintendent, mentors, and new staff.</p> <p>Schedule meetings/plans with mentees.</p>	<p>Completion of annual summer training</p> <p>Published meeting schedule and documented notes</p> <p>Published meeting schedule and signed attendance sheets</p> <p>Annual training for new and aspiring mentors</p> <p>Monthly scheduled meetings between mentors and mentees</p> <p>Annual professional development specifically designed for mentors and mentees</p>
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Objective: 1.3 To use student, school and district level data to create district wide improvement plans. All improvement plans will contain measurable benchmarks, targets and goals.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
1.3.1 Analyze data to evaluate student performance and assess needs to improve student achievement (requirement of the budgetary process)	Superintendent, Assistant Superintendent, Directors, Principals and Assistant Principals	September 2021 - June 2024	ongoing process that includes careful review of data to determine adjustments in instruction as well as the need for additional professional development or procurement of new resources to support student learning at all levels	Review of data in PLC's and department meetings. Data review during department meetings and full faculty meetings Regularly scheduled meetings and presentations by the Director of Assessment and Accountability with school teams Review of standardized test data as determined by release dates of the data
1.3.2 Assess school and departmental improvement plans (SIP) developed by the schools that represent program and building needs to determine appropriate funding	School Board, Superintendent, Assistant Superintendent, Leadership Team	September 2021 - June 2024	Building leaders present the School Improvement Plans to the Superintendent and the School board as part of the budget planning process	Budgetary allocations to the buildings are based upon successful justifications during budget hearings
1.3.3 Maintain School Councils as advisories to the principal committed to developing strategies to improve their schools.	School Board, Superintendent, Principals, Teachers, Parents	September 2021 - June 2024	Create a framework for School Council Committees District Wide to include responsibilities, operations and oversight, a mission statement, defined measurable results Establish a calendar and council representative of staff and parents Monthly parent council meetings to set goals that come directly from the school improvement plan Monthly SSAC meetings	Agendas and Meeting Minutes Principal reports School Council concerns and recommendations to Superintendent and School Board following each scheduled meeting

Objective: 1.4 To develop a budget proposal that meets student and school needs, and to communicate the proposed budget to all stakeholders with full transparency.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
1.4.1 Assess the needs of the students by analyzing available data	Superintendent Principals School Councils Leadership Team Curriculum Leaders Teachers	September 2021 - June 2024	Student Performance Data Facilities Assessments Technology Assessments Data gathered through PLC's to foster collaborative analysis Regularly scheduled meetings and presentations by the Director of Assessment and Accountability Review of standardized test data as determined by release dates of the data	Review of assessment data during PLC's Data review during department meetings and full faculty meetings
1.4.2 Continue to bring budgetary needs to School Council based on student data for feedback	Principals Building Staff Leaders Department Heads Directors School Council	September 2021 - June 2024	Create objectives and plans with measurable data connected to budget needs	District and School Improvement Plans updated Monthly presentations to apprise members and review budgetary needs based on student data
1.4.3 Continuous review of the District Improvement Plan (DIP) annually to serve as school counselor in the development of the fiscal budget	Superintendent School Board Leadership Teams DIP Committee	September 2021 - June 2024	Review plan and ongoing results and make recommendations to the DIP Team to amend current DIP actions.	DIP Plan
1.4.4 Principals finalize budget based on data and feedback from stakeholders, get feedback from school council and submit to Superintendent for presentation to School Board	Superintendent, Principals, School Board	September 2021 - June 2024	School principals and the superintendent finalize needs-based budget for the school and district, and present to the School Board according to the budgetary timeline	Superintendent and School Board approval Weekly Directors' meeting at WHS and bi-weekly at WCS and WMS to elicit feedback Monthly Department meetings at all schools to elicit feedback and understand ongoing needs Bi-weekly principals' meetings

				<p>Monthly meetings with school council</p> <p>Regular presentations at scheduled school board meetings</p>
1.4.5 Superintendent submits budget to School Board that addresses the needs identified in the school and district improvement plans	Superintendent Business Administrator School Board	September 2021 - June 2024	The Superintendent recommends the proposed budget to the School Board.	Approval of needs based budget or adjustments
1.4.6 School Board articulates needs-based budget and presents budget to Community during a public meeting	School Board Budget Committee Superintendent Principals	September 2021 - June 2024	<p>Presentation of Budget</p> <p>Present at public hearing</p>	Approval by voters
1.4.7 Superintendent implements approved budget based on the outcome of the budget hearings and School Board approval	Superintendent School Board Business Administrator	September 2021 - June 2024	Management of the budget within the appropriation	Submit monthly and end of year reports

Objective: 1.5 To develop a communication process dealing with school facility issues/requirements between School Administration and the School Board.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
<p>1.5.1 Maintain and provide the proper oversight to school renovation projects</p>	<p>Administration (Superintendent, Business Administrator, Facilities Director) Project Steering Committee</p> <p>School Board will appoint specific committees as needed: Buildings and Grounds Committee</p>	<p>September 2021 - June 2024</p>	<p>Reports are presented that contain Project Management Planning, phasing, cost management, quality management, contract administration, timelines, challenges etc.</p> <p>Relative information presented at each School Board on an as needed basis</p> <p>An ongoing agenda item at regularly scheduled principals' meetings</p>	<p>Intermittent formal presentation to the School Board</p> <p>Agenda and Meeting Minutes</p> <p>Regularly scheduled meetings with Buildings and Grounds Committees as determined by the ongoing projects</p>
<p>1.5.2 Review and adjust the school safety plan including points of egress and access to ensure that the school is safe for students and staff.</p> <p>Control of visitors in schools</p>	<p>Superintendent Business Administrator Facilities Director Building and Grounds Committee School Board</p> <p>Building Administration</p>	<p>September 2021 - June 2024</p>	<p>Establish a plan to include security and access to buildings at point of egress</p> <p>Conduct a minimum of ten safety drills each year.</p> <p>Monthly meetings with Windham Police and Fire</p> <p>Screen and log in and out all visitors to review prior to entry.</p> <p>Escort all visitor to destination, as needed</p>	<p>Regular oversight by school level administrators, facilities director and custodians</p>

Objective: 1.6- Update, develop and communicate policies.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
1.6.1 Maintain and adopt policies that comply with student federal regulations and district operations.	Policy Committee Superintendent School Board	September 2021 - June 2024	<p>Address policies based on immediate concerns that arise throughout the school year.</p> <p>Start with mandated policies Cycle through each section (A,B...)</p> <p>Policies updated within a cycle every five years</p> <p>Monthly policy meetings to carefully review and update all policies</p>	<p>Updated website with all current policies and policy books</p> <p>School Board Policy Committee representatives present newly reviewed and adjusted policies to the full board at their monthly meetings</p>
1.6.2 Maintain, update and provide public access to School Board Policies and Procedures	Policy Committee Superintendent School Board	monthly updates	<p>Policies updated within a cycle every five years</p> <p>Annual articulation of policies and procedures as required by law</p> <p>The Superintendent's Administrative Assistant provides updated information to all administrative staff and ensures that the policies on the Web site are updated.</p>	Updated website with all current policies and policy books

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CURRICULUM AND INSTRUCTION

Standard II: Curriculum and Instruction: The district provides a comprehensive, accessible, and rigorous instructional program aligned with state frameworks and the common core comprised of curricula and instructional practices that are implemented and monitored effectively, and that lead to high levels of achievement for all students.

Objective 1: To Provide an Aligned, Consistently Delivered and Continuously Improving Curriculum

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
2.1.1. Create and implement a consistent system for monitoring student learning and achievement in order to continuously improve curriculum	Curriculum Directors, Executive Directors/ Supervisors Lead Teachers Instructional Specialists	September 2021-August 2024	Maintain an aligned system for student monitoring that includes weighted assessments, benchmarks, and standardized testing to include but not limited to; ie.NHSAS, STAR, PSAT, SAT, and various other data points. Continue to review and revise common unit assessments.	A defined, and aligned system for using appropriate to each level.
2.1.2 Utilize PLCs to ensure consistent and continuous discussion about curriculum, instruction, and student academic and emotional learning	Curriculum Directors, Principals, Executive Directors/ Supervisors, Teachers, Special Education Staff	September 2021-Aug 2024	Use PLC time for collaborative work to review targeted student data and progress to inform instructional practices and curriculum revisions	2024 student data collection and analysis PLC notes and observations

Objective 2: Ensure Strong Instructional Leadership and Effective Instruction

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
2.2.1 Review and implement professional development with attention to alignment, consistency, and fidelity.	Administrators, building administrators, directors, teachers and staff	September 2021-Aug 2024	<p>Prioritize and target initiatives in order to ensure adequate time can be provided to effect change</p> <p>Plan teacher in-service, PD, and other meeting times to ensure teachers and staff are prepared and knowledgeable about initiatives</p>	<p>Measure initiatives' progress after sufficient time</p> <p>Teacher evaluations and observations</p>
2.2.2 Review and consistently implement a system for monitoring and evaluating instructional practices	Supt. Assistant Supt. Principals Curriculum Directors, Executive Directors/ Supervisors	September 2021-August 2024	<p>Review current practices in order to regularly evaluate effective teacher performance</p> <p>The system should be used within all buildings in the district</p>	Provide opportunities to calibrate evaluations for ensuring consistency
2.2.3 Provide opportunities for cross-curricular co-teaching instruction and integration of different subject areas	Administrators Building based leadership teams Building staff	September 2021-August 2024	<p>Provide out of school time for different discipline teachers to plan unit integration</p> <p>Provide for and train teachers to implement co-teaching models</p> <p>Provide training on student-centered models of instruction</p>	<p>Observe and evaluate co-teaching and cross-curricular lesson</p> <p>Monitor and review PD and PLCs</p>

Objective 3: Support High Levels of achievement for all students

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
2.3.1 Integrate a framework of multi-tiered supports and interventions for all students across all levels	Asst Superintendent Principals	August 2021-June 2024	Provide adequate staffing to support the model(s) of instruction Provide appropriate curriculum resources Utilize a structure for monitoring longitudinal and coherent data progressions in each building Train teachers effectively to plan and implement specialized instruction including SEL strategies Implement a system of enrichment	PD evaluations DESSA/CASEL reports Student achievement data Data team/SST meeting minutes
2.3.2 Implement research-based practices to provide interventions for all students across all levels	Asst Superintendent Principals Content specialists	August 2021-June 2024	Maintain appropriate resources and materials to support students Review best-practices and provide training as necessary Observe interventions	Student achievement data Progress monitoring, process evaluation Teacher observations and evaluations

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ASSESSMENT

Standard III District and school leadership use student assessment results, local benchmarks, and other pertinent data to improve student achievement and inform all aspects of its decision-making including: policy development and implementation, instructional programs, assessment practices, procedures, and supervision.

Objective: 3.1 To provide access to user friendly, district-wide and school based reports on student achievement and other relevant data.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
3.1.1 Continue to provide professional development to teachers and instructional support staff in how to use the student information system to access data, and generate reports (ie. NH SAS, College Board, Renaissance, Schoolzilla, DESSA, etc.)	District Administration, School Administration, Data Manager, Teachers, and support staff members.	September 2021 - June 2024	Staff will be trained on accessing and analyzing data from various platform (ie. NH SAS, Renaissance, College Board, DESSA, Schoolzilla).	Staff participation in PD sessions
3.1.2 Continue to identify and share specific tiered data reports in an user-friendly and timely manner to all stakeholders (teachers, parents, students etc.).	District Administration, Principals, Teachers, school counselor Counselors, and Students.	September 2021 - June 2024	The Director of Assessment and Accountability will identify and share specific data reports that schools & teachers find most beneficial. Staff, parents, and students trained on accessing and interpreting data Timelines are established for dissemination of data. Parent resource link will be added to the Assessment page of the WSD website.	List of data reports, ie., Analysis, and Areas of Deficiency Website link established for parents Presentations Reports Report cards Schoolzilla - Analytics Dashboard
3.1.3 Continue to analyze and discuss data in order to impact student learning.	Principals, Curriculum Directors, District Administration, and Teachers.	September 2021 - June 2024	Data discussions with appropriate stakeholders during PD time.	Staff participation in PD sessions

Objective: 3.2 To ensure the district is highly effective at analyzing and using data to drive decision making.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
3.2.1 Maintain our robust Multi Tiered System of Support (MTSS) with embedded use of universal screening and progress monitoring for all students	MTSS District Team	September 2021 - June 2024	<p>Universal MTSS District Team consists of district and building level admin, school counselor, RtI/SST coordinators, student services, and a school board member.</p> <p>Fall RTI is developed by previous year's data with reevaluation performed after each benchmark window.</p> <p>Throughout the year, teachers follow an outlined protocol before referring student concerns to the Student Support Team (SST).</p>	<p>Implementation of MTSS initiatives.</p> <p>MTSS handbook guidelines</p>
3.2.2 Maintain data teams at all schools	Principals, District Administration, Curriculum Directors, Building Stakeholders.	September 2021 - June 2024	School specific data is analysed to address school based challenges	<p>Building data team meetings</p> <p>Agendas</p>
3.2.3 Examine correlation of attendance, behavior, and individual student growth	Classroom teacher, Parents, school counselor, Building Principals, and Curriculum Directors.	September 2021 - June 2024	Multiple data points will be analyzed at the building level to determine impact.	Examine the data to determine a decrease in the number of student support team referrals based on student behavior and low academic performance.

Objective: 3.3 To ensure the use of a balanced system of formative and benchmark assessments to guide instructional practice, and determine individual remedial and enrichment requirements.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
3.3.1 Monitor the use of common assessments through horizontal and vertical alignment to content standards.	District Administration, School Administration, Curriculum Directors, Teachers	September 2021 - June 2024	Develop a plan for restructure if needed, including removal of unnecessary assessments.	Evaluate the effectiveness of the assessments being used.
3.3.2 Continue to designing and implementing effective learning targets, success criteria, and formative assessments to drive instruction	District Administration, School Administration, Curriculum Directors, Special Education Directors, Professional Development Committee	September 2021 - June 2024	School Based PD, PLC's and UBD work.	Ensure that UBD unit creation. Ensure UBD units have been created. Ensure appropriate implementation through formal and informal classroom observations.
3.3.3 Continue to establish teacher developed benchmark cumulative assessments	School Administration, Curriculum Directors, and Teachers.	September 2021 - June 2024	Critical types of data are identified by grade level/course to assist in development (ie. NH SAS, STAR, PSAT, SAT, AP, DESSA, etc). Time during PD and PLC's will be used to align standards / programs to mastery standards and assessments	Evaluate performance outcomes Ensure UBD units have been created. Ensure appropriate implementation through formal and informal classroom observations.
3.3.4 Collaborate with Demonstrated Success to provide professional development on the implementation and best practice use of the NH SAS Standards Based Modulares.	Director of Assessment & Accountability, Curriculum Directors, School Administration, Teachers, Demonstrated Success.	September 2021 - June 2024	Training during PLC's and classroom implementation. Measure usage by looking at outcomes.	Modular Implementation and academic proficiency levels.

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HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT

Standard IV: The district structures its environment to recruit, develop and retain effective and highly-qualified faculty and staff with a student-centered approach.

Objective 4.1: To recruit and retain a diverse pool of well qualified staff.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
<p>4.1.1 Review and revise current recruitment process, including: Exploration of new pathways used to identify potential staff, including job fairs, online referral sources, and use of formal and informal networks to reflect changing times and district needs.</p>	<p>Superintendent, Director of Human Resources, Curriculum Directors, Principals</p>	<p>Spring/Summer 2021-2024</p>	<p>Create and Maintain bank of job descriptions</p> <p>Job Descriptions to be evaluated as needed.</p> <p>Establish effective practices to evaluate quality of recruitment</p> <p>Revise and implement new hire process</p> <p>Implement Procedure for Student Teachers</p> <p>Create a plan for engaging student teachers after program completion to develop talent internally (address question about loan forgiveness)</p> <p>Create a loan forgiveness document to present to new hires</p> <p>HR to begin pre screening substitutes (target dates to align with school vacations)</p>	<p>Human Resources data report and procedures</p>

<p>4.1.2 Streamline and update the current employee application process, including: Revision of the current website to ease candidates' pathways to information, exploration of ways to improve communication to candidates.</p>	<p>Director of Human Resources, Executive Director of Technology, Assistant Superintendent, Principals</p>	<p>August 2021-2024</p>	<p>Revise school district website to include significant improvements/modifications to the application process</p> <p>Update application forms and questions to tailor to roles</p> <p>Establish automated emails so candidates are notified of their statuses</p>	<p>Quarterly review of current websites</p> <p>Application process feedback</p>
<p>4.1.3 Implement a training software system which allows for roll-out and tracking of any needed training for employees.</p>	<p>Director of Human Resources</p>	<p>2021</p>	<p>Implementation date September, 2021</p>	<p>Continual process improvement and monitoring of the system to ensure it meets current needs</p>
<p>4.1.4 Aspiring Leadership Academy</p>	<p>Asst Superintendent, Superintendent, Administrators and Director of Human Resources</p>	<p>June 2021-2024</p>	<p>Define program guidelines for Aspiring Leadership</p>	
<p>4.1.5 Monitor the Mentor /Mentee program currently in place, including: Surveys of current mentors/Mentees, differentiation of the program, yearly refinement of the program based on feedback from various sources, and exploration of best practices from other districts to include all educators and paraprofessionals</p>	<p>Director of Human Resources, Director of School Counseling, WSD Mentor/Mentee Coordinators, School Mentor/Mentee Coordinators</p>	<p>June 2021-2024</p>	<p>Complete mentor/mentee surveys</p> <p>Implement mentor program revisions</p> <p>Create and implement standard procedure for new employee mentors 90% certification of mentors)</p> <p>Create Building Orientation</p> <p>Develop checklist for new hires which will be shared between mentors/mentees at the building level</p> <p>Employee Check-In for all new hires; 30, 60 and 90 days</p> <p>Look to expand the mentor program across all new hires inclusive of Long Term Substitutes</p>	<p>Survey analysis</p> <p>New procedure for new hires</p>

Objective 4.2: To create a culture that utilizes ongoing evaluation of teacher performance and student learning to drive continuous improvement of teachers' skill.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
4.2.1 Explore ways to identify and utilize the knowledge of current teachers for professional development, program development, and mentoring	Assistant Superintendent, Director of Human Resources, Professional Development Committee, Curriculum Directors, Principals	Yearly, prior to second Teacher Workshop Day	<p>Ongoing development of curricula and other materials exclusively by district staff. Monitor program progress</p> <p>90% certified staff in place for the start of the school year.</p> <p>Clear plan for non-certified (alt-plan) staff for education, development, and certification</p> <p>Refine PD committee to include representatives from each employee group and all schools</p> <p>Look at ways to improve MLP process and streamline</p> <p>Need well defined training plan; not passed on from one admin to another</p>	<p>1 PD Day / year presented.</p> <p>PD Day program, Curricula minutes, Mentor Program notes</p>
4.2.2 Effectively train evaluators in the evaluation method	Assistant Superintendent	Yearly training on method and rubric	<p>Notes / agendas of evaluation meetings related to goal</p> <p>Offer bias training</p>	Ongoing training and feedback from evaluators.
4.2.3 Provide ongoing and confidential support for struggling professional staff focused on improving skill and retaining human capital	Principals, Asst. Principals, Curriculum Directors, other supervisors	Ongoing as needed	Provide formal and/or informal teacher improvement plans	Yearly review of effectiveness

4.2.4 Create an environment where available data is explored and used in order to identify areas of need and continuous improvement, and new data is mined effectively	Superintendent, Director of Student Assessment, Administrative team	Ongoing	Yearly assessment of needs by Director of Student Assessment, ongoing data collection, analysis, and distribution of data to appropriate staff; training as needed Perform comprehensive compensation reviews every three years	Assessment of needs documentation, data analysis documents, training plans/agendas. Create a unifying vision for the district incorporating NEASC values as appropriate. Define WSD Core Values Reshape WSD stories to match our values
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Objective 4.3: To create a culture which links district / school goals and employee and student success.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
4.3.1 Identify culture	Assistant Superintendent, Professional Development Committee, Principals, Curriculum Directors, Director of Human Resources	Ongoing	Create a unifying vision for the district incorporating NEASC values as appropriate. Define WSD Core Values Reshape WSD stories to match our values	Annual review of progress
4.3.2 Ensure program supports culture	Assistant Superintendent, Professional Development Committee, Principals, Curriculum Directors, Director of Human Resources	Ongoing	Ensure performance management programs support our values Define reward and recognition programs which support our values	Annual review of progress

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STUDENT SUPPORT SERVICES

Standard V: 5.0 The district provides quality programs for all students that are comprehensive, accessible and rigorous. Student academic support services and district discipline and behavior practices address the needs of all students. The district is effective in maintaining high rates of attendance for students and staff and retains the participation of students through graduation.

Objective: 5.1 Academic Support: To develop and implement policies, procedures and practices that promote high student achievement, support course completion, reduce grade retention and on-time graduation. The District will develop and implement an effective system for addressing the emergent and long-term holistic needs of all students.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
5.1.1 Refine the current Multi-Tiered System of Support (MTSS) to ensure it addresses the needs of learners along the entire learning spectrum.	Superintendent, Building Administrators MTSS committee Director of Assessment & Accountability Teachers	September 2021 - June 2024	System of Support Consistently implement district MTSS guidelines Identify current and deficient academic, social, and emotional supports, services and opportunities for all students. Ensure adequate staff and professional development for effective implementation of MTSS goals at each grade level. Provide PD for all teachers regarding social emotional, executive functioning, differentiated learning, accommodations and modifications Add interventionists and/or identify internal resources for MTSS specialization across all grade levels Continue training for teachers and counselors on current data systems	Outline MTSS measurement processes at each school Monitor effective RtI programming and growth via data/scores at each school Analysis of data indicating the effectiveness of interventions Analysis of programming and materials to ensure they are age appropriate and provide access and progression of skills District MTSS guideline plans

<p>5.1.2 Maintain consistent practices to address the needs of all students as they transition between grades and schools PK - 12</p>	<p>Building Principals Director of School Counseling Directors of Special Education at each school</p>	<p>September 2021 - June 2024</p>	<p>Continue to plan meetings throughout the year between schools to ensure a smooth transition from school to school and grade to grade. Maintain meeting notes to ensure consistency in future years.</p> <p>Continue to utilize resources and allocate resources as needed</p>	<p>Develop a schedule of transition activities PK - 12</p> <p>Develop a working list of alternative/additional transition activities for students who require them</p>
<p>5.1.3 Establish curriculum for Executive Functioning skills PK-12</p>	<p>Principals Director of School Counseling Special Education Academic Directors Executive Functioning Coach</p>	<p>September 2021 - June 2023</p>	<p>Develop and implement an Executive Functioning skill-based program for needs based students</p> <p>Identify best practices, procedures and programs for executive functioning across all grade levels to include college readiness skills</p> <p>Develop an effective Executive Functioning skills based resource</p> <p>Develop clear procedures for identifying students with Executive Functioning deficits</p> <p>Continue to assess the need for executive functioning resources using data collected through MTSS for various grade levels</p>	<p>Identify and report on developmentally appropriate executive functioning skills at each level PK - 12</p> <p>Utilize all building level resources to provide executive functioning intervention</p>

Objective: 5.2 : To collaborate with educators to ensure equity and to close the achievement gaps by using data on student achievement to provide additional programs or supports that facilitate educational success.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
5.2.1 Implement an academic recovery and remediation program	Principal, school counselor. Curriculum and Special Education Directors, and Director of Assessment & Accountability	September 2021 - June 2022	Inform staff on various academic recovery and remediation platforms and options Continue to review and assess the criteria for student eligibility	Students will participate and earn credit for failed courses or semesters. Teachers will independently create individualized programs to attain and demonstrate knowledge of concepts not mastered in the respective class.
5.2.2 Expand school to career opportunities for all students	Transition specialist, WHS Director of Special Education/school counselor Special education teachers/School Counselor	September 2021 - June 2022	Coordinate career opportunities district wide Discussions with students regarding college and career readiness Work with local colleges and businesses to provide opportunities for college credit and career readiness Provide Junior achievement programs and surveys Students will participate in online career surveys	Follow up on students who have graduated to determine college preparedness relative to peers. Evaluate the implementation of the Work To Learn program focusing on community based work experiences to address the transitional and pre-vocational needs of students. Create pathways and events for local business professionals to engage in mentorship
5.2.3 Continue to revise the continuum of specially designed services from PK - 12, as needed, and vertically align those services to meet the developmental needs and skills of students with disabilities	Building Principals Directors of Special Education Special Education Teachers	September 2021-June 2024	Continue to review and assess the continuum across the district from Pre-K-12 building continuity between grade levels and grade spans among teachers Continue to review assessment data to identify skill deficit areas and target for remediation	Placement of students into specialized settings Program approval via the Department of Education (DOE) Revise and/or add programming to address specific needs denoted by data collected (obtain DOE program approval if needed)

Objective: 5.3 Educational Continuity and Student Participation: Implement school policies and practices that promote student attendance, which will be continuously monitored, reported and acted upon.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
5.3.1 Research the need and demand for before and after school activities, enrichment opportunities, and child care	Principals / Directors Teachers Parents/Students	September 2021 - June 2022	Establish clubs and activities (Pre-K-12) reaching a spectrum of interests and development needs - sports, academic, leisure, arts, vocational, social and others Creation of online afterschool activities resource database Collaborate with private providers (like Champions/Boys and Girls Club, YMCA)	Increased partnerships with community stakeholders
5.3.2 Further Develop Advisory and Personal Development programs for students	Building Principals Committee	September 2021 - June 2023	Develop an Advisory protocol PK - 12 for each school to use and provide PD for teachers in order to properly implement. Identify social emotional learning curriculum to develop, and build stronger, more attentive, and healthier school communities. Phase implementation of Advisory Model	Student and Staff surveys
5.3.3 Increase student attendance	School Board, Superintendent Policy committee School leaders Teachers	September 2021 - June 2023	Review current policy and discuss to revise seeking more accountability Discuss options for a district-wide truancy officer	Data; Review of attendance records regarding absenteeism rate to identify specific areas needing improvement Create an attendance policy that will support a reduction in student absences to increase student performance

Objective: 5.4 Ensure that each school creates a safe school environment and makes effective use of a system for addressing the social, emotional, and behavioral health needs of its students with parents as partners

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
5.4.1 Increase parent education and partnership across a variety of school related areas, including, but not limited to, mental health, social media, curriculum, communication with teachers	Director of School Counseling Building administration Parents	September 2021 - June 2024	Develop Online resource for parents and students to access Continue providing meaningful parent/school communication via a variety of platforms, such as Powerschool, podcast, School Messenger, workshops, school newsletters, and social media resources	Anecdotal feedback from parent survey regarding use of resources and efficacy and value of District communication
5.4.2 Increase Family Engagement and Resource Awareness	Director of School Counseling Building administration Directors Parents	September 2021 - June 2022	Create a parent learning center/portal at each school - school and community information, computer access, pamphlets, etc. Create and establish a series of parent workshops (on line or in person) to share resources and information, both school and community related.	Parent survey regarding use of learning center and topics to provide in a workshop format Parent Information Centers Online sign up log for parents attending district webinars

Objective: 5.5 Safety -To ensure all schools maintain the physically and emotionally safe environments for students. The District will review and revise a comprehensive safety plan and will meet annually with local police and fire departments to be used to create aligned school plans.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
5.5.1 Improve training on bullying and racism, cultural awareness, gender identity, Youth Risk Behavior Survey (YRBS) results, and other topics that become relevant.	Superintendent, Building Principals School resource officers school counselor Teachers Parents Students	September 2021 - June 2024	Continue to provide Professional development to teachers on how to appropriately identify, respond and refer struggling students Consult external resources such as local and regional mental health agencies to stay current regarding emergent issues and trends that may impact students Administer YRBS every two years and use results to develop relevant programming	Data review regarding rate of bullying incidents in each school Develop schedule of training opportunities for students, staff, parents

Windham Public Schools

2021-2024 District Improvement Plan

FINANCIAL AND ASSET MANAGEMENT

Standard VI: The District engages in a participative, well-documented, and transparent process that uses student achievement as the primary factor in the overall budget. The District acquires and uses financial, physical, and competitive capital resources to provide for and sustain the advancement of achievement for all students enrolled in the district. The District regularly assesses the effectiveness and efficiency of its financial and capital assets and has the ability to meet reasonable changes and unanticipated events.

Objective: 6.1: The District will provide the Windham community with the necessary budget information to meet the goals and expectations as outlined and identified by the District Improvement Plan (DIP) and the individual School Improvement Plans (SIP).

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
6.1.1 The District will continue to develop and disseminate a budget timeline to all stakeholders Publish timeline on website- so community will be informed about when schools present individual budgets	Superintendent; Executive Director of Business, Finance, and Operations School Board Finance Committee	August 2021-2024 annually	Annual budget calendar	Stakeholders meeting specified deadlines
6.1.2 During the budget process the district will continue to analyze available student performance data to identify needs	School Principal School Council Leadership Team Department Heads	October to December 2021-2024 annually	Participating in budget workshops and meeting expected budget timelines Align the School Improvement Plans (SIPs) to address those needs as well as student achievement goals.	Completed SIPs presented to the School Board and community as aligned to the District Improvement Plan
6.1.3 The School Board will continue to present their annual budget in a format that is easily accessible and allows the target audience to search and understand with the information within the Infinite Visions platform.	Superintendent Principals Executive Directors School Board Finance Committee Information Technology (IT)	2021- 2024 annually	Annual Budget is posted to the website and is readily accessible to the public and has an executive summary that can be separate from the Budget Document, disseminate relevant and important message to the public through appropriate outlets	Used during School Board portion of budget talks and also during presentation of proposed budget at Deliberative Session

Objective 6.2: The District will provide financial tracking, forecasting, controls, and audits.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
6.2.1 Establish an annual audit cycle of the annual financial statement that allows for meeting state and federal reporting deadlines.	Superintendent, Executive Directors, Assistant Business Administrator, Payroll Coordinator, Accounts Payable Clerk, Principals, Secretaries, Finance Committee, School Board	June-January	Annual audit presented to School Board	Audit report presented to School Board
6.2.2 Continue to monitor student activity accounts and other revolving accounts/resources	Executive Director of Business, Finance, and Operations, Assistant Business Administrator, Principals Administrative Assistants	July 1-June 30	Monthly reconciliation of all student activity accounts by the financial department	Quarterly internal audit completion by business office
6.2.3 Continue to review equity in student resources across schools for annual budget requests.	Executive Director of Business, Finance, and Operations School Board	Budget Proposal	Budget request specifically has a section to show equity in spending across schools	School Board's review of budget documents
6.2.4 Implement a time and attendance system that allows for more accurate tracking of employee time entry and move to a time worked model for hourly staff members.	Executive Director of Finance and Operations, Assistant Business Administrator, Payroll Coordinator, Director of Human Resources	July 2021- July 2022	Creating and rolling out of time and attendance systems. Develop a process and pay schedule so that employees are paid on a time worked basis.	Implementation of timekeeping system and pay schedules

Objective 6.3: The District will establish Capital Maintenance Procedures that ensure educational and program facilities that are clean, safe, and conducive to student learning.

Action Steps	Accountability/ Responsibilities	Timeline	Implementation Benchmarks	Evaluation of Progress
6.3.1 Continue to review and update a long-term capital plan that reflects future capital development and improvement needs that is reviewed and revised as needed with stakeholder input	School Board; Executive Director of Business, Finance and Operation Director of Facilities	Annually	Presentation of long term capital plan in conjunction with budget	Acceptance of plan by School Board
6.3.2: Refine the current Capital Assets policy so that it has more detail and defines parameters in order to provide for consistency in reporting and maintaining a capital assets listings	School Board; Executive Director of Business, Finance and Operations, Executive Director of Technology and Director of Facilities	June 2022	Review and update of Capital Assets Policy	Approval of updated Capital Assets Policy by School Board
6.3.3 Continue to maintain an inventory database of all capital items Database should include references to SIP and DIP priorities	Executive Director of Business, Finance, and Operations Principal Executive Director of Technology	Annually	Database selected, and all new capital items entered into it at time of purchase, existing items entered by locations	Database reports to audit firm during school audits

A special thank you to the members of the Windham School District Improvement Committee for their hard work and dedication on this project that will guide the district over the next three years to provide the best education for the students of the Windham Public Schools as they meet the challenges of the 21st century.