



# Nantucket Public Schools

## **DRAFT** District Improvement Plan Overview, 2019-2022



### *Mission*

We Learn, Grow, and Care through Rigor, Relevance, and Relationships.

### *Vision*

In partnership with a caring community, Nantucket Public Schools will create a dynamic learning environment which engages each of us to be inspired learners and responsible citizens, prepared to meet global challenges.

### *Core Values*

- We value a dynamic and collaborative relationship among schools, family and community.
- We value a safe and respectful learning environment for all.
- We believe a learning community is built on trust; honesty and integrity guide our work.
- We value and accept responsibility for ourselves, others and our environment.
- We value innovative and effective teaching which results in high student achievement.
- We honor each journey to personal achievement and acknowledge different pathways to individual success.
- We believe diversity of ideas, backgrounds and learning styles enriches education.
- We believe the ideals of democracy must be learned and lived.
- We believe learning is a process; perseverance and reflection teach life-long lessons leading to profound personal growth and success.

## *Theory of Action*

If Nantucket Public Schools provides stimulating and meaningful academic and behavioral learning experiences that support multiple paths to success by ensuring a safe, welcoming learning environment for everyone, then all members of the school community will be prepared to meet or exceed rigorous standards of teaching and learning in order to be healthy, happy, productive and responsible members of society and citizens of the world.

## *Strategic Objectives*

- 1: Improve Student Learning and Achievement by providing high quality core instruction to meet the needs of all students through multiple interventions, systems, and practices designed to nurture and enrich their intellectual curiosity.**
- 2: Increase Support, Equity, and Access for All Students by providing culturally relevant, equitable, safe and supportive learning environments which will broaden all students' social/emotional resiliency and independence and influence positive behavior and self-image.**
- 3: Secure and Maximize Resources that meet the growing needs of the district by providing a sound budget process, intentional staff recruitment and retention, comprehensive maintenance of facilities, and access to advancements in technology.**
- 4: Nurture a Culture of Inclusion, Collaboration and Communication by recognizing and celebrating the uniqueness of all individuals (students and educators alike) and by cultivating socially responsible members of diverse local and global communities.**

## Strategic Initiatives

### Improved Student Learning and Achievement

- 1.1** Introduce and utilize standardized district-wide data protocols to analyze student learning and achievement data and inform instructional practice.
- 1.2** Establish standards-based curriculum and corresponding balanced assessment systems that are horizontally and vertically aligned for all content areas.
- 1.3** Strengthen and vertically align Multi-Tiered System of Support (MTSS) intervention practices and strategies.
- 1.4** Define and implement content-related high-impact intentional pedagogical practices for all students.
- 1.5** Provide frequent, high-quality professional development aligned to current standards and practices and designed to meet the diverse needs of educators.
- 1.6** Ensure timely, actionable evaluation feedback using common language and expectations for all educators to improve teacher practice.

### Increased Support, Equity, and Access for All

- 2.1** Ensure that all students have access to the curriculum through Universal Design for Learning (UDL).
- 2.2** Examine and strengthen instructional programs for Social Emotional Learning (SEL) that are developmentally appropriate and differentiated based on need.
- 2.3** Establish the use of culturally and linguistically relevant pedagogy and practices.
- 2.4** Review and expand equitable curricular and extra-curricular offerings across all grade bands, from early childhood learning to college/career pathways.
- 2.5** Evaluate, adjust and align school safety processes and protocols across the district.
- 2.6** Delineate clear expectations, actions and supports for appropriate student conduct in the classroom and beyond.

### Securing and Maximizing Resources

- 3.1** Ensure sustainable sources of revenue for facilities, infrastructure, staff housing, and operational expenses.
- 3.2** Actively recruit, develop, and retain high quality staff in all areas.
- 3.3** Maintain and upgrade district facilities and grounds.
- 3.4** Ensure a transparent budget process that emphasizes equitable distribution of district funds.
- 3.5** Review and update the district technology plan to reflect current practices and innovations.

### Inclusive, Collaborative and Communicative Culture

- 4.1** Promote meaningful inclusive practices for students with learning differences.
- 4.2** Strengthen partnerships with parents and families by focusing on increased family engagement and collaboration
- 4.3** Cultivate partnerships with local organizations to promote the development of a welcoming community
- 4.4** Enhance communication within the district and with outside stakeholders
- 4.5** Develop a stronger sense of community between and amongst all district staff.

## Outcomes

### 1: Improve Student Learning and Achievement

- **Data Protocols Informing Practice:** Increased regular assessment data review and analysis in all schools and programs (PreK-12) drive decision-making through collaborative opportunities including all faculty and administration on a program, school and district level.
- **Stronger Standards-Based Curriculum, Assessment and Instruction:** Improved PreK-12 horizontal and vertical alignment of content-area curriculum through collaborative professional practice and regular curriculum and assessment review as reflected in increased student growth and achievement for all students.
- **Improved District-Wide MTSS/Rtl Planning and Implementation:** Student learning and achievement is consistently supported through specific, targeted interventions, learning strategies that are based on current research and individualized for each student's particular needs.

### 2: Increase Support, Equity, and Access for All Students

- **Academic, Social and Emotional Needs Met for All Students:** A systematic approach towards addressing both academic and SEL needs through targeted programming and specialized instruction is put into place, particularly in Student Support Services and English Learner Education.
- **Increased District-Wide Educator Capacity:** Educators are well prepared to deliver anti-biased, culturally appropriate curriculum, assessment and instruction, supported through multiple high-quality professional learning opportunities in SEL, ELE and Special Education.
- **Safe and Secure Environment for All:** The District maintains and improves measures of safety and security so that all students and staff can thrive in a supportive, caring environment.

### 3: Secure/Maximize Resources

- **Successful Annual Budget Appropriations Process:** The District strives to create an annual budget that reflects, specifies and prioritizes needs related to high-quality staffing, infrastructure, technology, and operations through transparency, collaboration, and community input.
- **Completed Master Campus Plan Design:** Plan includes identifying properties to acquire, location of future school facility, athletic fields, and staff housing.
- **Innovative Technology Plan for the Future:** The District maintains an up-to-date, system-wide technology plan that is forward thinking, research-based, and representative of current technological practices.

### 4: Champion a Culture of Inclusion, Collaboration and Communication

- **Meaningful and Appropriate Inclusive Practices:** Increased inclusion placements with a reduction in placements in substantially separate classes and programs for students with disabilities.
- **Stronger Sense of Community:** More individuals (school, district and community) coming together to participate in reinforcement of high-quality educational programs, extensive offerings beyond the school day, and a common vision toward academic or professional growth and personal well-being.
- **Strengthened Family and Community Partnerships:** Increased participation and connection with parents, families, and local organizations based on identified mutual areas of need that directly results in improved student learning and achievement as well as district or school-based initiatives and goals.
- **Improved Overall Communication Across the District and Beyond:** Clear, consistent communication systems in place that use multiple platforms for students, staff, parents and families, and the greater community.

## District Action Plan: Year 1 (2019-2020)

**Strategic Objective 1: Improve Student Learning and Achievement by providing high quality core instruction with multiple interventions and a system designed to nurture and enrich intellectual curiosity while also meeting the needs of all students.**

<b>Strategic Initiative</b>	<b>Monitoring Progress - Process Benchmark</b> <i>What will be done, when, why, and by whom</i>	<b>Measuring Impact - Early Evidence of Change Benchmark</b> <i>Changes in practice, attitude, or behavior you should begin to see</i>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Status</b>
1.1 Introduce and utilize district-wide data protocols to analyze student learning achievement data and inform instructional practice.	Data Driven Dialogue Protocol chosen as district-wide plan to utilize when examining data (i.e. MCAS, MAP, ACCESS for ELLs, F&P, AIMSweb, etc.)	Uniform procedure and documentation for data analysis across the district	Administrative Team	9/1/2019	Complete
	Introduce DDD Protocol to all staff during district-wide professional development day	Decisions made collaboratively based on analyzed data across grade level/content area teams	Principals, APs	9/18/2019	Complete
	Plan 2 additional "Data Days" (January and May) to use DDD Protocol for review/reflection on benchmark data and initial planning for 2020-21	Meeting agendas will demonstrate planned use of data	Principals, APs	TBD	Planned
	SIPs and department improvement plans will plan for strategic use of data	School Improvement plans will include strategic use of data	Principals and School Councils	January 2020	Planned
	All educators will create yearly educator evaluation goals based on analysis of relevant data	Teacher and administrator goals for educator evaluation linked to actionable data	All NPS educators	10/7/19	Complete
1.2 Establish standards-based curriculum and corresponding balanced assessment systems that are horizontally and vertically aligned for all content areas.	Assemble K-12 Curriculum Audit Committee to determine the annual focus and coordinate the curriculum review	K-12 Curriculum Audit Committee agendas/notes, working audit document	Principals Committee members	Whole year (2019-20)	Planned
	Continue to build curriculum units using Understanding by Design through summer work	Approved curriculum units in place for immediate implementation in September	Curric Director EL Director	Summer/ Fall 2019	Complete

	ELA "Units of Study" implemented with outside consultant support for all elementary level teachers with a focus on small group instruction and conferring with colleagues	EWDs/PD Half Days and Full Day agendas/notes reflect curriculum review and alignment work, K-12	Curric Director NES Admin/Staff NIS Admin/Staff	Whole year (2019-20)	Planned
	Review, create and improve on formative assessments for Specialist content areas (World Languages, PE/Wellness, Art, Music, Library/Media)	Updated formative assessments aligned to latest frameworks	Deputy Supt Principals K-12 Specialists	Whole year (2019-20)	In Process
	Define key components of lesson planning at each grade level and content area	Teachers share and plan lessons together	Admin Team Principals Teachers	Whole year (2019-20)	Planned
	Identify and begin initial training on a common aligned assessment system for Grades 2-5 and 9	Consensus on benchmark assessment to implement in Year 2 (2020-21)	Curric Director Principals Teachers	Winter 2019-20	Planned
1.3 Strengthen and vertically align Multi-Tiered System of Support (MTSS) intervention practices and strategies to support all learners.	Begin the creation of a comprehensive district plan for students and families to address and support attendance concerns	Change district attendance policy in all school handbooks to reflect DESE accountability expectations	Administrative Team	Fall/2019	Planned
	Identify common processes for MTSS at K-12, including student support team, meeting schedule, data collection, and tiered interventions	PD for staff on MTSS at all schools; consistent MTSS Intervention implementation and review district-wide; MTSS team agendas/notes from bi-monthly meetings	Principals, APs SPED Director EL Director Counselors Teachers	Fall/Winter 2019-20	In Process
	Identify and pilot MTSS intervention system at high school level that addresses academic, behavior, SEL needs	Documentation of teacher contributions to the development and monitoring of interventions for identified students	HS Principal/AP HS Counselors SPED Director	Whole year (2019-20)	In Process
	Increase regular collaboration opportunities between ESL and mainstream teachers	Documentation of extended Work Day meetings for general education and ESL staff collaboration	Principals, APs EL Director Teachers	Whole year (2019-20)	In Process
1.4 Define and implement content related high-impact intentional pedagogical practices for all students.	Define, identify and share high-impact instructional practices through PD offerings and peer modeling (i.e. constructed response, academic discourse, targeted feedback)	Improvements in student achievement data on benchmark assessments (AIMSWeb, MAP, unit assessments)	Administrative Team Teachers	Whole year (2019-20)	In Process
	Continued work on pedagogy in Professional Learning Communities (K-8) and departments (9-12)	PLC or Department notes/agendas; regular pedagogical routines and practices evident in walkthrough feedback and teacher evaluation	Administrative Team Teachers	Whole year (2019-20)	In Process

	Offer professional development focusing on culturally proficient pedagogical practice	Completion of Culturally Relevant Instruction PD for educators	EL Director Participating educators	October/ November 2019	In Process
1.5 Provide frequent, high-quality professional development aligned to current standards and practices and designed to meet the diverse needs of educators.	Participation in state and national conferences and PD offerings focusing on content areas (i.e. NSTA, NCTM, WIDA, MATSOL, etc.)	Educational staff using newly learned PD strategies and content/curriculum tools	Participating NPS educators, administrators	Whole year (2019-20)	In Process
	Create and finalize PD calendar by March/April 2020, including plan for differentiated PD offerings during half days in 2020-21	PD Calendar is in place for following year	Administrative Team	Spring 2020	Planned
	Provide introductory PD on use of SchoolCity for assessment development and data analysis	Initial assessments used and created in SchoolCity	Curric Director Principals IT/Tech	Winter/Spring 2020	Planned
	Offer PD on alignment/adoption of Massachusetts Science Frameworks for grades K-5	Alignment of science frameworks K-5 in lesson/unit planning and instruction; research of MA DESE science program review	Curric Director NES Admin/Staff NIS Admin/Staff	Winter/Spring 2020	Planned
1.6 Ensure timely, actionable evaluation feedback using common language and expectations for all educators to improve teacher practice	Building administrators will conduct at least (3) walkthroughs with EL Director, SPED Director, other building administrators, and Superintendent or Deputy Superintendent	Alignment of observational practice across evaluators (early calibration) starting with observational feedback writeup	Administrative Team	Whole year (2019-20)	Planned
	Administrators will view videos (OPTIC) of teachers and work together and complete instructional rounds to calibrate their observations and feedback with emphasis on developing agreement around lesson design	Meeting agendas and notes documenting calibration of administrators' feedback	Administrative Team	Whole year (2019-20)	Planned
	Work with NTA to complete the Aug 2019 Supervision & Evaluation document.	Completed Supervision and Evaluation document for Educator Evaluation	Administrative Team, NTA	Summer 2020	Planned

<b>Resources to Support Implementation - Staff and financial resources allocated to support initiatives.</b>
Nantucket Public Schools Operational Budget: Curriculum & Professional Development
Title I, IIA, III Federal Grants
Systemic Student Support Grant (DESE)

**Strategic Objective 2: Increase Support, Equity, and Access for All Students by providing culturally relevant, equitable, safe and supportive learning environments which will broaden all students' social/emotional resiliency.**

<b>Strategic Initiative</b>	<b>Monitoring Progress - Process Benchmark</b> <i>What will be done, when, why, and by whom</i>	<b>Measuring Impact - Early Evidence of Change Benchmark</b> <i>Changes in practice, attitude, or behavior you should begin to see</i>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Status</b>
2.1 Ensure that all students have equitable access to the curriculum.	Explore current understanding of differentiated instruction and curriculum accommodation at all schools in order to provide necessary PD	Increased differentiation within general education classrooms/ evidenced through lesson plans	Principals SPED Director EL Director	Whole year (2019-20)	Planned
	Develop and implement curriculum inclusive of differentiated instructional practices within Tier I instruction (i.e. accountable talk, student groupings, stations activities, SEI strategies, district accommodations, etc.) through PD opportunities and PLCs	Evidence of differentiation practices from walkthroughs, evaluation feedback; increase in inclusion placements for students with disabilities; PLC agendas/notes; HS PD on UbD Units in December 2019	Administrative Team PLCs	Whole year (2019-20)	Planned
	Complete audit on student demographic representation in leveled courses, clubs, athletic teams	Results of audit; "Next Steps"	Administrative Team Leadership Team	June 2020	Planned
	Continue Open Enrollment in Advanced Placement classes at NHS	Student demographic data for enrollment in AP classes	HS Principal, AP HS Counselors	June 2020	Planned
2.2 Examine and strengthen instructional programs for Social Emotional Learning (SEL) that are developmentally appropriate and differentiated based on need.	Add Social Worker for each of all four schools to allow for increased 1-on-1 work with at-risk students and their families	Fewer disciplinary actions based on stronger SEL	Superintendent	9/1/2019	Complete
	Provide PD on trauma informed practices for counselors, social workers, other staff	Increased support in each school for students with trauma; reduced behavioral incidents	Administrative Team EL Director	11/5/2019	Planned
	Develop Scope and Sequence for SEL instruction (K-12)	Increased SEL programming with school counselors during the day	Principals Counselors SPED Director	Fall/Winter 2019	Planned
	Provide PD workshop for classroom teachers	Targeted instructional strategies for students	Teachers	Winter 2020	Planned



	around supporting students with ADHD	with ADHD provided in the classroom as seen in administrator walkthroughs	Principals, APs SPED Director		
2.3 Establish the use of culturally and linguistically relevant pedagogy and culturally responsive, anti-biased curriculum practices	Include WIDA, Universal Design for Learning (UDL) and Culturally and Linguistically Responsive (CLR) pedagogy in design of K-12 curriculum review plan	Auditing tool includes expectations for all curricula to include WIDA, UDL, CLR instructional practices	K-12 Curriculum Audit Committee	Whole year (2019-20)	Planned
	Conduct assessment of lexiles/authors/subjects of books in each school library	Considerations for increasing CLR texts in circulation for students to check out	Principals, APs School librarians	Winter/Spring 2020	Planned
	Professional development for counselors on culturally/linguistically responsive teaching and students with trauma	November 5 full-day PD (2 opportunities) on students with trauma; Increased awareness for student placement and guidance support for multicultural students	Principals EL Director SPED Director	11/5/19; Whole year (2019-20)	In process
	Provide PD opportunities for all staff (including Administration, i.e. SEI II) in EL and Special Education	Increased number of staff completing 15 PDP requirement in EL and Special Education for recertification	EL Director SPED Director	Whole year (2019-20)	In process
2.4 Review and expand equitable curricular and extracurricular offerings across all grade bands, from early childhood learning to college/career pathways.	Begin early scheduling of a viable middle school schedule that addresses all areas of need, such as appropriate instructional time for Core/Encore classes, ESL Special Education instruction/support.	Completed 2020-21 Draft CPS schedule	CPS Administration Supt/Deputy Supt CPS Scheduling Committee EL/SPED Directors	December 2019 – May 2020	Planned
	Create a dual language exploratory steering committee	Meeting agendas/minutes; ELPAC meeting presentations	Superintendent Deputy Supt EL Director	Winter/Spring 2020	Planned
	Begin discussion around plan for Universal Preschool; plan for Universal Preschool Steering Committee in Year 2	Meeting agendas/notes; review of data collected by the Nantucket Data Platform	Superintendent Deputy Supt NES Principal NCS Director	Fall/Winter 2019-20	In process
	Provide more Dual Enrollment opportunities and different formats with different higher education entities (CCCC, UMass, Quincy College)	Meetings with higher ed representatives; HS courses identified for dual enrollment credits	Deputy Supt NHS Principal Curric Director	Whole year (2019-20)	Planned
	Explore opportunities for vocational programming and Career Pathways	Marine Mechanics course in place for 2019-20 Semester 2 at NHS (funded by IP Grant)	NHS Principal Curric Director	Whole year (2019-20)	In process
	Create committee to explore Seal of Biliteracy for 2020-21	Invitation to Committee; meeting agendas/minutes	EL Director Deputy Supt	Winter 2020	Planned

	Reinstate Mandarin option for Encore at CPS	Review of Mandarin candidates for position; inclusion in FY2021 budget planning	Superintendent Deputy Supt CPS Principal	Winter/Spring 2020	Planned
	Expand afterschool programs and clubs for students across all grade levels (K-12)	Additional clubs/after-school offerings; discussions with NCS Director regarding afterschool programming	Administrative Team NCS Director	Whole year (2019-20)	In process
	Review options for enrichment for gifted/talented students at elementary level	Plan for increased programming options for gifted/talented students	NIS/NES Principals	Whole year (2019-20)	Planned
2.5 Evaluate, adjust and align school safety processes and protocols across the district	Continue work of Safety and Security Committee with monthly reports of safety and security conditions and quarterly meetings to include School Resource Officers	Revision to Emergency Response Handbook, including lockdown/lockout protocol updates	Leadership Team	Whole year (2019-20)	In process
	Create Reunification Plan in conjunction with NPD/first responders, shared with faculty, staff, parents, and students	Reunification Plan meeting agenda/notes, draft of plan document	Leadership Team NPD	November 2019	In process
2.6 Delineate clear expectations for appropriate student conduct in the classroom and beyond.	Strengthen student behavioral expectations and hold students (and their parents) accountable for their conduct; establish a school-wide behavioral protocol for students in crisis (CPS)	PD with Alice Cohen (SW) on strategies for working with traumatized students; PD for CPS behavior management	CPS Principal, AP SPED Director Curric Director	Whole year (2019-20)	In process
	Provide a greater array of interventions (including prevention) for student substance abuse	Collaboration with Fairwinds to provide education and intervention for students abusing substances	Superintendent Deputy Supt	Whole year (2019-20)	In process
	Provide training (i.e. Responsive Classroom) to all K-8 staff on classroom and behavioral management	CPS Responsive Classroom PD (5-8) for whole staff; additional RC training opportunities for new staff at NES/NIS	Superintendent Deputy Supt CPS Principal, AP	Whole year (2019-20)	Planned
	Create CPS School Culture/Climate Team with staff, CPS administrators, student members	Team meeting agendas/notes	CPS Principal, AP Team members	Fall 2019	In process
	Conduct review of discipline data via School Culture/Climate team	Team meeting agenda/notes	CPS Principal, AP Team members	Whole year (2019-20)	Planned

**Resources to Support Implementation** - *Staff and financial resources allocated to support initiatives.*

Nantucket Public Schools Operational Budget: Curriculum & Professional Development

Title I, IIA, III Federal Grants

Systemic Student Support Grant (DESE)

Innovation Pathways Grant

Safer Schools and Communities Grant

**Strategic Objective 3: Secure and Maximize Resources that meet the growing needs of the district by providing a sound budget process, intentional staff recruitment and retention, comprehensive maintenance of facilities, and access to advancements in technology.**

<b>Strategic Initiative</b>	<b>Monitoring Progress - Process Benchmark</b> <i>What will be done, when, why, and by whom</i>	<b>Measuring Impact - Early Evidence of Change Benchmark</b> <i>Changes in practice, attitude, or behavior you should begin to see</i>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Status</b>
3.1 Ensure sustainable sources of revenue for facilities, infrastructure, staff housing, and operational expenses.	Actively participate in Town of Nantucket Ad Hoc Budget Group and meetings with town administration regarding budget process/school appropriation	Meeting agendas/minutes	School Committee Finance Director Superintendent Deputy Supt	Whole year (2019-20)	Planned
	Monitor enrollment numbers to provide info regarding needs for staff and resources to support growing student population	Enrollment reports; School Committee meeting minutes	School Committee Superintendent Deputy Supt	Whole year (2019-20)	In process
	Work with Nantucket Educational Trust (NET) on housing	Meeting agendas/minutes	Superintendent Deputy Supt NCS Director	Whole year (2019-20)	In process
	Update/revise Capital Improvement Plan to share with Town of Nantucket	Updated plan, TON Capital meeting agenda/minutes	Superintendent Deputy Supt Facilities Director Finance Director	Whole year (2019-20)	In process
3.2 Actively recruit, develop, and retain high quality staff in all areas.	Attend 3 recruiting fairs (Boston and other locales)	Increase in qualified candidates for NPS positions	Superintendent Deputy Supt Principals	Whole year (2019-20)	Planned
	Improve Mentoring Program and differentiate based on the needs of differing levels of new staff	Mentor coordinator hired; improved feedback from new staff	Superintendent Deputy Supt	Whole year (2019-20)	In process
	Continue to increase diversity of staff to better reflect the diversity of our students	Increased number of diverse candidates for hiring consideration for 2020	Superintendent Deputy Supt	Spring 2020	Planned

3.3 Maintain and upgrade district facilities and grounds.	Complete NIS playground	NIS playground open for business Sept 2019	Facilities Director	Sept 2019	Complete
	Continue design of Campus Wide Master Plan	Meeting agendas/minutes; draft blueprint in place for next steps, 2020-2025	Superintendent Deputy Supt Facilities Director SMRT	Whole year (2019-20)	In process
	General Maintenance: floors; exterior siding, windows, cabinets	Completed facilities work orders as evidenced in weekly updates with Super/Deputy Supt	Facilities Director	12/1/19	In process
	Replace radios across the district	Distribution of radios to appropriate staff by October 1, 2019	Facilities Director	10/1/19	Complete
	Continue to explore property acquisition or Central Office addition	Discussions with Town of Nantucket Inclusion Campus Wide Master Plan	Superintendent Deputy Supt Facilities Director	Whole year (2019-20)	Planned
3.4 Continue to ensure a transparent budget process that emphasizes equitable distribution of district funds.	Fully involve School Councils in the school level process, including creation and implementation of school improvement plans	School Council meeting notes/agendas	Finance Director Principals Superintendent Deputy Supt	January 2020	Planned
	Work with respective faculties to receive input, inform them of process and progress, and ensure that the budget foundation includes known and reasonably forecasted expenses so that all needs are covered appropriately.	Principals' budget requests reflect faculty input; principals' school committee presentations	Finance Director Principals Superintendent Deputy Supt	January 2020	Planned
3.5 Review and update the district technology plan to reflect current practices and innovations.	Update/revise Capital Improvement Plan for technology infrastructure	Requests/updates addressed in TON Capital meetings	IT Director Superintendent Deputy Supt	Fall 2019	In process
	Add Technicians (1 per school)	.77 position added (primarily at NES)	IT Director	9/1/19	Complete
	Upgrade current technology infrastructure	Identify and upgrade as much equipment as is viable; Identify replacement costs	IT Director IT Dept	Whole year (2019-20)	In process
	Cycle out old (5+ years) hardware	Identify and remove obsolete equipment	IT Director IT Dept	Whole year (2019-20)	In process
	Add more offerings to inform parents of how they can manage the digital challenges that exist for their children	Parent nights/academies that address digital literacy, social media, etc.	Administrative Team IT Director	Whole year (2019-20)	Planned

**Resources to Support Implementation** - *Staff and financial resources allocated to support initiatives.*

Nantucket Public Schools Operational Budget: Curriculum & Professional Development

Town of Nantucket Capital Funding

Nantucket Public School Revolving accounts: Athletics revolver, Culinary revolver, Facilities revolver and Pathways revolver

Nantucket Public Schools Gift accounts

**Strategic Objective 4: Champion a Culture of Inclusion, Collaboration and Communication by recognizing and celebrating the uniqueness of all individuals (students and educators alike) and by cultivating socially responsible members of diverse local and global communities.**

<b>Strategic Initiative</b>	<b>Monitoring Progress - Process Benchmark</b> <i>What will be done, when, why, and by whom</i>	<b>Measuring Impact - Early Evidence of Change Benchmark</b> <i>Changes in practice, attitude, or behavior you should begin to see</i>	<b>Person(s) Responsible</b>	<b>Completion Date</b>	<b>Status</b>
4.1 Strengthen partnerships with parents and families by focusing on increased family engagement and collaboration	Create Central Registrar position to assist with all new enrollments to NPS	Faster, more complete registration process with students starting school with little lag time	Superintendent Deputy Supt EL Director Curric Director	August 2019	Complete
	Add Bilingual Support staff to improve outreach to our diverse community	Increase in parent attendance at school-based functions	Superintendent Deputy Supt EL Director	Whole year (2019-20)	In process
	Improve the understanding of our parents as to what is expected of them in partnership with their child's school through workshops and presentations	Increased use of social media to communicate with parents (including gathering of opinions)	Principals	Whole year (2019-20)	Planned
4.2 Cultivate partnerships with local organizations to promote the development of a welcoming community	Develop a list of all current partnerships to include: school, grade level, purpose and curricular connection	Project-based learning opportunities with classroom and community	Admin/Leadership Community partners	December 2019	Planned
	Invite local organizations to be guest teachers/speakers	Increase in collaborative projects	Admin/Leadership Community Partners	Whole year (2019-20)	Planned
4.3 Enhance communication within the district and with outside stakeholders	Improve translation and interpretation services for a faster turnaround	Increase in translated documents district-wide	EL Director Central Office	Whole year (2019-20)	In process
	Return to quarterly District News publication	Quarterly newsletters to parents/community from schools and Central Office	Central Office	Whole year (2019-20)	Planned
	School Committee publishes annual update	Annual report	School Committee	June 2020	Planned
	District and school calendars including events and relevant dates will be aligned district wide throughout the school year.	Opportunities for Departments to present/share their work with colleagues	Central Office	Whole year (2019-20)	In process

4.4 Develop a stronger sense of community among district staff.	Improve collaboration between administration and staff by creating more opportunities for celebration of both	Learning walks/instructional rounds by teachers of teachers	Principals, APs Dept Heads Central Office	Whole year (2019-20)	Planned
	Continue to grow cadre of Teacher Leaders at all schools and all levels	Teacher Leader differentiated PD	Principals, APs Central Office	Whole year (2019-20)	Planned
	Improve collaboration between teachers and teaching assistants, special education/ESL/general education teachers	Schedule school and district celebrations; provide common planning time for teachers and meeting times for teachers and assistants	Principals, APs SPED Director Curric Director EL Director	Whole year (2019-20)	In process

<b>Resources to Support Implementation - Staff and financial resources allocated to support initiatives.</b>	
Nantucket Public Schools Operational Budget: Curriculum & Professional Development	
Title I, IIA, III Federal Grants	
Systemic Student Support Grant (DESE)	