# Education Improvement Plan

## Belmont Public School
## 2007 – 2008

The 2007 – 2008 **Education Improvement Plan (EIP)** includes action steps for each of the School Improvement Plans (SIP), systemwide action steps, and items from curriculum steering committees, task forces, administrators, and the School Committee.  The Strategic Improvement Plan for 2005-2010 provides the structure for the goals and anticipated outcomes that are elaborated in this document.  This document coordinates in a single place all the planning efforts of the Belmont Public Schools for the 2007-2008 school year.

# EIP 2007 - 2008

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| I | Foreign Language | Darias | Develop curriculum units for the new 8th grade Chinese course, and ensure that the Chinese curriculum is clearly articulated to provide a smooth transition to the high school program with AP Chinese as the culminating course in the sequence. | 5-12 | June 2008 |
| I | Butler | MacDonald | Continue work on word study, vocabulary, strand of reading curriculum.  This work was begun last year. | K-4 | June 2008 |
| I | Winn Brook | Carey | Improve performance in mathematics through the analysis of MCAS data, ongoing assessment & effective record keeping, increased emphasis on the communication of mathematical thinking (verbally and written), expanded use of Digi Blocks to enhance students' number sense. | K-4 | June 2008 |
| I | CMS | Alexander | Evaluate effectiveness of MCAS support classes. | 6-8 | June 2008 |
| I | CMS | Alexander | Continue work on examining and revising grading practices and student reporting systems. | 5-8 | June 2008 |

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|------|----------------|-----------|-------------|-------|----------|
| I | Burbank | Francis | Continue focus on phonics through Foundations and Lexia pilots in Grade 1. | K-4 | June 2008 |
| I | Burbank | Francis | Continue focus on improving students' number sense in grades 1 and 2, and mathematical problem-solving skills in grades 3 and 4. | K-4 | June 2008 |
| I | Burbank | Francis | Pilot "Response to Intervention" model, as part of the system-wide initiative in kindergarten, and apply some of the RtI structures to grades 1 through 4. | K-4 | June 2008 |
| I | Burbank | Francis | Develop consistent mathematics assessments. | K-4 | June 2008 |
| I | Science | Weathers | Begin analysis and development of "writing in science." | 5-8 | June 2008 |
| I | Foreign Language | Darias | Review/revise curricula for French 2/2H and Spanish 2/2H in order to articulate the use of the new materials. | 9-12 | June 2008 |
| I | Science | Weathers | Disaggregate MCAS data by elementary building. Analyze for consistency. | K-4 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| I | Math | Soliozy | Investigate the middle school mathematics program to determine its effectiveness in meeting a wide variety of student learning needs. | 5-12 | June 2008 |
| I | English | Fitzpatrick | Work with curriculum directors to improve reading and writing across the curriculum, especially at the high school and middle school levels | 5-12 | June 2008 |
| I | English | Fitzpatrick | Write outlines for high school English courses | 9-12 | Fall 2007 |
| I | English | Fitzpatrick | Implement and evaluate new high school English 12 Honors course | 12 | June 2008 |
| I | English | Fitzpatrick | Develop and implement district-wide formative reading assessments | K-2 | June 2008 |
| I | SPED | Kramer | Continue monitoring growth and development of Bridge Program at Wellington and make appropriate programmatic adjustments to insure responsiveness to district needs and new self-contained  program structure. | K-4 | June 2008 |

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|---|---|---|---|---|---|
| I | Butler | MacDonald | Focus Mathematics program on the areas identified for mastery in the National Council of Teachers of Mathematics Curriculum Focal Points document published in 2007. | K-4 | June 2008 |
| I | Butler | MacDonald | Develop and implement a reciprocal teaching model to address reading comprehension problems commonly found among remedial students in the later grade levels. | 2-4 | June 2008 |
| I | Burbank | Francis | Introduce the SmartBoard as an instructional tool. | K-4 | June 2008 |
| I | BHS | Harvey | Use Data-Based Decision-Making Process to identify areas for improvement in curriculum, instruction and assessment. | 9-12 | June 2008 |
| I | Physical Education | Davis | Continue to encourage and work with the Wellness and Physical Education staff in the use of instructional technology in their teaching environment. | 5-12 | June 2008 |
| I | Physical Education | Davis | Continue to work with staff in the area of instructional strategies and authentic assessment to support data driven decisions. | K-12 | June 2008 |
| I | Social Studies | McAllister | Write common course outlines based on MA frameworks | 9-12 | June, 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| I | Social Studies | McAllister | Common unit questions (10-20) with data comparison days following assessments to identify instructional needs. | 9-11 | Ongoing / June, 2008 |
| I | Social Studies | McAllister | Establish course recommendation pre-requisites and protocol for informing students. | 9-11 | February 2008 |
| I | Social Studies | McAllister | Engage staff in an analysis of released Social Studies MCAS materials. | 11 | June 2008 |
| I | Social Studies | McAllister | Assess current research paper sequence and propose more logical sequence for teaching the research process in grades 6-11. | 6-11 | June 2008 |
| I | Social Studies | McAllister | Assess differentiated approach to National History Day that was piloted in 2006 and propose changes (if necessary). | 8 | October 2007 |
| I | Winn Brook | Carey | Improve performance in reading through increased use of assessment data to inform instruction, the evaluation of reading software programs currently in use, the evaluation of alternative reading programs/materials for struggling students, expanded literacy training for aides. | K-4 | June 2008 |

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|------|----------------|-----------|-------------|-------|----------|
| I | Social Studies | McAllister | Create unit-based groups and identify approaches/lessons/materials that can be shared across the grade-level and between schools. | 4 | June 2008 |
| I | Foreign Language | Darias | Develop foreign language-specific resources and units to support teachers' work to differentiate instruction to meet the needs of all learners. | 5-12 | June 2008 |
| I | BHS | Harvey | Develop department-based expectations for student learning that are in line with the school's Mission and Expectations for student learning. | 9-12 | June 2008 |
| I | Wellington | Wagner | Continue school wide development of resources and strategies to address the wide range of instructional (and other) needs for all students. | K-4 | June 2008 |
| I | Wellington | Wagner | Implement new assessment tools – particularly in the area of E/LA. | K-4 | June 2008 |
| I | Wellington | Wagner | Expand the use of technology as an instructional tool and resource. | K-4 | June 2008 |
| I | Technology | McCanne | Work with the FBE to implement another 10 SMART board classroom installations during the 07-08 school year. | 5-12 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| I | Technology | McCanne | Work with the directors, secondary principals, and secondary staff to support expanded use of the "TeacherNet" online course management system | 5-12 | June 2008 |
| I | METCO | Wiltshire | Use Data-based Decision making process to identify areas of improvement for each student in the METCO Program. | K-12 | June 2008 |
| I | Science | Weathers | Research needs of K-2 curriculum. Review standards with K-4 teachers. | K-4 | June 2008 |
| I | Social Studies | McAllister | Create "Scope and Sequence" document (begun in 2006-2007). | 5 & 6 | June 2008 |
| I | Math | Soliozy | Work with Steering Committee Members to investigate promising programs in mathematics for students in grades K-7. | K-7 | June 2008 |
| I | System | Holland | Advocate for full day kindergarten for the Belmont Public Schools | K | June 2008 |
| I | Fine Arts | Pappazisis | Rewrite course descriptions and course outlines for all courses in the visual arts. | 9-12 | June 2008 |

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|------|----------------|-----------|-------------|-------|----------|
| I | Fine Arts | Pappazisis | Engage staff in review and, where appropriate, curriculum revision in the areas of art, general music, and instrumental music. | K-12 | June 2008 |
| I | Fine Arts | Pappazisis | Collect data on the pilot of an elementary art and music progress report. Report findings to elementary principals and Assistant Superintendent for Curriculum and Instruction. | K-5 | June 2008 |
| I | Math | Soliozy | Gather information from staff as to the best way to proceed to eliminate the lower level of mathematics study at BHS. | 9-12 | June 2008 |
| I | System | Holland | Work with administrators to establish data-driven decisions regarding changes in curriculum, instruction, and assessment practices. | K-12 | June 2008 |
| I | Math | Soliozy | Work with department members at BHS to produce course outlines for all courses of study. | 9-12 | June 2008 |
| I | Math | Soliozy | Provide opportunities for staff to review MCAS results in mathematics at all levels of the system. Prepare recommendations for curriculum change if data indicates a need. | K-12 | June 2008 |
| I | Fine Arts | Pappazisis | Revise and refine assessment practices in high school performing ensemble courses. | 9-12 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| I | System | Aubin | Survey administrators to collect field trip listings to determine connections to curriculum. | K-12 | June 2008 |
| I | System | Aubin | Work with members of the administrative team to develop opportunities for teachers of grades 6-12 to include reading and writing instruction in their daily instructional program. | 6-12 | June 2008 |
| I | System | Aubin | Survey Administrators and teachers about the current literacy program (K-4). | K-4 | June 2008 |
| II | METCO | Wiltshire | Strengthen regular education student support services to include peer tutoring, Professional Teachers Aide Tutoring, Extended Day Program, and teacher collaboration with resident academic support. | 5-12 | June 2008 |
| II | Burbank | Francis | Involve Student Council in anti-bullying efforts. | K-4 | June 2008 |
| II | Student Activities | Davis | To work in collaboration with BHS students, staff & parents in establishing a review process for new clubs & activities that will assist in addressing the various needs of our student population and the resources available for growth to take place. | 9-12 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| II | Burbank | Francis | Continue to incorporate social and behavioral themes into Habits of Success assemblies, and involve Grade 4 students in delivering the programs. Provide more information to parents about HOS. | K-4 | June 2008 |
| II | Fine Arts | Pappazisis | Explore possible performing arts programs that will attract and retain minority participants. | K-12 | June 2008 |
| II | Wellington | Wagner | Foster effective relationships between students and adults and establish advisory connections | K-4 | June 2008 |
| II | CMS | Alexander | Explore opportunities for students to appreciate their own cultural identity and the cultures of others. | 5-8 | June 2008 |
| II | CMS | Alexander, Wiltshire | Work on improving the METCO extended day program. | 5-8 | June 2008 |
| II | System | Holland | Advocate for the position of Director of Guidance, Assessment, and Research for the Belmont Public Schools. | K-12 | June 2008 |
| II | CMS | Alexander | Pilot advisory time twice per week and fine-tune advisory activities and resources. | 6-8 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|---|---|---|---|---|---|
| II | BHS | Harvey | Strengthen regular-education student support services including peer tutoring, METCO Support, and Academic Support Center. Programs will be evaluated during Fall of 2007. Recommendations will be implemented in January 2008. | 9-12 | January 2008. |
| II | System | Aubin | Pilot materials to support substance and alcohol abuse education. | K-12 | June 2008 |
| II | Athletics | Davis | Continue to promote and emphasize the importance of sportsmanship and character development with all coaches, student athletes, and parents. | K-12 | June 2008 |
| II | Social Studies | McAllister | Re-assess the effectiveness of Community Service Program in grade 6 based on changes made to the program's administration in 2006-2007. | 6 | September 2007 |
| II | BHS | Harvey | Implement revised SRT process for students displaying academic or social difficulties. | 9-12 | June 2008 |
| II | System | Holland | Work with teachers and administrators to insure that all students have access to both challenging academic programs and extra curricular activities. | K-12 | June 2008 |
| II | BHS | Harvey | Continue to review school crisis plans and hold drills of these plans for different scenarios. | 9-12 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| II | BHS | Harvey | Hold discussions with faculty regarding instructing students in how to avoid plagiarism. | 9-12 | June 2008 |
| II | BHS | Harvey | Strengthen academic and behavioral expectations in College Prep Courses. College Prep committee will be charged with making recommendations to faculty and administration. | 9-12 | June 2008 |
| II | BHS | Harvey | Continue to promote safe student lifestyles through teen education around the topics of drug/alcohol abuse, internet safety and other destructive behaviors. | 9-12 | June 2008 |
| III | System | Silverman | Assist administration in identifying staffing needs for the development of the budget. | K-12 | June 2008 |
| III | System | Silverman | Supervise production of contracts for Unit A, Secretaries, and Unit B | K-12 | August 2008 |
| III | Foreign Language | Darias | Plan for internal evaluation (to be conducted in 2008-09) as part of 7-year curriculum review cycle. | 5-12 | June 2008 |
| III | Math | Soliozy | Become familiar with the protocols and procedures of the Belmont Public Schools. | K-12 | June 2008 |

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|------|----------------|-----------|-------------|-------|----------|
| III | BHS | Harvey | Create NEASC Steering Committee in anticipation of evaluation visit in 2012. Committee will be created in Fall of 2007 and begin regular meetings. | 9-12 | Fall of 2007 |
| III | System | Silverman | Participate in negotiations for the renewal of contracts for AFSCME and Unit D. Report progress and outcomes to Administration. | K-12 | June 2008 |
| III | System | Holland | Review support services including legal counsel and administrative mentors and coaches for effectiveness. | K-12 | June 2008 |
| III | System | Silverman | Supervise production of staff contracts. Work with principals and payroll to ensure accuracy. Maintain contracts during school year. | K-12 | August 2008 |
| III | System | Silverman | Oversee attendance and transitional staffing records. Provide data to administration on an as need basis. | K-12 | June 2008 |
| III | Science | Weathers | Begin professional development with Concord Consortium for "Science of Atoms and Molecules" project | 9-12 | June 2008 |
| III | System | Silverman | Continue to implement human resource module of the MUNIS financial management system. Concentrate on using data to produce effective reports. | K-12 | June 2008 |

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|------|----------------|-----------|-------------|-------|----------|
| III | Technology | McCanne | Work with the Special Education Department to implement a new database management and reporting system | K-12 | June 2008 |
| III | Science | Weathers | Facilitate implementation of Exemplary Software project initiated at the EDCO summer institute | 5-8 | June 2008 |
| III | Science | Weathers | Continue curriculum mapping. | 5-8 | June 2008 |
| III | Science | Weathers | Develop course selection process for students | 9-12 | June 2008 |
| III | System | Aubin | Assess the effectiveness of the program steering committee; make changes as needed. | K-12 | June 2008 |
| III | System | Holland | Plan for management succession for senior leadership positions in the Belmont Public Schools. | K-12 | June 2008 |
| III | SPED | Kramer | Implementation of BPS CPR Corrective Action Plan.  Insure all needed program adjustments and training responses to bring district in compliance with DOE Regulations. | K-12 | June 2008 |

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|------|----------------|-----------|-------------|-------|----------|
| III | System | Aubin | Review with directors the 7 year curriculum cycle; make changes as needed. | K-12 | June 2008 |
| IV | System | Aubin | Continue to offer staff development programs on topics mandated by state. | K-12 | June 2008 |
| IV | English | Fitzpatrick | Oversee SEI training for teachers in district, especially at the high school | K-12 | June 2008 |
| IV | Winn Brook | Carey | Continue to develop a "professional learning community" where grade level teams improve teaching and learning by meeting regularly to analyze common assessments, apply best practices to lesson and unit design, set measurable goals, and evaluate the outcomes of collaboratively designed lessons. | K-4 | June 2008 |
| IV | SPED | Kramer | Provide ongoing supervision and transition for B. Conroy into role of Asst. Dir. Of Student Services and work to develop and implement the most appropriate model of district wide administrative coverage for BPS Student Services. | Pre K-12 | June 2008 |
| IV | Foreign Language | Darias | Provide professional development to increase the use of technology in foreign language instruction. | 5-12 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|---|---|---|---|---|---|
| IV | SPED | Kramer | Transition BPS for SEMS IEP software to X2 and insure familiarity and utilization of the software by all appropriate personnel. | K-12 | Fall 2007 |
| IV | System | Silverman | Monitor and troubleshoot license issues with D.O.E. | K-12 | June 2008 |
| IV | System | Silverman | Meet regularly with Director of Human Resources for the town.  Work to effect better communication on areas of mutual interest. | K-12 | June 2008 |
| IV | System | Holland | Mentor new members of the administrative team, including an Interim Director of Student Services, Assistant Director of Student Services, and Director of Mathematics | K-12 | June 2008 |
| IV | Burbank | Francis | Conduct "Response to Intervention" study groups and incorporate more cross-grade-level discussions during staff meetings. | K-4 | June 2008 |
| IV | System | Silverman | Participate in organizations that foster diversity in staffing.  Meet regularly with recruiting consortium and participate in job fairs. | K-12 | June 2008 |
| IV | Athletics | Davis | Continue to promote and provide growth opportunities and staff development for both professional staff and coaches. | K-12 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| V | System | Aubin | Publish Course Outlines at Belmont High School | 9-12 | |
| V | Athletics | Davis | Continue to meet regularly with parent groups, civic and other booster organizations to encourage their continued support of BHS programs. | 9-12 | June 2008 |
| V | System | Missal | Participate in regular meetings of Town Administrator's Department Heads meeting, and observe regular meetings of Warrant Committee | K-12 | June 2008 |
| V | METCO | Wiltshire | Increase parent participation in their respective schools and with the Belmont METCO Parents' Association. | K-12 | June 2008 |
| V | Burbank | Francis | Use school newsletter to provide additional curriculum information to parents. | K-4 | June 2008 |
| V | System | Holland | Reconvene the Superintendent's planning group on the use of the Challenge Paradigm to consider new outreach efforts in engaging the public in conversations about the ways in which Belmont students need to be prepared for the future and how these resources will be found. | K-12 | June 2008 |

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| V | System | Aubin | Publish Benchmarks for grades K-8. | K-8 | Fall 2007 |
| V | Fine Arts | Pappazisis | Enhance communication between the Director of the Fine and Performing Arts Program and PARTS membership with the goal of defining the role of the parent support organization in the program. | K-12 | June 2008 |
| V | System | Holland | Publicize and distribute the Belmont Public Schools brochure and Crisis Manual. | K-12 | June 2008 |
| V | System | Holland | Send Notes from the Superintendent to community twice each year to communicate on issues of importance in the Belmont Public Schools. | K-12 | June 2008 |
| V | Technology | McCanne | Re-design the main BPS website to facilitate better management of the resources and access to time and relevant information by the community | K-12 | June 2008 |
| V | Foreign Language | Darias | Complete Course Outlines for all BHS foreign language courses for publication. | 9-12 | December 2007 |
| V | CMS | Alexander | Work to increase parent involvement in volunteering and at events such as PTO meetings and headmaster coffees. | 5-8 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| V | CMS | Alexander | Explore ways to broaden intergenerational connections. | 5-8 | June 2008 |
| VI | System | Missal | Continue collaborative bidding for general supplies and utilities | K-12 | April 2008 |
| VI | System | Missal, Wagner | Serve as staff liaison to the Wellington Building Committee in the application of reimbursement funds from the MSBA for the Wellington School and funding through a debt exclusion and Town Meeting approval. | K-4 | April 2008 |
| VI | System | Missal, Martin | Monitor the building needs of the Wellington School, especially safety concerns, to maintain the building as well as possible until a replacement can be built. | K-12 | June 2008 |
| VI | System | Missal | Monitor the continuation of renting out buildings to ongoing programs to generate revenue. | K-12 | June 2008 |
| VI | System | Missal, Kramer | Continue to provide data to the MA Department of Education in monitoring State aid through the special education circuit breaker reimbursement. | K-12 | June 2008 |
| VI | System | Missal | Continue to implement the first full fiscal year of using the new MUNIS financial system, with possible use of the budget development module. | K-12 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|----------------|-----------|-------------|-------|----------|
| VI | System | Missal | Serve as staff liaison to the High School Feasibility Study Committee in the application of reimbursement funds from the MSBA for the modified Phase I of the High School renovation project and funding through a debt exclusion and Town Meeting approval. | 9-12 | April 2008 |
| VI | System | Missal | Monitor the FY08 Budget and revenues used to offset the budget such as school choice, circuit breaker, athletic, transportation and building rental revolving accounts, and report status of budget to School Committee via quarterly reports | K-12 | June 2008 |
| VI | System | Holland | Continue to examine possibilities for outsourcing and for savings in the Belmont Public Schools. | K-12 | June 2008 |
| VI | System | Missal | Present highlights of Recommended FY09 Budget to School Committee, Warrant Committee and general public at public meetings. | K-12 | April 2008 |
| VI | System | Missal | Present highlights of Recommended FY09 Budget to school PTA's | K-12 | January 2008 |
| VI | System | Holland | Continue to advocate for adequate, predictable, and sustainable funding for the Belmont Public Schools. | K-12 | June 2008 |

| Goal | Program/School | Person(s) | Action Step | Level | Timeline |
|------|---------------|-----------|-------------|-------|----------|
| VI | BHS, Wellington | Holland | Continue to work with the Board of Selectmen and the Wellington Building Committee to support a new Wellington and Phase I of the Renovation for Belmont High School. | K-4, 9-12 | June 2008 |
| VI | BHS | Harvey | Support planning for the renovation and expansion of BHS | 9-12 | June 2008 |
| VI | Wellington | Wagner | Maintain Current building | K-4 | June 2008 |
| VI | System | Missal | Monitor the results of the energy conservation measures from the implementation of the ESCO project with the Facilities Energy Management Project Committee. | K-12 | June 2008 |