



# WCPS STRATEGIC VISION: FORWARD VIEW 2022



## Our Vision

All students will be empowered to become life-long learners, ready to embrace the future and contribute positively to their community.

## Our Mission

The mission of Worcester County Public Schools is to cultivate a safe, student-centered, educational environment in which our diverse community of learners develops positive relationships and is prepared for an ever-changing world.

1

### GOAL ONE.

All students will be academically successful and experience continuous growth by engaging in a rigorous instructional program preparing them for a competitive, culturally diverse world.

2

### GOAL TWO.

Through collaborative relationships, staff, families, and our community will experience timely and honest communication about district initiatives, activities, and performance.

3

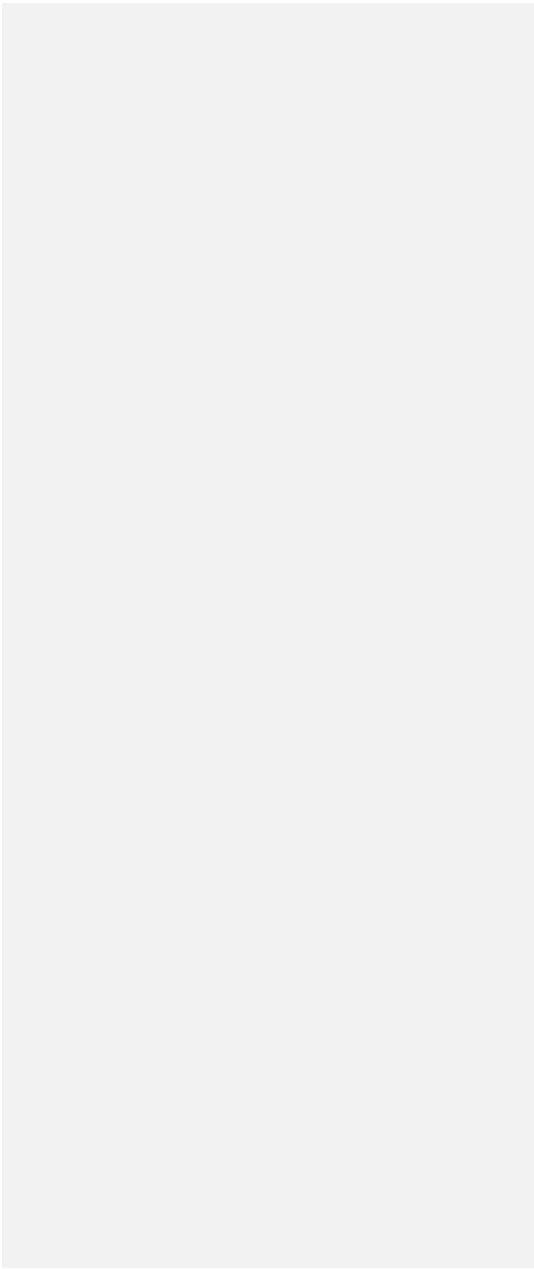
### GOAL THREE.

Every Worcester County Public School will be a safe and secure learning environment that creates and maintains a culture of respect and positivity with the intention of promoting the well-being of every student.

4

### GOAL FOUR.

Worcester County Public Schools will maximize organizational effectiveness through professional learning, continuous growth and participative leadership while maintaining integrity, transparency, and a commitment to professionalism.





# SCHOOL IMPROVEMENT PLAN



## Buckingham Elementary School

**MISSION:** The mission of Buckingham Elementary School is to build a safe, student-centered, environment in which our diverse family of learners develops relationships, meets high expectations, and is prepared to be a productive citizen in an ever-changing world.

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## Goal 1: Academic Achievement

### LITERACY SCHOOL IMPROVEMENT PLAN

Team Name	Literacy Basecamp	
Team Members	Chris Welch, Principal, Laura Arenella, CRT, Ali Giska, Literacy Coach, Ramona Smith, Interventionist, Amanda Hammond, 2 <sup>nd</sup> Grade Teacher	
Team Vision Statement	All students will develop a love of reading and writing through balanced and meaningful learning experiences in order to foster independence and empower them to own their learning.	
Team Mission Statement	Using principles of High Performing Teams, the Literacy Team will develop collective efficacy by participating in reflective and honest conversations to improve instructional practices that increase student achievement.	
Needs Assessment	<p>iReady-Tier 2 groups across grade levels are higher than 15-20%/Tier 1 groups less than 80%</p> <p>*Comprehension and Vocabulary (Areas of need) occur during Ubd block</p> <p>*Possible discrepancy between WIDA scores and performance on MCAP (WIDA scores available soon)</p> <p>*Significant growth across classrooms in DIBELS</p>	
Root Causes Analysis	The culture of BES does not foster productive struggle for adult and student learning.	
Annual SMART Goal – Student Outcomes	By June 2022, 70% of our students in grades 1-4 will fall in Tier 1 during Window 3 of iReady diagnostic administration, showing a growth of 14% from Window 3 iReady diagnostic administration in June 2021.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Annual SMART Goal – Implementation Fidelity		<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Area(s) of Focus	Ubd Implementation and Planning/ Productive Struggle	

**Commented [JD1]:** Great goal! I appreciate how specifically it is written.



Cycle # 1: August - November 2021					
Team Performance SMART Goal(s):	By the end of Cycle 1, our team will improve our performance monitoring rating on the High Performance Teaming Rating scale from a "T" to an "O."				<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Student Outcomes SMART Goal(s):	By November 2021, we will use Window 1 iReady data to establish baseline data in the areas of vocabulary and comprehension.				<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Implementation Fidelity SMART Goal(s):	By November 2021, we will collect baseline data in the area of planning and implementation of UbD units using the implementation checklist.				<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Action Steps					
Activity	Person(s) Responsible	Timeframe	Resources Needed	Status (Not Started, In Progress, Complete)	Notes
1. Back to School Week: Overview and Highlight Meeting	Core Team	September 4, 2021	Visual Aids, FAQ sheet, Plan, and highlight the process to determine plan	Complete	Each participant will receive a copy of the plan and will have an opportunity to give feedback. Need to distribute hard copy at next staff overview meeting.
2. Core Implementation Literacy Monthly Meetings	Core Team	September-October		Complete	Planning a Productive Struggle PD. Part 1: What is productive struggle? Part 2: What does it look like in instruction?
3. Teacher Implementation Checklist (PreK-4)	Literacy Coach	End of October		Complete-Distributed and teachers reflected on current practice to obtain accurate baseline data	Teachers will reflect on current practice using checklist/ Use results to set goals for next cycle./  Literacy Coach will upload data into Teams
4. Backwards Mapping PLC for UbD Unit	Literacy Coach, Principal, Interventionist, CRT	September	Protocol, Unit, texts	All teams have used the process at PLC to plan	Will look at student work in upcoming PLCs and

**Commented [JD2]:** This will help your team monitor your team performance and improve your efficiency!

**Commented [JD3]:** What do you plan on having the literacy coach do with the teacher implementation checklist? You may want to add more detail in the notes to document details of your plan.



Cycle #2: November 2021 – March 2022					
				one or more parts of their 2 <sup>nd</sup> UbD Unit	use to drive station rotation.  This will be on-going throughout the school year as we continue through the UbD units
Data Collection Plan					
Data Source	Person(s) Responsible	Timeframe	Resources Needed	Status <small>(Not Started, In Progress, Complete)</small>	Notes
UbD Implementation Checklist	Literacy Coach	End of October	Checklist	Completed by 10/1	Possible data source for cycle 2  An additional survey will be given prior to 11/9-- pushed back to cycle 2
iReady Data from Window 1	CRT	September/October 2021		Completed Window 1 10/22	
UbD Tasks	Literacy Coach	October 2021 and ongoing	Tasks	Still in progress	
Productive Struggle Survey	CRT			Initial survey given- 09/29	Will give the survey again at a later date

Team Performance SMART Goal(s):	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Student Outcomes SMART Goal(s):	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Implementation Fidelity SMART Goal(s):	<input type="checkbox"/> Met <input type="checkbox"/> Not Met

Action Steps					
Activity	Person(s) Responsible	Timeframe	Resources Needed	Status <small>(Not Started, In Progress, Complete)</small>	Notes



Data Collection Plan					
Data Source	Person(s) Responsible	Timeframe	Resources Needed	Status (Not Started, In Progress, Complete)	Notes



## MATHEMATICS SCHOOL IMPROVEMENT PLAN

Team Name	Mathematics Basecamp	
Team Members	Chris Welch (Principal), Julie Hanenfeld (Math Coach), Liz Glover (Math Interventionalist), Susan Gray (Grade 1 Teacher), Stacey Bredenberg (Grade 2 Teacher), Gloria Scafone (Grade 4 Teacher)	
Team Vision Statement	We will strengthen teachers' capacity to deliver high quality mathematics instruction with integrity and purpose to meet the needs of all students.	
Team Mission Statement	Teachers will immerse themselves in professional development and in-depth collaborative planning through peer accountability and collective efficacy to improve student math outcomes.	
Needs Assessment	iReady Tier 1 percentage is low, grades k-4 are not hitting the 80 % target iReady Tier 2 percentage exceeds 15%-20%, grades K-4 Tier 2 percentage for Spring 2021 are all in the 40% range iReady Tier 3 percentage is on target, spring placement for Tier 3 is 5% or less for the school overall BES performed below county average in areas that were not deemed critical standards, Geometry and Measurement and Data	
Root Causes Analysis	Purposeful planning and preparation of math instruction is overlooked which impacts student achievement.	
Annual SMART Goal – Student Outcomes	<del>By June 2022, 70% of our students in grades K-4 will achieve Tier 1 placement on the Spring iReady administration showing a growth of 18% from the Spring 2021 iReady administration.</del> By June 2022, 70% of our students in grades K-4 will fall in Tier 1 for Math during Window 3 of iReady diagnostic administration, showing a growth of 18% from Window 3 iReady diagnostic administration in June 2021.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Annual SMART Goal – Implementation Fidelity		<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Area(s) of Focus	Build teacher capacity in planning and preparation using county planning protocol.	

**Commented [JD4]:** Love these vision and mission statements! These will drive your work this year!

**Commented [JD5]:** This is great. You may want to tweak the language to make it consistent with the language in your literacy goal.

**Commented [JH6R5]:** Changed to match literacy goal

**Commented [JD7]:** Great goal! I appreciate how specifically it is written.





**Cycle #1: August - November 2021**

Team Performance SMART Goal(s):	By the end of Cycle 1, our team will improve our Performance Monitoring rating on the High Performance Teaming Rating scale from a "0" to an "H".	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Student Outcomes SMART Goal(s):	By November 2021, we will use fall iReady data to establish baseline data for student Tier placement.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Implementation Fidelity SMART Goal(s):	By November 2021, through the use of the county planning protocol and math fidelity checklist, we will collect baseline data in the area of planning and preparation of math instruction using individual teacher reflection for Module 1.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met

**Action Steps**

Activity	Person(s) Responsible	Timeframe	Resources Needed	Status (Not Started, In Progress, Complete)	Notes
1 Communicate expectations for math instruction need to outlined and communicated, including parts and time allotments	C. Welch J. Hanenfeld L. Arenella	August 30, 2021	Instructional Commitment	Completed as of 10/25	Expectations distributed at the back-to-school meeting; Scheduling conflict; Rescheduled for date TBD  Completed in PLC
2 Establish/review types of planning	J. Hanenfeld	First Math PLC	Planning Protocol/Fidelity Checklist	Completed as of 9/21	Introduced at opening SIP meeting with grade level teams
3 Module 1 reflection of teacher planning	J. Hanenfeld	By end of September	Reflection checklist	Completed as of 9/16	Needs to be created electronically; (completed using paper and pencil); Completed the fidelity checklist; will circle back using data
4 Modeling planning protocol process with Module 2 and Module 3	J. Hanenfeld	During PLC in September/October/November	Origo	In progress as of 10/25	Additional time may be needed beyond the regular PLC time to ensure the planning

**Commented [JD8]:** I think it's okay to collect baseline data for Math and Literacy but I am wondering if there are any other types of assessments that you will give before November that demonstrate how students are doing in math/literacy? If your teachers are planning using the backwards mapped planning protocol, would students do better on end-of-unit assessments than they did last year? Ideas like that. We can discuss at the admin debrief. I'm a "3" on it if you feel like you want to keep these the way they are. 😊

**Commented [JD9]:** These actions steps look like they will help you reach your goals!



			Teacher plans of Lessons and menu math Math Data from Module 1 and fall iReady		process stays ahead of unit completion (may need to use Friday Flex PLC time for additional time) Will start week of 9/20 plus one additional PLC in October
5 Reflect on Module 2 and 3 planning	Grade Level Teams  J. Hanenfeld	October/November	Reflection checklist	To be completed on November 4 during team planning	Review data from checklist to drive future PD; Refining goal
6 Team plans Module 4	Grade Level Teams  J. Hanenfeld	November/December	Origo Teacher plans of Lessons and menu math Math data from Module 3	Not started	TBD based on revised checklist and planning vs teaching focus
7 Reflect on Module 4 planning	Grade Level Teams  J. Hanenfeld	November/December	Reflection checklist	Not started	Compare to baseline data and determine next steps for PD
8 Self Reflection on Menu Integrity Checklist	Grade Level Teams  J. Hanenfeld	October	Menu Reflection Checklist	In progress	To be revisited in later Modules to guide planning of menu and measure growth
9 iReady Consultant Reviews Prerequisite Reports PD	Grades 3 and 4 J. Hanenfeld L. Arenella	October 27	Devices Upcoming Module Resources	Upcoming	Half Day for each grade level; incorporating planning component
<b>Data Collection Plan</b>					
<b>Data Source</b>	<b>Person(s) Responsible</b>	<b>Timeframe</b>	<b>Resources Needed</b>	<b>Status</b> <small>(Not Started, In Progress, Complete)</small>	<b>Notes</b>

Commented [JD10]: Looks like a good plan!



Cycle #2: November 2021 – March 2022					
IReady Grade Level Tiered Data Fall 2021	L. Arenella J. Hanenfeld	September /October		In progress	
Planning Reflection Checklist	J. Hanenfeld	September October November		In progress	
Formative Assessment Trackers	Classroom Teachers	September October November	Module Formative Assessment Trackers For Modules 1-3	In progress	
Team Performance SMART Goal(s):					<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Student Outcomes SMART Goal(s):					<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Implementation Fidelity SMART Goal(s):					<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Action Steps					
Activity	Person(s) Responsible	Timeframe	Resources Needed	Status (Not Started, In Progress, Complete)	Notes
Data Collection Plan					
Data Source	Person(s) Responsible	Timeframe	Resources Needed	Status (Not Started, In Progress, Complete)	Notes



### GOAL 3: SAFETY

#### SAFETY SCHOOL IMPROVEMENT PLAN

Team Name	Safety Base Camp	
Team Members	Staci Aperance (School Counselor), Deshon Purnell (Assistant Principal), Anna Simulis (School Social Worker), Caitlin Bunting (Media Specialist), Cassie McElfish (PreK Teacher)	
Team Vision Statement	We are a dynamic, determined team who will cultivate a safe and inviting school community by building positive relationships between students, staff, families, and our community partners in order to increase academic success and social emotional competency.	
Team Mission Statement	Using principles of High Performing Teams, our team will consistently participate in reflective and honest conversations with students, staff, families, and our community partners to promote a safe, equitable, and positive school environment.	
Needs Assessment	<ul style="list-style-type: none"> <li>-The addition of mental health services and awareness throughout the entire school and county has helped decrease the amount of referrals.</li> <li>-Multiple changes of administration affected the relationships between students, parents, and staff.</li> <li>-African American males are disproportionately referred to the office.</li> <li>-Difficult to identify in all classrooms if tier 1 prevention strategies are used with fidelity.</li> </ul>	
Root Causes Analysis	Tier 1 prevention strategies are not consistently used and monitored with fidelity.	
Annual SMART Goal – Student Outcomes (Behavior/ Disproportionality)	By June 2022, all student groups will be less than 3.0 risk ratio and special ed less than 2.0 risk ratio. <b>*Do we need to adjust this? Decrease referrals for Q2 less than 83% of our referrals for AA males</b>	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Annual SMART Goal – Student Outcomes (Attendance)	By June 2022, we will reduce our percentage of students who are chronically absent from 18.0% to 15.0% or below. <b>*Adjust this goal</b>	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Annual SMART Goal – Implementation Fidelity		<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Area(s) of Focus	Implementation, Communication, and understanding of Tier 1 strategies	

Commented [JD11]: Nice!

Commented [JD12]: Good goals! Glad we talked through these to make sure we set goals that were meaningful and realistic.





**Cycle #1: August - November 2021**

Team Performance SMART Goal(s):	By the end of Cycle 1, our team will improve our Performance Monitoring rating on the High Performance Teaming Rating scale from a "0" to an "H".	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Student Outcomes SMART Goal(s): Behavior/ Disproportionality	By November 2021, all student groups will be less than 5.0 risk ratio and special ed less than 4.0 risk ratio.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Student Outcomes SMART Goal(s): Attendance	By November 2021, we will have less than 18% of our students with 5 or more days absent.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Implementation Fidelity SMART Goal(s):	By the end of Cycle 1 November 2021, we will collect baseline data to assess the implementation of Tier 1 supports at Buckingham Elementary School as measured by the PBIS TFI.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met

**Action Steps**

Activity	Person(s) Responsible	Timeframe	Resources Needed	Status (Not Started, In Progress, Complete)	Notes
Create TFI survey for teachers to complete	School Counselor and Core Team	October 2021	Microsoft Forms, TFI	completed	
Back to School Week: Overview and Highlight Meeting	Core Team	September 4, 2021	Visual Aids, Plan, and highlight the process to determine plan	completed	Each participant will receive a copy of the plan and will have an opportunity to give feedback.
Core Implementation Safety Monthly Meetings	Core Team	Monthly-60 minutes			
Monthly Staff Collaborative/Informational Meetings	Core Team	Monthly-30 minutes			

**Commented [JD13]:** Great. Consider adding the tool you will use for measurement. (e.g. as measured by the PBIS TFI)

**Commented [JD14]:** These action steps look good. I'm wondering if you need to add any action steps specifically related to the attendance goal?



Review attendance data from Powerschool monthly at team meetings	Core Team	Monthly-30 minutes			
Attendance based social media reminders for families	Anna	Quarterly	Canva, social media, attendance protocol information	ongoing	
Survey teachers for best practices for addressing attendance concerns with families(add to TFI survey)	Core Team	October 2021	Microsoft Forms, TFI	completed	
Robo Call to families with multiple absences	Administration	Monthly-10 minutes	powerschool	ongoing	
Bus behavior chats by Principal with all buses, first weeks of school and quarterly	Administration	quarterly		completed	
Organize "Games with Grown-ups" program for game facilitators on the playground	Deshon				
Expectation and norms meeting with recess monitors/reteach restorative approaches to use on playground	Administration and Staci				
Implementation of Bus Bucks and Curb Cash	PBIS team/faculty and staff				
PBIS pop-up attendance events on half-days					
<b>Data Collection Plan</b>					
<b>Data Source</b>	<b>Person(s) Responsible</b>	<b>Timeframe</b>	<b>Resources Needed</b>	<b>Status</b> (Not Started, In Progress, Complete)	<b>Notes</b>
TFI Survey	Staci PBIS Team	September/October	Microsoft Forms TFI		
Powerschool-Attendance	Deshon	monthly			



**Cycle #2: November 2021 – March 2022**

SWIS-Behavior/Dispro.	Deshon Staci	monthly			

Team Performance SMART Goal(s):		<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Student Outcomes SMART Goal(s):	By March 2022, 100% of students identified as chronically absent with a historical trend of chronically absent will have an attendance support plan in place	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
Implementation Fidelity SMART Goal(s):		<input type="checkbox"/> Met <input type="checkbox"/> Not Met

**Action Steps**

Activity	Person(s) Responsible	Timeframe	Resources Needed	Status (Not Started, In Progress, Complete)	Notes

**Data Collection Plan**

Data Source	Person(s) Responsible	Timeframe	Resources Needed	Status (Not Started, In Progress, Complete)	Notes