

Dennis-Yarmouth Regional Schools Strategy and Goals for Improvement of Student Outcomes (2014-19)
As of April, 2017

<i>Our Mission</i>					
Empowering each student to achieve excellence with integrity in a changing world.					
<i>Our Vision</i>					
The Dennis -Yarmouth Regional School District, a community of learners, will be an innovative leader in preparing each student to be college, career, and civic ready, with the capacity to seek new challenges and make a positive difference.					
<i>Our Theory of Action</i>					
<p>If the Dennis-Yarmouth Regional School District:</p> <ul style="list-style-type: none"> • Creates and implements a guaranteed, viable curriculum, based on the Massachusetts Curriculum Frameworks; • Engages students in digital literacy and computer science skills and concepts; • Fosters a learning environment that provides support for the academic growth, social/emotional needs, and health and wellness of our students; • Informs, engages, and listens to our community partners; • Establishes a safe and secure learning environment, <p>then we will empower each student to achieve excellence with integrity in a changing world.</p>					
<i>District Goals and Initiatives 2014-19</i>					
Focus Area #1: Student Learning - Curriculum, Instruction and Assessment	Focus Area #1: Student Learning - Technology	Focus Area #2: Supportive School Culture – Diverse Learners	Focus Area #2: Supportive School Culture – Wellness	Focus Area #3: Communication – Inform, Listen, Engage	Focus Area #4: Safety

DYRSD Action Plan

STRATEGIC FOCUS AREA #1: Student Learning – Curriculum, Instruction and Assessment

Strategic Objective: Maintain and enhance a challenging and rigorous curriculum that empowers students to achieve success in a world community of continual change and accelerating complexity.

Strategic Initiative: Create and implement curriculum maps based on MA Curriculum Frameworks.

Implementation Benchmarks	Monitoring Progress		
	Planned	In process	Completed
Partner with consultants to create a district-wide template using the Understanding by Design (UbD) format.			X
Partner with consultants to develop a district-wide assessment vision and create standards-based common formative assessments.			X
Partner with consultants on implementation of research-based effective teaching strategies and work to understand the connection between thorough lesson planning, effective instruction, and student learning in order to apply the most effective strategies in context.			X
Partner with consultants to develop a data analysis protocol to inform instruction.			X
Prioritize standards for the purpose of transference and longevity for student learning in ELA.			X
Develop and Implement District-wide curriculum maps – ELA.		X	
Mathematics Curriculum Resource Review PreK-12 which includes research, analysis of data and discussions with administration and teachers.			X

Implementation Benchmarks	Monitoring Progress		
	Planned	In process	Completed
Implementation of coherent rigorous math resource, Eureka Math.			X
Develop district-wide curriculum maps – Science.		X	
Develop district-wide curriculum maps – Mathematics.		X	
Provide professional development opportunities regarding mathematics content and implementing new resources.		X	
Develop curriculum maps - Social Studies.		X	
Develop district-wide curriculum maps - Foreign Language.		X	
Develop district-wide curriculum maps - Physical Education/Health.		X	
Develop district-wide curriculum maps – Art.		X	
Develop district-wide curriculum maps – Music.		X	
Develop curriculum maps - Technology.		X	
Develop curriculum maps - Library.		X	

Implementation Benchmarks	Planned	In process	Completed
Implement the Literacy Collaborative Framework at the Primary Level.			X
Implement the Literacy Collaborative Framework at the Intermediate Level.		X	
Implement targeted reading interventions at the middle school to close student learning gaps.			X
Implement targeted reading interventions at the intermediate level school to close student learning gaps.	X		
Expand the repertoire of reading intervention strategies for special needs and reading teachers.	X		

Measuring Impact

Evidence of Change Benchmark	Action to Date or Planned activities
Consultant Partners	UPDATE FY17: FY15 – worked with Seaside Consultants on utilizing the Understanding by Design (UbD) to create curriculum templates. FY16 – worked with Veritas on assessment literacy and data analysis protocols. FY17 – worked with Veritas to study Marzano’s effective teaching strategies and how to connect them to student learning. FY 14 & ongoing – work with Lesley University to train coaches in the Literacy Collaborative Framework and effective coaching and professional development strategies.
ELA Curriculum Maps	UPDATE FY17: Identified priority standards and unpack standards. Revise/edit curriculum maps; create standards-based common assessments by grade; match appropriate instructional strategies based on student progress. Inventoried completed curriculum maps to identify gaps. FY18 – Analyze newly adopted 2017 standards to determine necessary revisions to existing curriculum maps.
Implementation of coherent rigorous mathematics resource	UPDATE FY17: Implemented math resources grades K-12 that are focused, connected and rigorous. The Eureka Math resources highlight the expectations that prepare our students for their future as critical thinkers and problem-solvers.
Mathematics Curriculum Maps	UPDATE FY17: All pacing guides were revised to reflect newly implemented math resource. Curriculum units are created using the Understanding by Design (UbD) template which includes common assessments and sample lesson plans. Revise/edit completed curriculum maps. FY18 – Analyze newly adopted 2017 standards to determine necessary revisions to existing curriculum maps.

Evidence of Change Benchmark	Action to Date or Planned activities
Science Curriculum Maps	UPDATE FY17: FY16 - worked with DSAC and DESE Science Ambassadors to review the 2016 revised Massachusetts Science and Technology/Engineering Curriculum Framework and made initial plans for transition PK-12. FY17 – teachers continue to unpack new standards and create curriculum maps to meet the DESE timeline for implementation.
Social Studies Curriculum Maps	UPDATE FY17: Unpacked the literacy standards for history as outlined in the 2011 ELA Frameworks. Worked on embedding literacy standards into current units and created formative assessments which included the literacy standards along with the content knowledge.
Foreign Language Curriculum Maps	UPDATE FY17: Reviewed standards at the state and national level. Standards were unpacked by unit and formatted using the Understanding by Design (UbD) curriculum mapping template. Created standards-based common assessments. Currently focusing on vertical alignment, gaps and redundancy.
Art Curriculum Maps	UPDATE FY17: Reviewed standards at the state and national level. Standards were unpacked by unit and formatted using the Understanding by Design (UbD) curriculum mapping template. Created standards-based common assessments. Currently focusing on vertical alignment, gaps and redundancy.
Music Curriculum Maps	UPDATE FY17: Reviewed standards at the state and national level. Standards were unpacked by unit and formatted using the Understanding by Design (UbD) curriculum mapping template. Created standards-based common assessments. Currently focusing on vertical alignment, gaps and redundancy.

Evidence of Change Benchmark	Action to Date or Planned activities
Physical Education Curriculum Maps	UPDATE FY17: Reviewed standards at the state and national level. Standards were unpacked by unit and formatted using the Understanding by Design (UbD) curriculum mapping template. Created standards-based common assessments. Currently focusing on vertical alignment, gaps and redundancy.
Health Curriculum Maps	UPDATE FY17: Reviewed standards at the state and national level. Standards were unpacked by unit and formatted using the Understanding by Design (UbD) curriculum mapping template. Created standards-based common assessments. Currently focusing on vertical alignment, gaps and redundancy.
Technology Curriculum Maps	UPDATE FY17: Reviewed standards at the state and national level. Standards were unpacked by unit and formatted using the Understanding by Design (UbD) curriculum mapping template. Created standards-based common assessments. FY18 – Review the 2016 Massachusetts Digital Literacy and Computer Science Curriculum Framework and make initial plans for implementation K-12.
Library Curriculum Maps	UPDATE FY17: Reviewed standards at the state and national level. Standards were unpacked by unit and formatted using the Understanding by Design (UbD) curriculum mapping template. Created standards-based common assessments. Currently focusing on vertical alignment, gaps and redundancy.

Evidence of Change Benchmark	Action to Date or Planned activities
Literacy Collaborative Framework	UPDATE FY17: All primary teachers have completed the initial training and are participating in ongoing professional development. FY18-19 Intermediate collaborative training will occur for all teachers in grades 3-5.
Targeted Interventions	UPDATE FY17: K-3 – schools’ interventions include Reading Recovery, Title1 (reading and math), digital intervention programs, and systematic process for developing targeted goals for students who need extra support in the classroom. 4-5 – Co-teaching instructional model is utilized. 6-7 – Leveled literacy intervention groupings, Strategic Adolescent Reading Intervention, other reading interventions as identified by student need (e.g., Wilson and Lively Letters), and an additional math class for targeted students. High School - Strategic Adolescent Reading Intervention, other reading interventions as identified by student need (e.g., Wilson), and additional math and ELA classes for targeted students.

DYRSD Action Plan

STRATEGIC FOCUS AREA #1: Student Learning - Technology

Strategic Objective: Maintain and enhance tools, infrastructure and use of technology in order to meet the emerging needs of all learners.

Strategic Initiative 1B: Ensure student access to current technology to enhance technology integration and literacy.

Implementation Benchmarks	Monitoring Progress		
	Planned	In process	Completed
One-to-One iPad Initiative		X	
SmartBoard Technology			X
Computer-Based Assessment for Annual State Testing		X	
Training and Support for Technology Implementation		X	

Measuring Impact

Evidence of Change Benchmark	Action to Date or Planned activities
Use of iPads in all schools	UPDATE FY17: FY15 - all students in grades 4-10 have iPads. FY16 - expanded the use of iPads to grade 11 and grade 3 at Station Avenue Elementary (not one-to-one, shared between two classes). All students in grades 4-11 have iPads. FY17 - expanded the use of iPads to grade 3 at MES (3 sets of iPads for 6 classes). FY18 - all students in grades 4-12 have one-to-one iPads.
Replacement Plan for iPads	UPDATE FY17: Created a replacement plan for iPads which begins with replacement of teacher iPads at Mattacheese. FY18 – Replace student and teacher iPads at grades 3, 4 and 5.
SmartBoard Technology	Complete: SmartBoard technology available in all instructional places which provides interactive learning for both teachers and students.
Computer-Based Assessment for Annual State Testing	UPDATE FY17: FY14 - DYRSD piloted online state assessments in selected grades as requested by DESE. FY 15 - computer-based testing was implemented at Mattacheese Middle School and at grade 3 at Marguerite E. Small Elementary School. FY16 - computer-based testing was added to grade 3 at Station Avenue Elementary School. FY17 - computer-based testing was added to grade 4 at Nathaniel H. Wixon Innovation School. FY18 - grade 3 at Ezra H. Baker Innovation School and grade 5 at Nathaniel H. Wixon Innovation School will add computer-based testing. FY19 - grades 8 and 10 at Dennis-Yarmouth Regional High School will add computer-based testing.

Evidence of Change Benchmark	Action to Date or Planned activities
<p>Training and Support for Technology Implementation</p>	<p>UPDATE FY17: FY16 - a data specialist was hired to ensure accuracy and availability of student data including coordinating reporting of information from the school level, providing support and training for the district and school staff in the use of information systems, managing all state and federal reporting, providing technical support and training for users of the student information system for day to day operations, generating reports as needed by staff, act as a liaison for resolving operational problems and technical issues, and managing the maintenance, archiving, and security of student information. The Instructional Technology Director position was changed to Assistant Director for Instructional Technology. The Assistant Director for Instructional Technology provides technology workshops twice per month in each school and conducts surveys to determine the best topics and times for workshops. In addition, the Assistant Director for Instructional Technology teaches a graduate level course focused on technology and provides training and support for teachers with District specific software. A library assistant was hired to free up the librarian at Station Avenue Elementary School to coach grade 3 staff on the use of technology in the classroom. FY17 - a full-time technology coach was hired for MMS. FY18 - a full-time technology teacher will be repurposed and a full-time technology coach will be hired for Nathaniel H. Wixon Innovation School.</p>

DYRSD Action Plan

STRATEGIC FOCUS AREA #2: Supportive School Culture – Diverse Learners

Strategic Objective: Maintain and enhance a supportive school culture that scaffolds learning and supports a continuum of students and adult learners.

Strategic Initiative: Identify and meet the needs of a diverse population to maximize the education outcomes for each student.

Implementation Benchmarks	Monitoring Progress		
	Planned	In process	Completed
Establish learning targets for each identified subgroup.		X	
Create a district library of translated materials and a process for specialized, personalized communication with families of diverse learners.		X	
Provide professional development focused on the unique needs of diverse learners.		X	
Increase individual student attendance.		X	

Measuring Impact

Evidence of Change Benchmark	Action to Date or Planned activities
Establish learning targets for each identified subgroup.	UPDATE FY17: Redesigned elements of high school alternative learning and specialized instruction options, including the development of a Total Learning Center concept with 017 Online Learning Lab. Continuing work to improve communication with families. Building level PBIS (The Dolphin Way) to help reduce behavior referrals. Building level professional development on behavior management. DYRHS guidance and social worker initiative to reduce absences. District level quarterly Keep Them Coming meetings. EHBi piloted a focused collaboration model for most at risk learners. District-wide Tier 1 PBIS. District-wide professional development on behavior management. Use of data specialist to share data across grades.
Create a district library of translated materials and a process for specialized, personalized communication with families of diverse learners.	UPDATE FY17: Each school committed to updating school web page weekly and the use of expanded functions of Blackboard Connect, including text capabilities, to reach families. The use of Language Line to communicate with families in ANY language through phone service. Translators are provided for conferences and any other parent meetings as requested. All documents are provided in Spanish, Portuguese and others as requested. Lending library for students of transition age (14-22) is available.
Provide professional development focused on the unique needs of diverse learners.	UPDATE FY17: Professional development in Calmer Choice, PBIS (The Dolphin Way), behavior management, and workshops on effective SEI and Special Education strategies. EHBi, MES and SAE Literacy Collaborative model professional development for all classroom and support teachers. PBIS training each year for PBIS teams in each school. MiRTH mindfulness workshop available to interested staff. Professional development for RETELL and ELL licensure requirements. District Teaching and Learning Council is studying the effects of poverty on student learning and engagement. Assistance is provided for teachers to fulfill the Special Needs licensure requirement of 15 PDP's. Crisis Prevention Intervention (CPI) trainings have been offered throughout the year.

Evidence of Change Benchmark	Action to Date or Planned activities
Increase individual student attendance.	<p>UPDATE FY17: DYRHS attendance initiative by guidance counselors and social worker. Keep Them Coming meetings. Early Education partnerships with community family resources. Analyzing time on learning through our SWIS data management system. Breakfast participation numbers have been on the rise.</p>

DYRSD Action Plan

STRATEGIC FOCUS AREA #2: Supportive School Culture – Wellness

Strategic Objective: Maintain and enhance a supportive school culture that scaffolds learning and supports a continuum of students and adult learners.

Strategic Initiative: Identify and meet the needs of a diverse population to maximize the education outcomes for each student.

Implementation Benchmarks	Monitoring Progress		
	Planned	In process	Completed
Increase meaningful, active time in Physical Education.		X	
Increase emotional regulation for all students.		X	
Increase knowledge of and participation in choosing nutritionally sound meals.		X	

Measuring Impact

Evidence of Change Benchmark	Action to Date or Planned activities
Increase meaningful, active time in Physical Education.	UPDATE FY17: EHBi increased PE for students in grades K and 1 (120 minutes weekly). NHWi students have 100 minutes per week of structured meaningful physical activity.
Increased emotional regulation for all students.	UPDATE FY17: Calmer Choice instruction occurs in grades K–7 in all classrooms. District-wide PBIS initiative for PreK-12 students. Added one behavior coach. Utilizing Social/Emotional Learning Standards to develop learning plans for struggling students.
Increased knowledge of and participation in choosing nutritionally sound meals.	UPDATE FY17: FY15 - Melissa Gauvin was named Lunch Lady of the year. Universal breakfast available at Marguerite E. Small. FY16 - the Wellness Policy was updated to include a salad bar option at all lunches. Breakfast participation numbers continue to be on the rise. Daily fruit bowl available to all students. Bakery items are not allowed for classroom celebrations. EHBi does not offer flavored milk. FY17 - the summer free lunch program was very successful providing 13,000 lunches this past summer. New hydration stations that offer water bottle fill were installed throughout the district.

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STRATEGIC FOCUS AREA #3: Communication – Inform, Listen, Engage

Strategic Objective: Maintain and enhance support systems for effective, proactive and two-way communication among schools, families, and community.

Strategic Initiative: Inform - Keep staff, families, and community well-informed about our schools.

Strategic Initiative: Listen – Pursue opportunities for stakeholder input.

Strategic Initiative: Engage - Create opportunities for two-way communication

Implementation Benchmarks	Monitoring Progress		
	Planned	In process	Completed
Determine the most effective ways to inform staff, families, and community		X	
Determine preferred methods of communicating input to the District and the schools		X	
Determine the most effective venues to establish two-way communication with the public based on surveys and attendance records		X	

Measuring Impact

Evidence of Change Benchmark	Action to Date or Planned activities
<p>Determine and implement the most effective ways to inform staff, families and communities</p>	<p>UPDATE FY17: FY 14 conducted K-12 Insight surveys for staff, students and community members, FY15 Administration team reviewed 4 student information management and communication systems. The decision was made to stay with the updated version of the current student information management system. In addition, the decision was made to implement a new communication system (Blackboard Connect) across the District. FY16 implemented consistent Blackboard Connect email/phone communication protocols across the district. Regular communication in schools via blogs, newsletters, updated websites, email blasts, etc. FY17 Curriculum presentations at school committee, good news reporting. D-Y is part of the Mid-Cape CFCE (Coordinated Family and Community Engagement) Council which provides coordinated locally-based programs serving families with children birth through school-age. Through direct services and/or referrals, local CFCE programs provide a variety of services (e.g., high quality, specific and up-to-date information and referrals, family and community events, opportunities to share best practices and coordinate resources). On-going: Bi-monthly faculty meetings, weekly Professional Learning Community/Common Planning Time meetings, monthly District Teaching and Learning Council meetings, monthly building-based School Council meetings, and superintendent’s annual State of the District meeting for all teachers and administrators</p>
<p>Determine and implement preferred methods of communicating input to the District and the schools</p>	<p>UPDATE FY17: Parent community outreach as part of building projects, Parent Advisory Councils, School Councils. FY16 MES conducted a parent survey and shared results with the school council. FY17 continuing involvement with retired volunteers, Facebook posts, Rotary Club, parent teacher conferences, and open houses. For the past two years, teachers have completed a Building-Level Administrator Survey on climate and feedback.</p>
<p>Determine and implement the most effective venues to establish two-way communication with the public based on surveys and attendance records</p>	<p>UPDATE FY17: Focus group forums, parent/teacher conferences, school councils and parent organizations, SEPAC, electronic meetings, face to face meetings, open houses, special events, and parent resource center. Technology tools (Google classroom, Edmodo, Remind app). D-Y Advantage Week, cookouts, STEM night, ice cream socials, family game night, curriculum info night, ELL night, spaghetti dinners, farm to table, junior parent breakfast, senior parent breakfast, grandparent breakfast, music programs, concerts, sports banquets, parent volunteers, community mentors, and all school meetings (elementary). Translators and translated documents are provided for EL families.</p>

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STRATEGIC FOCUS AREA #4: Safety

Strategic Objective: Maintain and enhance a safe and secure environment for all students, staff, and visitors.

Strategic Initiative: Heightened awareness and knowledge of emergency plans

Implementation Benchmarks	Monitoring Progress		
	Planned	In process	Completed
Conduct “Crime Prevention Through Environmental Design” (CPTED) analysis of current plan; revise as needed		X	
Conduct analysis of current plans and identify areas for improvement, ensuring drills are conducted during all times of school day		X	
Conduct survey of current environment and recommend enhancements and improvements		X	
Continue expansion of current system to other schools		X	
Conduct analysis of current traffic plans and identify areas for improvement		X	
Conduct survey of current environment and recommend enhancements and improvements		X	

Measuring Impact

Evidence of Change Benchmark	Action to Date or Planned activities
Analysis of “Crime Prevention Through Environmental Design” (CPTED) plan	UPDATE FY17: SRO Pasquarosa began a review in summer 2016, but it’s not yet complete. SRO McCaffrey conducted a separate review as part of the Multi-Hazard Plan Training conducted by DESE this fall. They will be comparing notes and will make necessary revisions. MES adoption of updated lockdown training model. DYRHS adopted revised lockdown format, administrator trained in ALICE approach.
Analysis of current plans and identify areas for improvement, ensuring drills are conducted during all times of school day	UPDATE FY17: Lockdown drills performed once or twice annually. Currently looking into creating school-based teams that can perform interim drills without the need of external public safety participation, as well as utilizing alternate tactics. We also endeavor to conduct drills during passing times between classes, as well as during lunch periods. See attached document for more information. MES adoption of updated lockdown training model. DYRHS adopted revised lockdown format, administrator trained in ALICE approach.
Survey of current access control systems and recommend enhancements and improvements	UPDATE FY17: FY15 - one access control panel (for prox swipe cards) installed at EHBi, one at NHWi, and two at SAE. Currently have the following number of access control panels: EHBi-4, NHWi-6, SAE-5, MES-2, MMS-3, and DYH-11 – grand total of 31 across the district. FY16 - changed visitor check-in software from Easy Lobby to Raptor. Dennis Police paid for bi-directional amplifiers to be installed in EHBi and NHWi to boost radio signals of town emergency personnel that respond to those buildings. Installed lockboxes on exterior of all buildings for emergency use by police and fire. FY18 – Reconfiguring entry way to Baker school to create secure entry way.
Expansion of video monitoring system	UPDATE FY17: FY15 - installed 14 cameras at Mattacheese. FY17 - installed 12 cameras at high school, including in two elevators. FY18 - Requesting additional capital funds to install more cameras at high school.
Analysis of current safety plans and identify areas for improvement	UPDATE FY17: High school traffic plans are reviewed annually by SRO Pasquarosa and mailed to every student’s home with their schedule in August. SRO Brewer reviews the Mattacheese traffic plan annually. FY15 - MES updated parent pickup traffic patterns. DYRHS SROs introduced revised traffic flow procedures. FY18 - traffic plans at other schools will be reviewed and updated as needed.

Evidence of Change Benchmark	Action to Date or Planned activities
Survey of current maintenance and grounds and recommend enhancements and improvements	UPDATE FY17: Received \$30,000 in capital funds to install fencing around maintenance and grounds area behind high school. Project should be completed before winter. Removing 3-4 old raised (18-wheeler) trailers from that same area and replacing with two ground-level storage containers, one for grounds equipment and the other for surplus items. The former will centralize all grounds equipment to one area only and the latter will relieve some of the storage shortage at various schools, as well as allow for centralized inventory of such items. Installing exterior cameras to monitor activity in grounds area behind high school.