

Elementary Template

The purpose of a Theory of Action is to outline the central tenets of our strategy to achieve the Mission of the school district. As adopted in March of 2014, the district's Mission is as follows:

The mission of the Fairfield Public Schools, in partnership with families and community, is to ensure that every student acquires the knowledge and skills needed to be a lifelong learner, responsible citizen, and successful participant in an ever changing global society through a comprehensive educational program.

There are four Core Strategies to this Theory of Action: Instructional Program, Teams/School Improvement Plans, Leadership Capacity, and Resources. Under each Core Strategy, there are sample actions that the school is undertaking that support the Core Strategy. These actions are school priorities; some may be in the early stages of implementation.

Underlying this Theory of Action is the expectation that all staff members, teams, departments and schools engage regularly in reflective practice – examining data, taking action, reviewing the results of our actions, adjusting our practice to improve results and evaluating our effectiveness in a cycle of continuous improvement.

1. Instructional Program

If we ensure that a rigorous, comprehensive instructional program is consistently delivered across all schools and grade levels, with alignment between the written, taught and assessed curriculum, then instruction will be of consistently high quality and student learning will improve.

Curriculum Development and Implementation

- 1.1 Implement English/Language Arts and Mathematics curriculum that meets or exceeds the Connecticut Core Standards
- 1.2 Implement newly adopted curriculum in World Language and Library/Media K-12. (Year 1)
- 1.3 Implement common assessments aligned to the curriculum in all content areas

Principals will ensure the fidelity of implementation of the written curriculum.

Teacher leadership teams and teachers will implement cross curricula common assessments.

Curriculum specialists will review unit pacing guides with principals and grade level teams. Curriculum specialists and principal will provide feedback to district leadership about unit guides.

1.42 Teachers will plan and implement effective lessons to support the implementation of the new mathematics resources.

1.5.13 Teachers will implement K-5 word work curriculum with fidelity across the balanced literacy model.

- K-3 will utilize student work to plan, deliver and implement whole class, small group and individualized instruction.
- 4-5 teachers will utilize resources to plan, design and implement word work units

b) 1.5.2 Professional Development will be designed and implemented to support all teachers so they can utilize student work in order to plan for whole class, small group or individualized instruction.

Formatted: No bullets or numbering

School staff will review current assessments and identify gaps, overlaps, strengths, and weaknesses. Build calibration and collaboration skills among staff for scoring common assessments. (Ex. On-demand writing.) Differentiate instruction based on common assessment results.

In order to ensure achievement of Indicators of Progress school staff will conduct and debrief the following as appropriate: Principal Walkthroughs, instructional rounds, data teams, coaching feedback, teacher evaluation plan/goal setting, and Principal observation of team meetings.

Formatted: Font color: Auto, Not Highlight

Formatted: Font color: Auto

~~Principals and curriculum leaders will make adjustments to curriculum and assessments based on needs of students and provide feedback to district personnel. Summer, 2016 this one could come out.~~

Formatted: Font color: Auto

Formatted: Indent: Before: 0.25", No bullets or numbering

1.4 1.6 Implement and evaluate the effectiveness of evidence-based instructional strategies in all content areas

Formatted: Normal, No bullets or numbering

Formatted: Font: 12 pt, Complex Script Font: 12 pt

1.64.1 Build teacher and student capacity to deliver intentional targeted feedback in the instructional core (Review/Reflect, Scaffold/Strategy, Adding On)

1.64.2 Build teacher capacity to use and check on learning targets, *goals* and scales *through using specific student goal setting* (Marzano).

School and district administrators, with school-based teams will use identified needs to determine the structures, locations, times, and outcomes for staff engaged in the professional learning which will improve intentional feedback in classrooms. Identified needs will be based on anecdotal data, observations and evaluations, and student performance. (~~Embedded PD~~) ~~There PD~~ ~~There~~ will be focus on improving the needs of ALL students including those with disabilities and English Language Learners.

Formatted: Not Highlight

~~District staff will develop a rubric that will be developed by December, 2015 to assist students in identifying their level of agency (DISTRICT). Come out~~

Formatted: Font color: Red

~~All school staff will attend at least three professional development opportunities focused on providing authentic feedback to all students related to academic achievement. (Embedded PD) come out~~

Formatted: Font color: Red

~~Teachers at all grade levels and in each capacity in grade(s) 3, curriculum specialists, special educators, _____ and administrators will participate in cross-school professional learning in order to improve their ability to provide intentional feedback. Additional staff will be trained in these expectations at the school level. This training will be coordinated and conducted by the school leadership teams. (Embedded PD) come out~~

Formatted: Font color: Red

1.7 Ensure a positive school climate

~~1.7.1 Sherman Riverfield will establish and/or maintain a security and safety committee for assisting in the development and administration of the school security and safety plan.~~

~~1.7.2 Sherman Riverfield will increase capacity of all staff to support the development of respectful, ethical and responsible citizens through school wide, classroom and individualized activities.~~

~~1.5~~

~~School climate teams will review school climate plans to determine current effectiveness and will modify existing plan as needed.~~

~~District staff and building principals will determine the best way to refresh and update training of staff in Responsive Classroom techniques.~~

~~School climate teams will develop school-wide teacher goals related to 10% Parent Feedback indicator~~

~~Principals will ensure school-wide implementation of school climate plans (develop school specific action steps)~~

~~1.2 Teachers will plan and implement effective lessons to support the implementation of the new mathematics resources.~~

~~1.3 Teachers will implement K-5 word work curriculum with fidelity across the balanced literacy model.~~

~~K-3 will utilize student work to plan, deliver and implement whole class, small group and individualized instruction.~~

~~4-5 teachers will utilize resources to plan, design and implement word work units.~~

~~Professional Development will be designed and implemented to support all teachers so they can utilize student work in order to plan for whole class, small group or individualized instruction.~~

Indicators of Progress

100% of teacher 2016-17 5-16 instructional observations will demonstrate teachers on pace with curriculum expectations and will demonstrate acceptable levels of instructional differentiation for student learning needs.

100% of district common assessments will be provided to students and will be scored by appropriate staff.

Feedback on literacy and numeracy curriculums will be provided to the appropriate school and district personnel.

Students will develop the ability to synthesize learning across content areas to think strategically and critically when approaching novel tasks and/or extending their learning on previous experiences/tasks as measured on the rubric of student agency between January and June (developed by the district).

Formatted: Font: 12 pt, Complex Script Font: 12 pt

Formatted: Normal, No bullets or numbering

Formatted: Indent: Before: 0.25", No bullets or numbering

Formatted: Not Highlight

Formatted: Indent: Before: 0.75", No bullets or numbering

Parent Survey results related to communication will improve each year. ~~Specific to each school.~~
~~Written as a SMART goal (action step)~~

Office referrals will decline each year. ~~By 5% percent~~

All teachers will implement 10% Parent Feedback goal

100% of teachers achieve at least "Accomplished" score on Parent Feedback 10% area. As determined in each building.

~~90% of all students will be at or above grade level as measured by F & P by the end of the school year.~~

~~90% of identified students at each grade level will show the appropriate growth in SGP.~~ **SCHOOL-BASED INDICATORS ALIGNED TO DISTRICT IMPROVEMENT PLAN**

Formatted: Font: Not Bold, Font color: Auto

Action steps:

~~Students will have individual growth goals in reading, writing, and mathematics. Teachers will focus on identified students and measure their SGP and F& P scores to determine effective learning strategies.~~

~~Teachers will use IC to communicate classroom strategies that they are using to help identify supports strategies that help the student in each curriculum area (on-going throughout throughout the year)~~

~~Principal will hold a parent workshops on SBA (September), curriculum updates (October/November), the use of individual goal setting, rubrics, and checklists to build student agency (October/November), Math night/Literacy night (January/February), the use of individual goal setting, rubrics, and checklists to build student agency (March/April)~~

~~SBA (March)~~

~~Survey results will be studied to determine if workshops and communication throughout the year has changed the parent perceptions about the use of successful strategies.~~

2. Teams/Improvement Plans

If we work effectively in teams across all levels of the organization to examine system, school and individual student progress, create a culture where individuals regularly research and engage in developing and sharing effective practices, and regularly support and supervise teachers in implementing effective classroom practices, then teachers will improve instruction and student learning will improve.

2.1 Implement School Improvement Plans based on data and research-based practices that will improve achievement (includes academic and school climate indicators)

- a. District and school administrators will ensure the School Improvement Plan is aligned with the District Improvement Plan
- b. In order to ensure achievement of Indicators of Progress school staff will conduct and debrief the following as appropriate: Principal Walkthroughs, instructional rounds, data teams, coaching feedback, teacher evaluation plan/goal setting, and Principal observation of team meetings
- c. School leadership teams and/or school data teams will meet at least once a month to determine level of successful implementation and will determine adjustments to support staff and students as needed.
- d. School leadership teams will make changes in action steps in responses to what is learned through monitoring and such changes will be included in future iterations of the SIP
- e. School leadership teams will consult with district administrators as needed.

Formatted: Not Highlight

Indicators of Progress

School Improvement Plan aligned to District Improvement Plan

Record of modifications in School Improvement Plan made in response to feedback and data on effectiveness of implementation

Actions Steps:

Formatted: Font color: Auto

Cross grade level rounds, focused on SIP goals/problem of practice, will take place each month: Fifth grade (September), First grade (October), Kindergarten (December), Third Grade (January), Fourth grade (February) Second grade (March)

Cross school rounds, focused on SIP goals/problem of practice, -will be held once during the school year

Teachers will monitor the progress of students agency development by analyzing student work (on-going at grade level meetings)

Formatted: Font color: Auto, Not Highlight

The leadership team will coach teachers to help support their individual and grade level goals, thinking within, beyond, about the text

Formatted: Font color: Auto

3. Leadership Capacity

If we strengthen the instructional leadership capacity of teachers and administrators, then we will be better able to identify and implement effective instructional practices, and help teachers improve their practices through support and accountability. This improved instructional practice will lead to improved student learning.

3.1 Strengthen teacher leadership capacity related to the School Improvement Process

District and school administrators will train staff and ensure their participation in the following: Instructional Rounds, Data ~~Teams~~, ~~Teams~~, Marzano learning strategies)

School administrators will align teacher goals in the Teacher Professional Growth Plan to goals in the School Improvement Plan and/or Department Improvement Plan.

School administrators will ensure that school-specific aspects of the above initiatives, as appropriate, will be included in teacher and administrator goal-setting

Indicators of Progress

All staff will participate in the professional learning expectations as outlined in the SIP

All staff will maintain a minimum of proficiency on their professional learning portion of their evaluation.

The leadership team will coach teachers to help support their individual and grade level goals.

Formatted: Not Highlight

Formatted: Not Highlight

4. Resources

If we provide our staff and students with appropriate levels of educational resources (human, time and material) and if they use these resources effectively, then student learning will improve.

1.1 Improve communication of student progress, including the use of Infinite Campus towards learning and behavior targets

Improve use of Infinite Campus as one tool to communicate student progress by identifying teachers' need for training.

Improve communication of ongoing student progress to parents through communication around the purpose and strengths of standards-based progress reports (DISTRICT) and reinforced by individual schools.

Formatted: Not Highlight

Develop a plan to determine best way to refresh and update training of staff in Responsive Classroom techniques.

Develop a district survey instrument to monitor parent understanding of the online Progress Report (DISTRICT).

In collaboration with district curriculum leaders, schools will develop and communicate interpretive guides to assist parents in their understanding of posted assessment data.

Teachers will communicate learning and behavior concerns, including EIP plans and progress monitoring results, to parents as appropriate.

Administrators will ensure all staff are using Infinite Campus to district expectations and will arrange ongoing support to those in need of assistance.

EIP grade level teams will monitor student progress and parent communication as appropriate

Collect data on parent feedback regarding understanding of scores posted (DISTRICT)

Formatted: Not Highlight

Indicators of Progress

Parent survey results indicate ~~an increase in % satisfaction~~ with communication of the online progress report

Reduction in the number of parents expressing concern over lack of communication of student progress.

All teachers will make appropriate use of Infinite Campus to communicate student progress to parents.