

Established Objectives

District Improvement Plan Goals:

Standard II. Curriculum and Instruction: The district provides a comprehensive, accessible, and rigorous instructional program—aligned with State Frameworks and the Common Core—comprised of curricula and instructional practices that are implemented and monitored effectively, and that lead to high levels of achievement for all students.

Standard III. Assessment: District and school leadership use student assessment results, local benchmarks, and other pertinent data to improve student achievement and inform all aspects of its decision-making including: policy development and implementation, instructional programs, assessment practices, procedures, and supervision.

Standard V. Student Support Standard: The district provides quality programs for all students that are comprehensive, accessible, and rigorous. Student academic support services and district discipline and behavior practices address the needs of all students. The district is effective in maintaining high rates of attendance for students and staff and retains the participation of students through graduation.

School Goal 1: Marlborough High School will strengthen the Learning Organization using Professional Learning Communities (PLCs) with a focus on curriculum, instruction, assessment, student intervention, and interdisciplinary project-based learning.

Action Steps	Accountability	Timeline	Implementation Benchmarks	Evaluation of Progress
Review use of Curriculum, Instruction, and Assessment (CIA) protocols in content area PLCs	Leadership Team Teachers	August 2018 and ongoing	Align the schedules of course-specific staff members Support for protocol development provided through PLC model – ongoing	Protocols for analyzing student learning data (skill-based) incorporated into content-specific PLCs
Schedule PLCs for 9 th and 10 th grade teaming structure	Leadership Team	June 2018	Align the schedules of teamed staff members	All 9 th and 10 th grade teamed staff aligned for common planning time (CPT)
Implement cross-team student intervention protocols in 9 th and 10 th grade PLCs	Leadership Team Teachers	August 2018 and ongoing	Two days of Professional Development (PD) during August 2018 Support for protocol development provided through PLC model – ongoing	PLC outcome surveys – ongoing

Implement cross-team project-based learning (PBL) planning in 9 th grade PLCs	Leadership Team Teachers	August 2018 and ongoing	Two days of PD during August 2018 Support for PBL development provided through PLC model – ongoing Incorporate Naviance as a tool for tracking and reflecting on student PBL experiences	Observation of PBL activities throughout Grade 9 (SY2018-19) Review of student reflections in Naviance
Schedule thematic PLCs 10 th grade teaming structure	Leadership Team Teachers	June 2019	Align the schedules of teamed staff members	All 9 th and 10 th grade teamed staff aligned for common planning time (CPT)
Implement project-based learning (PBL) planning in 10 th grade PLCs	Leadership Team Teachers	August 2019 and ongoing	Two days of PD during August 2019 Support for PBL development provided through PLC model – ongoing	Observation of PBL activities throughout Grade 10 (SY2019-20)
Continued evaluation of PLC outcomes	Leadership Team Teachers	August 2020 and ongoing	Support for protocol (CIA and MTSS) and PBL development provided through PLC model – ongoing	PLC outcome surveys – ongoing Observation of PBL activities

District Improvement Plan Goals:

Standard II. Curriculum and Instruction: The district provides a comprehensive, accessible, and rigorous instructional program—aligned with State Frameworks and the Common Core—comprised of curricula and instructional practices that are implemented and monitored effectively, and that lead to high levels of achievement for all students.

Standard III. Assessment: District and school leadership use student assessment results, local benchmarks, and other pertinent data to improve student achievement and inform all aspects of its decision-making including: policy development and implementation, instructional programs, assessment practices, procedures, and supervision.

School Goal 2: Marlborough High School will implement a schoolwide literacy focus.

Action Steps	Accountability	Timeline	Implementation Benchmarks	Evaluation of Progress
Hire two reading teachers to support reading instruction for students identified as significantly below grade-level through universal screeners	Principal Educational Team Leader (ETL) Supervisor of Humanities	June 2018	Interview candidates and hire	Two new reading teachers hired to begin SY 2018-19
Implement language-based objectives as an essential component of all learning targets in all classrooms	Leadership Team Teachers	August 2018 and ongoing	Provide support on the creation of language-based objectives as a component of August PD Day Provide support on the use of language-based objectives as a component of PLC	Observe the use of language-based objectives in all classrooms
Implement research-based vocabulary strategies as a component of all classroom units of instruction	Leadership Team Teachers	August 2018 and ongoing	Provide support on the identification of tiered vocabulary as a component of August PD Day	Observe student use of academic language in all classrooms. Reinforcement through multiple representations.
Implement content specific reading and writing strategies as an instructional	Leadership Team Teachers	August 2018 and ongoing	Continue implementation of writing with colors in all content areas through PLC	Observe lessons in all content areas using writing with colors strategies.

<p>approach in all classrooms</p>			<p>Continue Claim-Evidence-Reasoning (CER) implementation in content areas of science, ELA, and history through PLC</p>	<p>Observe lessons using CER instructional approach</p> <p>Incorporation of CER skill development as a component of PLC student analysis protocols</p>
<p>Opening day professional development activities focused on schoolwide literacy development and embedded language objectives</p>	<p>Leadership Team</p>	<p>May - Summer 2018</p>	<p>Develop day one agenda for literacy activities</p> <p>Secure resources for Day Two PD literacy activities</p>	<p>Faculty feedback survey on the use of literacy strategies</p>

District Improvement Plan Goal:

Standard V. Student Support Standard: The district provides quality programs for all students that are comprehensive, accessible, and rigorous. Student academic support services and district discipline and behavior practices address the needs of all students. The district is effective in maintaining high rates of attendance for students and staff and retains the participation of students through graduation.

School Goal 3: Marlborough High School will deepen the level of student personalization to support student academic and social/emotional growth.

Action Steps	Accountability	Timeline	Implementation Benchmarks	Evaluation of Progress
Implement Small Learning Communities (SLCs) for all 9 th grade students	Leadership Team	June 2018	Redesign three wings of the building to cluster 9 th graders for ELA, history, and math	Relocation of teacher teams to start 2018-19 school year
Implement Small Learning Communities (SLCs) for all 10 th grade students	Leadership Team	June 2019	Redesign three wings of the building to cluster 10 th graders for ELA, history, and math	Relocation of teacher teams to start 2019-20 school year
Implement Advisory period for all Hildreth School students	Principal Director of Hildreth Faculty and Staff	August 2018 and ongoing	Assign small groups of students to staff Develop curriculum to support individual student academic, social, emotional and behavioral progress	Delivery of Advisory lessons twice per week

District Improvement Plan Goal:

Standard V. Student Support Standard: The district provides quality programs for all students that are comprehensive, accessible, and rigorous. Student academic support services and district discipline and behavior practices address the needs of all students. The district is effective in maintaining high rates of attendance for students and staff and retains the participation of students through graduation.

School Goal 4: Marlborough High School will expand early college opportunities.

Action Steps	Accountability	Timeline	Implementation Benchmarks	Evaluation of Progress
Revise MOU with Quinsigamond Community College (QCC) to transition from individual per pupil tuition costs to schoolwide retainer fee	Principal	May 2019	Propose new MOU to QCC executive team	Signed MOU to begin 2019-20 school year
Expand junior course offerings to include ENG 095 and ENG 096 as prerequisite for entering ENG 101 and ENG 102 as a senior	Principal Supervisor of Humanities Teachers	Dec 2018 - March 2019	Curriculum review during winter 2018-19 Revised junior curriculum prepared for POS discussion in March 2019	Implementation of new junior course offerings in ELA as a component of 2019-20 POS

District Improvement Plan Goal:

Standard V. Student Support Standard: The district provides quality programs for all students that are comprehensive, accessible, and rigorous. Student academic support services and district discipline and behavior practices address the needs of all students. The district is effective in maintaining high rates of attendance for students and staff and retains the participation of students through graduation.

School Goal 5: Marlborough High School will expand work-based learning opportunities.

Action Steps	Accountability	Timeline	Implementation Benchmarks	Evaluation of Progress
Expand freshman career exploratory offerings for students enrolled in Hildreth, Entrepreneurship, and Fine Arts thematic learning experiences	Leadership Team Guidance Counselors Local WIB MEDC	August 2018 and ongoing	Identify opportunities for industry site visits, career panels, and visiting experts Incorporate Naviance as a tool for tracking and reflecting on student work-based learning experiences Incorporate career interest survey for all freshman – May 2019	Review of all provided work-based learning experiences Review of student reflections in Naviance Review of student reflections in Naviance
Expand sophomore career mentoring offerings for students enrolled in Entrepreneurship and Fine Arts thematic learning experiences	Leadership Team Teachers Guidance Counselors Local WIB MEDC	August 2019 and ongoing	Identify four opportunities for student-mentor meetings throughout school year	Review of all provided work-based learning experiences Review of student reflections in Naviance
Incorporate professional credentialing opportunities tied to high-demand industry sectors in the Marlborough	Leadership Team Teachers Guidance Counselors	August 2019 and ongoing	Rollout of professional credentialing opportunities tied to multiple high-demand industry sectors in the	Review of all provided professional credentialing opportunities Review of student enrollment numbers in professional credentialing opportunities

region for seniors	Local WIB MEDC		Marlborough community	Review of student reflections in Naviance
Expand junior/senior internship and work-based learning offerings for students enrolled in Entrepreneurship and Fine Arts thematic learning experiences	Leadership Team Teachers Guidance Counselors Local WIB MEDC	August 2020 and ongoing	Identify additional opportunities for student-internship and work-based learning offerings throughout school year	Review of all provided internship and work-based learning experiences Review of student reflections in Naviance