



# **Duggan Academy**

# **School Plan**

## SEZP 2017-18 School Planning Process

### Duggan Academy School Priorities

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#### Priority 1: Intentional Practices for Improving Instruction (Turnaround #2)

All Duggan students will demonstrate growth in their ability to attain grade-level literacy proficiency - specifically in writing – as evidenced through the creation of quality student work in all content areas. To accomplish this, Duggan will develop a cohesive, cross-content, literacy-based curriculum that aligns with the necessary professional development for staff, and rigorous content that includes essential practice for students throughout the academic day. Students’ progress will be measured by their growth on the Measures of Academic Progress (MAP) and the Massachusetts Comprehensive Assessment System (MCAS), and through the use of teacher-created formative and summative assessments.

#### Rationale:

Twenty-eight percent of Duggan students obtained a score of four or five on the 2015-16 Partnership for Assessment of Readiness for College and Careers (PARCC) English Language Arts assessments, with five being the highest possible score, and zero being the lowest. Additionally, forty percent of students scored a one or two. The data further indicates that forty-three percent of Duggan students performed below grade-level on the PARCC written expression, and forty-one percent scored below grade-level on the written knowledge and language conventions of the same assessment. The chart below shows a further breakdown of the data by grade level.

Grade Level	Written Expression	Written Knowledge and Language Conventions
6th Grade	40%	36%
7th Grade	38%	38%
8th Grade	50%	48%

#### Priority 2: School Culture & Climate (Turnaround Practice #4)

Our second school-wide priority will focus on improving school culture through our Habits of Scholarship initiative of Respect, Responsibility, Quality, and Perseverance, with specific emphasis on instilling a sense of academic achievement, personal fulfillment, leadership, and active global citizenship in all students. Students will also increase their academic achievement by taking increased ownership of their work, through strengthened character and independence traits, and with amplified support from our faculty. We will measure our progress of this priority through attendance and suspension rates, student and staff survey data, and by analyzing ongoing student work.

#### Rationale:

The rationale for our second priority was determined using feedback garnered from learning walks, academic coaching sessions for teachers, and staff discussions during grade-level team meetings. A closer analysis of the data obtained from these sessions and other data underscores a correlation between school culture and academic performance, including the amount of quality work students produce. Data inquiry also surmised that the suspension rate, which stands at fifteen percent despite a decrease from the 2015-16 to the 2016-17 academic year, can improve with the augmented focus on school culture.

# SEZP 2017-18 School Planning Process

## Duggan Academy School Operational Plan



**1. Allocation of discretionary funds made available by the principal, including in areas such as: wraparound services for students and families, after-school programs, and school supplies.**

**\*\*Note: Please leave this item blank for now. SEA and SEZP will continue to discuss this provision and finalize default language later this winter, during the budget process.\*\***

**2. School curriculum issues.**

Duggan will use a curriculum framework aligned with the Massachusetts State Curriculum Frameworks. Teachers may be asked to assist in developing new and improved curricula for their own use and that of other teachers in the building. To the extent possible, teachers will be made aware of curriculum changes in advance and have an opportunity to provide feedback.

**3. Professional development activities applicable to the school as a body.** This does not include individualized professional development or coaching of teachers.

Teachers may be required to participate in professional development activities throughout the school year, including before and after the school day for students, and before or after the school year starts and ends. If possible, at least one week's notice will be given to teachers before any required professional development activities. Expected professional development activities include those below (please see school calendar for additional details):

- Up to 7 Days of professional development and/or staff planning days before the school year begins;
  - New staff also report on August 18th for orientation to Duggan
- Up to 2 Days of professional development and planning days during the school year;
- Up to 18 "Extended Days" of PD after the school day ends for students during the year
- Up to 2 Days after the last day of school for students, but before the end of the term of employment.

**4. School calendar.**

Please see the attached 2016-17 school year calendar for staff. Any change to the school year calendar is subject to SEZP approval. If possible, at least one month's notice will be given to teachers before any change to the school calendar. In the event of a change during the year, accommodations may be made for individuals with critical scheduling conflicts on a case-by-case basis. The school calendar will include:

- Total number of school days and hours for students. Required total hours for students are a minimum of 1330 per year.
- Total number of days and hours for educators, including school days and professional development and planning days. Teachers are required to work a minimum of 1500 hours per year.
- All federal and state holidays.
- Winter break, Mid-winter break, Spring break.

**5. Schedule for staff and students, provided that teachers will continue to receive duty-free lunch and regular preparatory time**

Teachers at each school will receive a duty-free lunch and regular preparatory time.

The standard workday for educators will be 7 hours and 55 minutes. For the majority of educators, required hours will be approximately 7:25-3:20.

Teachers will have approximately 3 hours planning time per week not including planning meetings. These hours will be allocated as evenly across the school week as possible. This time can be to plan, grade, collaborate with their colleagues, etc. In extenuating circumstances, teachers may be asked to perform some duties during this time.

All staff members are expected to participate in professional development, collaboration activities and/or PLC meetings during grade level team, vertical team meetings, extended day, and full professional development days as shown on the school calendar unless otherwise directed by the principal.

In addition to traditional responsibilities and those duties listed above, all staff at Duggan may be expected to be involved in educational and administrative activities that are necessary to fulfill the mission of the school. These activities may include, but are not limited to:

[List expected educational and administrative activities for staff – you may select from examples below or create your own]

- Participation in 2 family events during the school year; - see below 1 PTC and 1 OH
- Phone calls to families about the academic progress of students;
- Preparation of individual student weekly reports, progress reports, and report cards;
- Participating in staff recruitment and selection processes;
- Working regularly with school administrators to improve one's instructional practices;
- Checking homework on a daily basis;
- Attending student-related meetings; and
- Serving as a mentor to a small cohort of students.

**6. Scheduling of school-wide parent/teacher meetings.** This does not include individual parent-teacher meetings that may occur between school-wide meetings.

Duggan will hold 1 parent-teacher conferences and 1 Open House during the 2016-17 school year.

#### **7. Work before and/or after the regular school year.**

Returning teachers are expected to report to work on August 17, 2017. The final work day for teachers is June 22, 2017. These dates assume five days built in for inclement weather and will change based on the actual number of inclement weather days. If possible, at least one month's notice will be given to teachers before any change to the start and end of the school year.

#### **8. Notices and announcements.**

Teachers will be notified in advance of special events which will involve students such as health testing, assemblies, etc. Classroom interruptions for notices or public address announcements will be kept at an absolute minimum.

#### **9. School health and safety issues.**

Working with SEZP and SPS, the school will make every effort to provide appropriate materials, space, and technology to support effective teaching and learning.

Security of school premises will be maintained and visitors to the school will be required to check in upon entry.

Every effort will be made to mitigate painting or repairs to buildings while school is in session, to avoid distractions or interruptions to student learning.

#### **10. Staff dress code.**

Staff at Duggan are asked to dress professionally for a school setting.

#### **11. Rotation of duties.**

During a typical Monday-Friday week, all staff members are expected to perform additional duties that are necessary to fulfill the mission of Duggan. To the extent possible, duties will be equitably distributed and rotated among staff members on a regular basis. These duties may include, but are not limited to:

- Coverage of homeroom periods, not exceeding 60 minutes per day;
- Coverage of lunch periods, break periods, or block periods, not exceeding 30 minutes per day;
- Substitute coverage of classes and duties of others who are absent from school;
- Coverage of afterschool activities, not exceeding 30 minutes per week;
- Educators typically do not have duties at Duggan

Staff may be asked to perform additional duties or responsibilities not listed here. Some additional responsibilities may come with additional compensation in the form of stipends, but stipends should not be expected.

#### **12. Class size.**

Duggan commits to ensuring a reasonable class size for students and teachers. Class sizes may be differentiated, to support student learning and teacher development.

#### **13. Bulletin boards.**

Teachers may be asked to support the development and maintenance of bulletin boards in hallways. The Springfield Education Association will be provided a clearly designated bulletin board for the purpose of posting Association-related notices and other materials. Such space will be provided in each building for the exclusive use of the Association.

#### **14. Parent-teacher home visit project, if applicable.**

Duggan may ask staff to conduct family home visits throughout the school year. Teachers will be compensated for home visits if they occur outside the regularly scheduled working hours for teachers (i.e. teachers will move into the next band for their ELT stipend, or participating teachers may be paid an additional stipend).

#### **15. Family-teacher communication.**

Teachers may be required to make regular phone calls to families about the academic progress of students, as well as respond to family inquiries via email, phone or in-person meetings throughout the school year.

#### **16. Class coverage.**

During a typical Monday-Friday week, all staff members may be required to cover classes as needed, except during teachers' duty-free lunch. To the extent possible, class coverage will be assigned equitably and on a rotated basis, including:

- Coverage of homeroom periods, not exceeding 60 minutes per day;

- Substitute coverage of classes of others who are absent from school. (When possible, PLC or common planning time should be used when teachers are asked to cover class. Preference would be to hire substitute teachers)

**17. Practicum teacher assignment practices, if applicable.**

Teachers may be requested to supervise a student teacher during the school year. Teachers may express preference to the principal in requesting or declining a student teacher placement.



**Springfield Public Schools  
2017-2018 Calendar  
John J. Duggan Academy  
1015 Wilbraham Rd, Springfield, MA 01109**



**Student Hours: 7:33-3:20 (Middle School) 7:33-2:20 (High School)**

**Teacher Hours 7:25-3:20**

Aug. 16-24 - Teacher PD Days  
Aug. 18th New Duggan Staff Only  
Aug. 25 - Convocation - Until Noon  
Aug. 28 - First Day of School

August 2017				
MON	TUE	WED	THU	FRI
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

Feb. 13th Extended Day  
Feb. 16th Early Release- Students and Staff  
Feb. 19: Schools Closed – Presidents Day  
Feb. 20 – 23 - Schools closed for Mid-Winter Vacation

February 2018				
MON	TUE	WED	THU	FRI
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28		

Sept. 4: Schools Closed - Labor Day  
Sept. 12th & 26th Extended Day  
Sept. 26th Open House 5-7pm

September 2017				
MON	TUE	WED	THU	FRI
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

March 9: Schools Closed – Teacher Professional Day  
March 6th & 20th Extended Day  
March 30: Schools Closed – Good Friday

March 2018				
MON	TUE	WED	THU	FRI
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

October 6th - Early Release -Students and Staff  
October 9: Schools Closed - Observance of Columbus Day  
Oct. 10th & 24th Extended Day

October 2017				
MON	TUE	WED	THU	FRI
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

April 3rd Extended Day  
April 13th - Early Release - Students and Staff  
Apr. 16 – Schools Closed – Observance of Patriot's Day  
Apr. 17 – 20 - Schools Closed for Spring Vacation.

April 2018				
MON	TUE	WED	THU	FRI
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30				

Nov. 7: Schools Closed – Teacher Professional Day (Election Day)  
Nov. 10: Schools Closed – Observance of Veterans Day  
Nov. 14th- Extended Day  
Nov. 22 - 24: Schools Closed for Thanksgiving vacation

November 2017				
MON	TUE	WED	THU	FRI
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	

May 1st, 15th & 29th - Extended Day  
May 25th Early Release-Students and Staff  
May 28: Schools Closed – Observance of Memorial Day

May 2018				
MON	TUE	WED	THU	FRI
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

Dec. 5: and 19th -Extended Day  
Dec. 5: Parent Conferences 3:45-6:30  
Dec. 22: Early Release- Last school day before the holiday vacation  
Dec. 25 – Dec. 29 Schools Closed Holiday Vacation

December 2017				
MON	TUE	WED	THU	FRI
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

June 12th Extended Day  
June 20 – Half Day for Students - \*Tentative End of school year. Full day for staff  
June 21: Teacher PD Day  
June 22: Teacher PD 1/2 Day

June 2018				
MON	TUE	WED	THU	FRI
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

Jan. 1: Schools Closed – New Years  
Jan 2nd, 16th & 30th - Extended Day  
Jan. 9, 10, 11 - Mid Terms Student Early Release  
Jan. 12 -Schools Closed  
Jan. 15: Schools closed – Observance of Dr. Martin Luther King, Jr.'s Birthday

January 2018				
MON	TUE	WED	THU	FRI
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

\*Teacher PD at End of Year may adjust due to weather  
\*Calendar includes five (5) pupil school days for inclement weather. Schools will close after they have been in session for 180 pupil school days. Official end date and dismissal will be covered by bulletin.

- School Closed for Teachers and Staff
- No School for Students; Teacher PD Day
- Extended Day 7:25-3:45PM
- Half Day (District) 11:35AM
- Early Release (School) 1:00PM
- Early Release/Afternoon PD 7:25-3:30
- Family School Events



**Springfield Public Schools  
2017-2018 Calendar  
John J. Duggan Academy  
1015 Wilbraham Rd, Springfield, MA 01109**



**Student Hours:** 7:33-3:20 (Middle School) 7:33-2:20 (High School)

**Teacher Hours** 7:25-3:20

Aug. 28 - First Day of School

August 2017				
MON	TUE	WED	THU	FRI
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

February 2018				
MON	TUE	WED	THU	FRI
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28		

Feb. 16: Early Release Day  
Feb. 19: Schools Closed – Presidents Day  
Feb. 20 – 23 - Schools closed for Mid-Winter Vacation

Sept. 4: Schools Closed - Labor Day  
Sept. 26: Open House 5-7pm

September 2017				
MON	TUE	WED	THU	FRI
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

March 9: Schools Closed – Teacher Professional Day  
March 30: Schools Closed – Good Friday

March 2018				
MON	TUE	WED	THU	FRI
			1	2
5	6	7	8	9
12	13	14	15	16
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October 6th - Early Release -Students and Staff  
October 9: Schools Closed - Observance of Columbus Day

October 2017				
MON	TUE	WED	THU	FRI
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

April 13th - Early Release - Students and Staff  
Apr. 16 – Schools Closed – Observance of Patriot's Day  
Apr. 17 – 20 - Schools Closed for Spring Vacation.

April 2018				
MON	TUE	WED	THU	FRI
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
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Nov. 7: Schools Closed – Teacher Professional Day (Election Day)  
Nov. 10: Schools Closed – Observance of Veterans Day  
Nov. 22 - 24: Schools Closed for Thanksgiving vacation

November 2017				
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		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	

May 25th Early Release-Students and Staff  
May 28: Schools Closed – Observance of Memorial Day

May 2018				
MON	TUE	WED	THU	FRI
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

Dec. 5: Parent Conferences 3:45-  
Dec. 22 – Early Release- Last school day before the holiday vacation  
Dec. 25 – Dec. 29 Schools Closed Holiday Vacation

December 2017				
MON	TUE	WED	THU	FRI
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

June 20 – Half Day - \*Tentative End of school year. Full day for staff

June 2018				
MON	TUE	WED	THU	FRI
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

\*Teacher PD at End of Year may adjust due to w

Jan. 1: Schools Closed – New Years  
Jan. 9, 10, 11 - Mid Terms Student Early Release  
Jan. 12 -Schools Closed  
Jan. 15: Schools closed – Observance of Dr. Martin Luther

January 2018				
MON	TUE	WED	THU	FRI
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

\*Calendar includes five (5) pupil school days for inclement weather. Schools will close after they have been in session for 180 pupil school days. Official end date and

- School Closed for Teachers and Staff
- No School for Students; Teacher PD Day
- Early Release 7:33-1:00
- Half Day 7:33-11:35
- Family School Events



SEZP 2017-18 School Planning Process  
**Duggan Academy Strategic Action Plan**



**Practice 1**

**Leadership, Shared Responsibility, and Professional Collaboration:** The school has established a community of practice through leadership and shared responsibility.

**Statement of alignment to priorities:** Sustain and continue to strengthen a structure to support strong communication, feedback, consensus-building, and other high quality team processes.

**Action Plan**

Task	Owner	Start By	Complete By	Notes
Elect new teacher leadership team with school-wide representation	Calvanese	September 2017	October 2017	
Create TLT meeting schedule for the year	Calvanese and TLT	October 2017	October 2017	
Identify and publish GLT meeting times to enable TLT members identified opportunities to share meeting notes and action steps	Calvanese	August 2017	October 2017	
Publish TLT notes following meetings to provide transparency around TLT processes, encourage teacher feedback around TLT topics, and ensure cohesion of action steps school-wide	Calvanese	October 2017	Ongoing	

**Practice 2**

Intentional Practices for Improving Instruction: The school employs intentional practices for improving teacher-specific and student-responsive instruction.

Statement of alignment to priorities: Establish conditions for all Duggan students to demonstrate growth in their ability to attain grade-level literacy proficiency in reading and writing, as evidenced through the creation of quality student work in all content areas.

Action Plan				
Task	Owner	Start By	Complete By	Notes
Align social studies and ELA topics in a year-long trajectory	Stroud	June 2017	June 2017	Facilitated Social Studies teacher teams
Refine and publish year-long cohesive, cross-content, literacy-based curriculum	Stroud and Gangi	June 2017	Online system August 2017	
Provide professional development for ELA and social studies teachers around integration of common core shifts into the discipline	Gangi	June 2017	June 2017	
Provide professional development and collaboration time for task development and text selection across ELA and SS units	Stroud and Gangi	August 2017	August 2017 and ongoing	
Provide collaboration time for development of on-demand writing and other formative assessments, including sample exemplars	Stroud, Sullivan and Huckaby	August 2017	August 2017 and ongoing	
Schedule formative assessments to align with professional development, collaboration time, evaluation of student performance, progress-monitoring, and development of intervention groups	TLT	Ongoing	August 2017	
Integrate assessment calendar into unit maps for ELA and SS	Stroud	September 2017	Ongoing	
Establish and operationalize protocol for collaborative study of student work resulting from on-demand writing and other formative assessments	Stroud and Gangi	September 2017	Ongoing	
Plan and conduct peer observation of practice to replicate and scale effective instructional approaches and intervention strategies	Stroud and Gangi	October 2017	Ongoing	

Task	Owner	Start By	Complete By	Notes
Align social studies and ELA topics in a year-long trajectory	Stroud	June 2017	June 2017	Facilitated Social Studies teacher teams
Refine and publish year-long cohesive, cross-content, literacy-based curriculum	Stroud and Gangi	June 2017	Online system August 2017	
Provide professional development for ELA and social studies teachers around integration of common core shifts into the discipline	Gangi	June 2017	June 2017	
Provide professional development and collaboration time for task development and text selection across ELA and SS units	Stroud and Gangi	August 2017	August 2017 and ongoing	
Provide collaboration time for development of on-demand writing and other formative assessments, including sample exemplars	Stroud, Sullivan and Huckaby	August 2017	August 2017 and ongoing	
Schedule formative assessments to align with professional development, collaboration time, evaluation of student performance, progress-monitoring, and development of intervention groups	TLT	Ongoing	August 2017	
Integrate assessment calendar into unit maps for ELA and SS	Stroud	September 2017	Ongoing	
Establish and operationalize protocol for collaborative study of student work resulting from on-demand writing and other formative assessments	Stroud and Gangi	September 2017	Ongoing	
Plan and conduct peer observation of practice to replicate and scale effective instructional approaches and intervention strategies	Stroud and Gangi	October 2017	Ongoing	

**Practice 3**

**Providing Student-Specific Instruction and Supports to All Students:** The school is able to provide student-specific supports and interventions informed by data and the identification of student-specific needs.

**Statement of alignment to priorities:** Establish conditions to ensure student progress is measured and evaluated by growth on a *suite* of assessment tools, including teacher-created formative and summative assessments, the Measures of Academic Progress (MAP), and the Massachusetts Comprehensive Assessment System (MCAS).

Action Plan				
Task	Owner	Start By	Complete By	Notes
Investigate, refine, and formalize criteria for student classification into Tier I, Tier II, and Tier III in a multi-tiered support system	TLT, Dean of intervention	April 2017	June 2017	MCAS, I Ready, MAP (Fall MCAS is used- but when we resort during you we will sub out MCAS for ANET)
Sort students into tiered priority classifications according to criteria	Calvanese, Stroud, and Dean of Intervention	August 2017	Ongoing	
Develop an RTI team and identify and train members on process	Dean of Intervention , Gangi, AP	August 2017		Alter the RTI team protocol to allow for programs to begin day 1 Need to build cycle that the team meetings to decide tier 3 intervention and monitor progress tier 2b- Dean would monitor Tier 1 and 2a data to make additional team referrals
Refine intervention schedules/emphasis based on the student tiered sorts	Calvanese	July 2017	Ongoing	
Develop personalized intervention plans for students across all three tiers	Stroud, Dean of Intervention , and Teachers	September 2017	Ongoing	
Investigate opportunities to reimagine or expand use of Crew and/or DEAR time for maximizing reading support for middle school students	TLT and GLT	April 2017	May 2017	
Provide professional development and collaboration/planning time for specific research-based interventions matched to patterns of need in student tiered sorts	Deans, TLA, Calvanese, Math Coach	August 2017	Ongoing	
Conduct needs assessment on what intervention buckets are served by iReady/LLI and what additional gaps exist that may require professional development for small-group intervention	TLT and ELA teachers	April 2017	June 2017	TLT well represented with math already

**Practice 4**

**A Safe, Respectful, and Collegial Climate for Teachers and Students:** The school establishes and maintains an orderly and respectful learning environment for students and a collegial, collaborative, and professional culture for teachers.

**Statement of alignment to priorities:** Ensure a focus on improving school culture through Habits of Scholarship initiative of Respect, Responsibility, Quality, and Perseverance, with specific emphasis on instilling a sense of academic achievement, personal fulfillment, leadership, and active global citizenship in all students.

<b>Action Plan</b>				
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Task	Owner	Start By	Complete By	Notes
Develop pacing guide detailing expected behaviors and habits of mind to be mastered by students at strategic points throughout the year	GLTs and TLT	March 2017	August 2017	
Provide professional development for teachers aligned to specific skills and habits of mind on the pacing guide	Deans, Admin, Partners	August 2017	Ongoing	
Develop high school to middle school mentoring program (offered as an elective)	Counselors	June 2017	August 2017	
Identify and train high school mentor students and match with middle school mentees	Counselors	August 2017	Ongoing	
Launch mentorship pairs	Counselors GLTs and Admin	September 2017	Ongoing	
Develop protocol and routines for meeting with students who are not adequately addressing pacing guide benchmarks	GLTs and TLT	September 2017	September 2017	
Meet with students not adequately addressing pacing guide benchmarks	GLTs and Deans	October 2017	Ongoing	

**Additional Practice 5**

**Meaningful Family and Community Engagement:** The school employs intentional practices to engage families in their child’s education, solicits ideas from families to improve the school and builds positive connections with the surrounding community

**Statement of alignment to priorities:** Ensure that family and community engagement efforts align to pacing guide benchmarks for habits of mind and school-wide instructional goals.

**Action Plan**

<b>Task</b>	<b>Owner</b>	<b>Start By</b>	<b>Complete By</b>	<b>Notes</b>
<b>Identify connections and gaps between existing family and community initiatives and pacing guide benchmarks/instructional priorities</b>	<b>Calvanese, Brown, Stroud, and Dean of Intervention TLT</b>	<b>April 2017</b>	<b>June 2017</b>	
<b>Identify opportunities to engage families in intervention programs</b>	<b>Calvanese, Brown, Stroud, and Dean of Intervention TLT</b>	<b>April 2017</b>	<b>June 2017</b>	
<b>Design family training to strategically connect home to school, particularly around reading and math support (e.g., reading logs, book talk)</b>	<b>Calvanese, Brown, Stroud, and Dean of Intervention</b>	<b>Summer 2017</b>	<b>Summer 2017</b>	
<b>Connect home visits to pacing guide benchmarks and instructional priorities</b>	<b>Calvanese, Brown, Stroud, and Dean of Intervention</b>	<b>Ongoing</b>	<b>Ongoing</b>	