District Continuous Improvement Plan 2021-22

District Goals/Areas of Focus:

PURPOSE: Build shared understanding of and commitment to student achievement of the Berlin Vision of the Graduate

PASSION: Cultivate a strong learning culture for both educators and students

PRIDE: Enhance community partnerships to support student learning and career/work experiences

Our Mission: We empower our students to be enthusiastic, curious learners and kind, compassionate leaders in our community and the world.

Learning Environments- Enhancing the Culture of Learning and Design of Physical and Virtual Space			
Actions/Strategies	Timeline	Person(s) Responsible	Results Indicator
1. Establish district Vision of the Graduate Leadership Team to develop K-12 learning progressions for the Vision of the Graduate and identify strategies to give students feedback on their achievement of these outcomes.	By Spring 2022	Asst. Superintendent Admin Council Teacher Leaders	Published document
2. Continue to build capacity for social-emotional learning through training on the RULER approach in collaboration with the Yale Center for Emotional Intelligence.	Staff to participate in online SEL training provided by the Yale Center for Emotional	Administration Teacher Leaders	At least 5 educators from each building to complete RULER training

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	Intelligence in fall and winter.		
3. Develop a district equity statement and create action steps for each subcommittee of the Equity and Social Justice Committee.	Fall 2021 and ongoing	Asst. Superintendent	Board presentation on the work of the team
4. Continue to support the work of BHS Innovation Design Team in promoting teacher leadership in implementing innovative practices and collaboration across the school and across the district.	Ongoing	BHS Administration Teachers	Annual update on accomplishments of BHS Innovation Design Team
5. Create additional opportunities for professional learning, including book clubs, TED talk clubs and peer-to-peer learning.	Ongoing	Administration Teacher Leaders	List of professional learning opportunities created
6. Continue to support the work of the Teacher Leadership Council in fostering avenues for peer to peer learning and support for new teachers.	Ongoing	Asst. Superintendent Identified teacher leaders	List of new teacher support sessions and resources provided.
7. Create additional opportunities for students to pursue personal learning goals through strategies such as Genius Hour, flexible learning blocks, and independent inquiry projects.	Ongoing	Principals Teachers	School generated report on progress

Learning Partnerships- Connecting Learners to Authentic Opportunities Locally, Nationally, and Globally

Actions/Strategies	Timeline	Person(s) Responsible	Results Indicator
1. Partner with community organizations, community members and businesses to provide opportunities for middle and high school students to learn about career options, complete internships, and explore career pathways.	Ongoing	Administration Work Based Experience Coordinator	Examples of partnerships created shared with Curriculum Committee
2. Create additional opportunities for curriculum-based guest speakers and field experiences to enhance authentic learning opportunities.	Ongoing	Administration Work Based Experience Coordinator	Examples shared with Curriculum Committee
3. Investigate opportunities to partner with other school districts for professional learning opportunities and networking to share best practices.	Ongoing	Asst. Superintendent Directors	List of collaborative opportunities created

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Leveraging Digital- Using Digital Technologies to Accelerate, Facilitate and Deepen the Learning Process			
Actions/Strategies	Timeline	Person(s) Responsible	Results Indicator
1. Construct a continuum of desired educator competencies and provide differentiated training to support teaching and learning.	Ongoing	Curriculum Directors Technology Integration Specialists	Documentation of self-assessment by educators
2. Encourage teacher participation in projects such as Skype a Scientist, Mystery Skype, Global Day of Play, International Dot Day, and Global Read Aloud to build opportunities for digital collaboration and communication.	Ongoing	Principals Technology Integration Specialists Teachers	Increase in number of teachers and students participating in digital collaboration
Pedagogical Practices- Building Educator Expertise in Instructional and Assessment Practices			
Actions/Strategies	Timeline	Person(s) Responsible	Results Indicator
1. Analyze student performance on standardized testing measures and develop building-based and special education targets for improvements.	Fall 2021	Building Principals Special Education Supervisors	Targets for performance identified
2. Implement a data warehousing system to track longitudinal student data.	Fall 2021	Asst. Superintendent Curriculum Directors Administrators	Functional data system that supports instruction
3. Expand work of Student-Centered Learning Leadership Team to enhance teacher practice and collaboration across grades 6-12.	Winter 2022 and ongoing	Asst. Superintendent Administrators Teacher Leaders	Report to Curriculum Committee regarding adoption of best practices
4. Support teachers implementing strategies to enhance student ownership of learning, including a pilot of student-led conferences.	Ongoing	Administrators Teacher Leaders	School based report
5. Review use of assessments K-12, including purpose, variety, alignment to standards, and opportunities for self-assessment, reflection and goal-setting.	Ongoing	Curriculum Directors Teachers Department Supervisors and Coordinators Vertical Teams	Report to Curriculum Committee on targeted assessment review and recommendations for improvement

Actions/Strategies	Timeline	Person(s) Responsible	Results Indicator
6. Enhance collaboration between general and special education regarding best practices for support and intervention.	Ongoing	Curriculum Directors Special Education Supervisors Teacher Leaders	Report to Administrative Council on best practices and recommendations
Departments/Central Office Operations			
Actions/Strategies	Timeline	Person(s) Responsible	Results Indicator
Finance:			
1. Streamline the payroll process through the implementation of an electronic time card system.	Ongoing	Director of Finance	Successful export from time tracking system into the payroll system for processing
2. Continue to make the purchasing process for field trips and other activities more convenient for families and reduce the amount of cash or check handled at the buildings by installing point of sales kiosks at school locations.	Fall/ Winter of 2021	Director of Finance	Credit card readers installed in school locations
3. Crosstrain staff for continuity within the department in the event of change of personnel or a long term absence of an employee.	Ongoing	Director of Finance	Each member of the business office is appropriately trained in a secondary job role
4.Review/Revise and implement cafeteria policies and procedures for the cafeteria department to ensure proper compliance.	Ongoing	Director of Finance	Revision or adoption of policy, regulations and procedure related to cafeteria services
Facilities/Operations:			
1. Support the increase of time and effort allocated to planning, scheduling, cost estimating and pre-construction investigation on all proposed facility improvement projects in order to successfully manage costs and expectations.	Ongoing	Director of Operations	Decisions based upon best practices and complete Project files
2. Schedule quarterly facility tours with representatives from the administration, as well as facility and custodial staff, in order to stay abreast of facility conditions and needs.	Start this Fall of 2021 and continue	Director of Operations Principals Town Facility Staff	Quarterly reports in file

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3. Develop improvement plans for each facility by coordinating with administrative staff and Head Custodians to establish daily, short term and long term priorities for ensuring the expected cleanliness and appearance of our educational facilities.	Fall/Winter of 2021	Director of Operations Principals Lead and Head Custodians	Published priorities, adjusted schedules and periodic reviews placed in files
Human Resources:			
1. Continue to build the capacity of the HR team with cross training initiatives and redistribution of work.	Ongoing	Director of Human Resources	List of staff with new skills and responsibilities
2. Streamline the hiring protocols to become more efficient with onboarding and create paperless processing.	Ongoing	Director of Human Resources HR Generalist	Reduction in time required to process new staff
3. Develop the online retirement enrollment protocols for non-certified staff in compliance with changes established by the retirement vendor.	By June 2022	Director of Human Resources HR Generalist	Increased enrollment for non-certified staff
4. Continue working closely with Anthem to ensure improved customer service and administrative support.	Ongoing	Director of Human Resources	Reduction in user concerns with Anthem customer service
Pupil Personnel Services			
1. Support transition to new state IEP system through staff and families training	January 2022-June 2023	PPS Administrators	Successful completion of using the new IEP system by staff and families
2. Implement process and procedures to support merger of transition programs with Cromwell Public Schools.	March 2021-June 2022	CCTA teachers and Administrators (Berlin/Cromwell)	School based report
3. Explore processes and programs for progress monitoring and benchmarking.	July 2021-March 2022	PPS Supervisors	Implementation of a new program
4. Continue to train staff on the identification and programming for students identified with dyslexia.	February 2022	PPS Supervisors	School based report on using best practices
Technology:			

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1. Upgrade fiber optic WAN connections between the district buildings from 10gbps to at least 40 gbps.	Summer 2022	IT Director Network Manager	Report to Finance and Operations Committee
2. Upgrade infrastructure to include more robust WiFi 6 capable access points, possibly including WiFi 6E compatible access points in heavily congested areas.	Summer 2022	IT Director Network Manager	Report to Finance and Operations Committee
3. Collaborate with Business, Data, HR and others to increase automation and mapping of dataflow to eliminate redundancy in data entry and other processes.	Ongoing	IT, HR, Data, and Business Department Staff	Report to Finance and Operations Committee
4. Cybersecurity - Implement Multi-factor Authentication (MFA) for all staff on cloud-based systems that support it.	Ongoing	IT Director All Staff with Email	Google Workspace Reports
Athletics:			
1. Continue to build relationships with students and coaches.	Ongoing	Athletic Director	End of season evaluations
2. Explore the creation of a virtual trophy case for all athletic awards for Berlin High School.	Target launch in fall of 2022	Athletic Director	Completed project in show room by the Gibney gym
3. Collaborate with members of the technology team, coaches and students to improve our athletic website and expand our social media output to serve the athletic community.	January 2022 and ongoing	Athletic Director	Published information on athletic website and web pages

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