

GOAL 1: Improve academics and student achievement at every school site	GOAL 2: Improve operational efficiency across the system	GOAL 3: Ensure that every school is safe and welcoming to every student and every family, every day	GOAL 4: Increase community engagement and empower families as partners in the educational process
<p>Inclusive Classroom Practices (A) Align the resources and staffing within the Office of Teaching and Learning with the recommendations from the SY21-22 program review to support the districtwide increase in students identified as English learners to increase coaching, feedback, and support for ESL teachers in implementing programming that meets the specific needs of EL students; (B) Improve professional learning for district leaders to ensure all Special Education services continue to align with IDEA, and increase support for special education teachers across the district to further improve the quality of teaching and learning experiences for students.</p>	<p>Diversity Recruitment and Hiring (A) Implement phase 2 of the Diversifying Teacher Leaders program and Affinity Groups to create spaces for community building and support among staff, shifting school work culture toward being more culturally responsive and inclusive; (B) Build on past work to neutralize any remaining systemic barriers in the hiring process at schools and departments by utilizing a Staff Diversity Index and hiring dashboard, providing relevant training for 100% of school-based hiring managers prior to the close of the 2022/23 school year.</p>	<p>Culturally and Linguistically Sustaining Practices (A) Conduct a comprehensive analysis of student access to arts and cultural activities in and out-of-school time to inform opportunities for increased partnerships with cultural organizations to provide arts and cultural experiences for the District's diverse student populations; (B) Create a unit of study that centers on the Indigenous, Black and immigrant history in the United States with a focus on the local Lowell context.; (C) Lead school teams through a strategic review of bias in curriculum to support the integration of related targets during the spring, school-based QIP planning process.</p>	<p>Full-Service Community Schools Implement year 1 of the full-service community school model at Renaissance Schools, including a communications plan to increase understanding of the Community Schools strategy and family awareness of how to access wrap around supports for students, and the development of baseline metrics to increase the usage of health services provided through on-site health centers or traveling health services (such as dental screening and optical services)</p>
<p>Differentiated Autonomy and Support Implement phase 1 of the district's centralized service delivery and support model for schools that was conceptualized in SY2021/2022 and further improve the model through (1) defined metrics and processes for entering and exiting Renaissance designation and (2) revised planning guardrails for Renaissance budget supplements based on school improvement needs.</p>	<p>Data-Driven Decision-Making (A) Develop, customize, and implement improved and standardized data visualization tools across the district, including key performance metrics, and facilitate utilization by district and school-level staff for cycles of rapid improvement on high priority focus areas; (B) Refine and roll-out a school-level performance dashboard to monitor progress on key metrics throughout the year to target support for school improvement.</p>	<p>Mental Health and Wellness Develop an updated, comprehensive mental health and wellness plan to (1) improve tier I, II and III mental health and SEL supports for students, (2) increase support to social workers, (3) improve communication to schools and (4) further improve implementation of the DESSA tool.</p>	<p>Parent Leadership Institute Expand the District's multi-generational, family literacy initiative through the development and facilitation of five (5) new, multi-pronged course strands for parents, guardians and caregivers, including workshops and family learning events on topics related to navigating the US/Lowell Education System, college and career readiness, and social emotional learning, and establish a partnership with a Post-Secondary Institution to formalize a Family Leadership pathway for families.</p>
<p>Universal PreK Expand access to full time PreK programming for 4-year olds across the City by adding a minimum of 50 and up to 100 additional full-time seats through new partner agreements with early learning providers and targeted communications outreach to families of eligible children.</p>	<p>Wage Equity Conduct a comprehensive, externally supported, compensation classification study to evaluate both the internal and external equity of compensation in consideration of duties and lengths of the work year.</p>	<p>Capital Improvements Develop a collaborative, interagency proposal to support the City's efforts to improve the condition of selected facilities across the district to provide safer learning environments for students and staff, including (1) initiating a multi-year, community-based capital improvement plan facilitated by an external agency, and (2) proposing a timely and appropriate realignment of an additional \$4 to \$5 million in ESSER funds, increasing the appropriation for eligible capital projects from ≈\$6 million to ≈\$10 – \$11 million.</p>	<p>Communication and Outreach to Families of Linguistically Diverse Backgrounds (A) Increase access to information for linguistically diverse families through the development of family circles and family networks and strengthening the use of translation/interpretation tools across the district; (B) Develop feedback mechanisms for tracking the quality and quantity of translation/interpretation services being provided at schools.</p>
<p>Portrait of a Graduate Implement phase 3 of the Portrait of a Graduate initiative, increasing equitable access to school-based programming and strengthening vertical alignment and strategic supports to enhance student engagement, increasing the percentage of ninth-grade students who pass all courses from 55% to 70% .</p>	<p>Enterprise Resource Planning Implement phase 2 of the ERP conversion, collaborating with the City on converting manual processes within HR and payroll to a more automated platform, consistent with weighing cost, staffing systems, contact provisions and SC policies, including the rollout of a new bi-weekly pay schedule for all employees.</p>	<p>Student Registration and Placement Implement key changes to the student enrollment process as identified through the 2022 audit which includes establishing an appointment system for families to expedite the document review and placement process and strengthening health services supports for families to expedite medical compliance with immunizations.</p>	<p>Hispanic Student Success Taskforce Collaborate with community partners and leaders to implement co-developed plans for (1) addressing 9th grade credit completion through strengthened family engagement/family communication; (2) implement a college and career focused family leadership strand within the Family Leadership Institute; (3) conduct a feasibility study for the integration of a dual language magnet program within the district.</p>