MONTACHUSETT REGIONAL VOCATIONAL TECHNICAL SCHOOL

District & School Improvement Plan

2023-2026

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THREE-YEAR DISTRICT IMPROVEMENT PLAN

Montachusett Regional Vocational Technical School

YEAR I: 2023-2024
YEAR II: 2024-2025
YEAR III: 2025-2026

Vision

In partnership with our member communities, we will create a model 21st Century high school that is viewed as a regional asset, where creativity and positive attitudes are promoted, where excellence is recognized and rewarded, and which provides our students with the academic instruction and technical skills they need to succeed in the workplace, in higher education or in the military, and which prepares them to become productive citizens who can successfully compete and adapt in a rapidly changing economy.

Theory of Action

If we improve our curriculum and instructional practices, efficiently use data to differentiate instruction to reach all students, and provide quality instruction through a highly developed professional staff that works together and works in collaboration with the administration, then all of our students will achieve at or above state standards, and will be prepared to realize their educational and career goals.

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School Administration

Thomas Browne, Superintendent
Dayana Carlson, Principal

Tammy Crockett, Business Manager
Michael Gormley, Facilities Director
Donnie Kitzmiller, Technology Director
Katy Whitaker, Development Coordinator
Katie Schmidt, Assistant Principal
Christina Favreau, Director of Academic Programs
Brian Williams, Director of Vocational Programs
Victoria Zarozinski, Director of Student Services

School Committee Members

Ashburnham – Diane Swenson	Holden – Christina Smith
Ashby – Rochelle Jones	Hubbardston – Scott Carignan
Athol – Jeff Raymond	Lunenburg – *Vacant*
Barre – Whitney Marshall	Petersham – Jada McConologue
Fitchburg – Evelyn Bosworth	Phillipston – Eric Olson
Fitchburg – Ronald Tourigny	Princeton – John Mollica
Fitchburg – Michael Hurley	Royalston – Ashley Hadmack
Fitchburg – Robert Campbell	Sterling – William Brassard
Gardner – Eric Commodore, Vice Chairman	Templeton – John Columbus, Chairman
Gardner – Calvin Brooks	Westminster – Ross Barber
Harvard – *Vacant*	Winchendon – Tamarah Estes

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District Objective #1 – Student Learning and Achievement: The District will ensure that it maintains up-to-date curricula that is aligned to the MA state frameworks, delivers diverse instructional practices that emphasize the use of technology and authentic experiential learning opportunities, and measures student understanding based upon local/state assessments, workforce credentials and demonstrations of mastery.

SMART Goal #1 – By June, 2026 the district will ensure that all students are provided access to bias-free curricula, innovative instruction and targeted assessments that are aligned to the most recent state frameworks. Further, based on these efforts, academic instructors will ensure the creation of at least one common assessment per quarter for all course offerings and all vocational programs will experience a 5% increase in the number of student achieved industry-recognized credentials.

	Progress of Implementation						
Action Step	Completed	In Progress	Pending	**Responsible Party**	**Financial Resources**	**Performance/ Assessment Measures**	**Timeline**
Administrators will identify and disseminate a unified assessment tool to identify bias in our course curriculum and associated resources. This tool will then be used to complete an assessment for each course offering to determine if edits or additions must be made.	**X**			Administrators, Liaisons and Instructors	Local, Grant	Submission of updated curricula into Atlas	Completed by Fall, 2024
The Vocational Director will work with instructors to identify opportunities to participate in DESE Curriculum Frameworks Review Teams. As they are completed, each program will review and edit their program's curricula as needed.	**X**			Vocational Director, Instructors	DESE, Local	Completed Bias Review Checklists, Submission of updated curricula into Atlas	Ongoing based on DESE offerings
Based on aligned curricula, the Vocational Director will collaborate with instructors to review and specify currently attained industry-recognized credentials (IRC) and then increase the number of IRCs by 5%.		**X**		Vocational Director, Vocational instructors, Program Advisory Committees	Grant	Establishment of baseline, and submission of data that confirm the 5% increase	Completed by Spring, 2026
As course curricula is updated, the Director of Academic Programs will work with instructors to ensure that there is at least one common assessment developed for each course offering per quarter that is aligned with the newly developed curricula.		**X**		Academic Coordinator, Department Liaisons	Local	Development of common assessments	Completed by Fall, 2025

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District Objective #2 – Professional Learning and Growth: The District will ensure that ongoing professional learning opportunities for faculty, staff and administrators are provided regularly in order to promote high-quality and effective instructional practice by all as well as the preservation of a safe and supportive learning environment.

SMART Goal #2 – During each professional development day of the 2023-2026 school years, the administration of MRVTS will ensure that faculty and staff have access to trainings that specifically address each of the following skills - instructional practice, use of technology, student assessment, social/emotional learning and promoting positive school culture.

	Progress of Implementation						
Action Step	Completed	In Progress	Pending	**Responsible Party**	**Financial Resources**	**Performance/Assessment Measures**	**Timeline**
The administration will work to identify diverse professional development providers who can provide high-quality training in a wide variety of instructional skills and educational supports that will improve all faculty and staff practice.		**X**		Administrators	Local	Quarterly Professional Development Training Programs	Annually
The administration will seek grant initiatives beyond the Perkins Grant that will enhance the various PD offerings for instruction/ assessment/SEL/ Technology to faculty including the Equitable Access in CTE grant.	**X**			Superintendent, Principal, Development Coord. and Business Manager	Local, Grant	Accepted Grant Offerings	Annually
In order to help promote a stronger school culture, faculty and staff will participate in targeted training that will provide strategies to address hateful speech and discrimination within the school community.	**X**			Superintendent, Principal, Development Coordinator	Local, Grant	Workshop/Course Sign-in Lists	Fall, 2024
In order to promote readiness for the implementation of the upcoming DESE IEP initiative, student support faculty and staff will participate in offerings to become familiar with the expectations for IEPs as of 2024-2025	**X**			Director of Student Support Services, Principal, Student Support Faculty	Local, Grant	Workshop/Course Sign-in Lists	Annually
In order to promote student/staff safety, the school will regularly offer in-house training in de-escalation and restraint practices used to address students in crisis.		**X**		Director of Student Support Services, Principal, Asst. Principal	Local, Grant	Workshop/Course Sign-in Lists	Annually

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To better support the instructional needs of our EL and former EL students (ELs), we will launch an EL Instructional Coaching Program focused on providing direct feedback to teachers of ELs and FELs based upon best practices and the WIDA Framework.		**X**		Director of Academic Programs, Assessment Coord. & Coach, Principal	Local, Grant	ESL support presentations, Coaching schedule, WIDA-based training session agendas	June, 2026

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District Objective #3 – A Culture of Learning and Respect for All: The District will evaluate current instructional practices, program offerings and services related to our school culture in order to refine and develop systemic policies and programs that ensure the promotion of a positive and bias free school culture that is accepting of all aspects of our diverse school community.

SMART Goal #3 – By 2024, the administration of MRVTSD will review community survey data and collaborate with a variety of school community stakeholders to assess current practices and programs that may affect our students', parents', guardians' and staff/faculty's sense of support, belonging and inclusiveness with the intention of defining the District's Core Educational Values and ensuring that the required programmatic systems are in place to develop and sustain those Core Values for all school community members.

	Progress of Implementation						
Action Step	Completed	In Progress	Pending	**Responsible Party**	**Financial Resources**	**Performance/Assessment Measures**	**Timeline**
The District will develop a Core Values Committee consisting of a variety school stakeholders with the expressed purpose of developing the District's Vision of a Graduate in line with NEASC expectations.		**X**		Superintendent, Principal, Admin Team, Faculty/Community members	Local	Published Core Values	Fall, 2025
The Administration will work with faculty and students to identify additional new opportunities to address student interests beyond the classroom through the creation of additional extracurricular offerings.		**X**		Principal, Asst. Principal, Business Manager, Faculty	Local, Grant	New Extracurricular Offering Forms	Annually
Following the 2023 DESE Tiered Focused Monitoring report, administration will review and ensure that all practices regarding student discipline as added to the Student Handbook are being properly rolled out to students, parents/guardians, faculty and staff.	**X**			Principal, Asst. Principal, Director of Student Support, Deans of Students	Local	Student Handbook, Disciplinary Letters and Discipline Data	Annually
In support of the school's largest student group, a new Professional Skills instructor position will be created to supplement vocational instruction with specific training in the expectations for successful competitors.	**X**			Principal, Development Coord., Vocational Instructors, SkillsUSA advisors	Grant, Local	Professional Skills Curricula	June, 2024

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District Objective #4 – School-to-Community Partnerships and Outreach: In recognition of our diverse, skilled and dedicated regional industry, educational and community service related entities, the District will identify and foster partnerships, including with our parents and families, that will provide targeted support to promote the academic, vocational, social, emotional and professional growth of all district stakeholders.

SMART Goal #4 – During each of the 2023-2026 school years, the District will implement at least five new initiatives that create or improve a community partnership that employs the strengths and skills of our diverse stakeholders to promote the achievement and growth of our students and school professionals.

	Progress of Implementation						
Action Step	Completed	In Progress	Pending	**Responsible Party**	**Financial Resources**	**Performance/Assessment Measures**	**Timeline**
Monty Tech will formally implement the Montachusett Vocational Partnership Program in association with Fitchburg, Gardner and Narragansett Reg. SD to begin renovations of the program facility at 270 Westminster St.	**X**			Superintendent, Development Coord., Business Manager, Vocational Director, Vocational Instructors	Grant	Approved Building Permit, Completed Renovation	Sept., 2024
In support of students, faculty and staff, administration will identify additional community resources/partners to provide individualized and targeted wrap-around services to support their social, emotional, mental and physical health.		**X**		Principal, Director of Student Support Services, School Counselors,	Local, Grant	Ongoing Guidance List of Community Support Providers	Annually
In order to strengthen the school-to-home relationship, Monty Tech will implement the eCollect data portion of PowerSchool allowing parents/guardians greater opportunities to add and access data regarding their student.	**X**			Principal, Director of Technology, Educational Technologists	Local	PowerSchool Reporting	Fall, 2023
Administrators will collaborate with Program Advisory and industry partners to identify and appoint a General Advisory Chair to help oversee and represent the school's vocational achievements.			**X**	Superintendent, Vocational Director, Vocational Instructors, Advisory members	Local	Appointment of Advisory Chair	Spring, 2025

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District Objective #5 – Safe and Effective Learning Environment: The District will provide a school facility and environment that promotes the physical safety of its students, faculty, staff and administration, but it will further safeguard the social, emotional and mental health needs of all district stakeholders.

SMART Goal #5 – By June, 2026, the District will have addressed each of the recommendations of the 2023 Building Safety Audit while additionally ensuring that up to three new District-wide initiatives that support the social, emotional and mental health needs of its stakeholders are implemented annually between 2023-2026.

	Progress of Implementation						
Action Step	Completed	In Progress	Pending	**Responsible Party**	**Financial Resources**	**Performance/ Assessment Measures**	**Timeline**
Administrators will review the District's Safety Audit from Blueline and, in a presentation to the school committee, will identify which suggestions will be implemented.	**X**			Superintendent, Principal, Director of Facilities, Asst. Principal, School Resource Officer	Grant, Local	Follow-up Presentation to SC on Safety Audit	Fall, 2023
In coordination with the Safety Audit, administrators will create a Safety Team that will update and reorganize the Districtwide Safety Plan to include new procedures and initiatives.	**X**			Superintendent, Principal, Asst. Principal, School Resource Officer	Local	Final Draft of the School Safety Plan	Spring, 2024
In order to address safety concerns involving specific individuals, the District will develop and train a Crisis Intervention Team that will be charged with initiating targeted responses to crisis situations.		**X**		Principal, Asst. Principal, Director of Student Support, School Counselors	Grant	Crisis Team Training Report	Annually
In order to address facilities related safety concerns, the District will expand its implementation of the online Public Works Training Modules to include, not just vocational instructors, but further include Custodians.		**X**		Principal, Director of Facilities, Vocational Director	Local	Professional Development Offerings	Annually

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