



**School Re-Opening Pierce Improvement Plan -- 2022-2023**  
**Executive Summary**

**School Council Members**

School Staff	Parents
Jamie Yadoff, Interim Principal	Brad Coleman
Marlene Goncalves, 7th grade ELA	Emily Weiss
Dave Carter, 3rd grade	Susie Ma
Gregory Kester, K-8 PE	Molly Cohen-Osher
Amy Woogmaster, literacy specialist	Audrey Lee
Community representatives	
Jason Greenberg	Henry Hryniewicz

The Pierce School is a K-8 teaching and learning community located in the heart of Brookline. Pierce is situated in a campus-like setting, with classrooms in two separate buildings. Pierce School values the diverse backgrounds from which all of the students come from. Pierce School’s teaching and learning is grounded in collaboration that promotes equity, academic achievement and the social-emotional well-being of all students.

Collaboration among students, staff and families is highly valued. Our active parent community and PTO allows students and families to experience a variety of extra-curricular and enhanced school day programming. Prior to the Covid-19 pandemic, programs such as Coder's Club, The Penguin Post school newspaper, and annual FitFEST were all parent-sponsored events of incredible value to students as they provide additional opportunities to nurture the "whole child." During 2021-2022 we were able to bring the Pierce Performing Arts program back in a modified form that allowed for safe participation.

Educators come together in venues such as Common Planning Time, Child Study Teams and Collaborative Time to focus on student academic achievement and social emotional development. Pierce's academic success is confirmed by high achievement rates in ELA and Math as evidenced by various formative and summative student assessments. Despite the overall success our students have on MCAS, Pierce has substantial performance gaps among student groups, most notable in spring 2021 for our students who identify as Black or African American.

During the 2021-2022 school year, Pierce has had an interim Principal while navigating the ongoing pandemic and a proposed building renovation project in partnership with the Massachusetts School Building Authority (MSBA). Given these three factors, Pierce School is drafting a one year School Improvement Plan that targets a narrow set of issues for the 2022-2023 school year.

Each of these goals works toward the Public Schools of Brookline's district goals. By aligning our goals, we ensure the necessary resources and supports are in place to achieve our goals in support of student achievement and student success. Because one of our goals is tied to a successful voter override in fall of 2022, it is essential that our School Improvement Plan remains a living document in that it is continuously updated and allows us to make mid-course corrections when needed.

The Pierce School Council supports the school in refining the plan by asking relevant questions, giving feedback and then monitoring the implementation and success of the plan. The Pierce School Council is responsible for approving the plan.

**1. Teaching and Learning**

District goal: Every Student Achieving - Ensure that every student meets or exceeds Brookline’s high standards and eliminate persistent gaps in student achievement by establishing educational equity across all classrooms, schools, and programs.

Context: The MCAS performance gap for students who identify as Black/African American is significant and grown in recent years in Brookline Public Schools. In spring 2021, 70% of students in grades 3-8 who identify as black/African American did not meet expectations on math MCAS and 40% of students in grades 3-8 who identify as black/African American did not meet expectations on ELA MCAS. While we at Pierce School believe that *MCAS is an imperfect measure*, we are also keenly aware that it remains a state graduation requirement, and are committed to ensuring that all of our students are well prepared to pass. We also acknowledge that MCAS is one of the most consistent district and state-wide measures for assessing student achievement over time.

GOAL: Ensure that Pierce educators have the training, resources, and support they need to achieve a high level of growth in MCAS for students who identify as Black or African American.

<b>Action</b>	<b>Person(s)/Teams Involved in the work</b>	<b>By When ?</b>	<b>Resources you will use to get this work done - (e.g. release time, PD time, faculty meetings, support from central office, funding, etc)</b>	<b>Indicators of Progress and Success</b>
Review 2022 Spring MCAS data and identify gaps in performance by subgroup.	Pierce administrative team	Upon score release	2022 MCAS data	NA
Review 2022 Spring MCAS data for students who were identified as underperforming in	Pierce administrative team	Upon score release	2022 MCAS data	NA

2021-2022 and received targeted support.				
Share 2022 Spring MCAS data for students who were identified as underperforming in 2021-2022 and received targeted support with both their 2022-2023 classroom teacher(s) and their prior teacher(s).	Pierce administrative team	September 2022	2022 MCAS data	NA
Provide professional development for staff around implicit and unconscious bias, structural racism, and the danger of low expectations.	District Office of Equity, administrative team, Pierce educators	Ongoing, beginning Summer 2022.	Tuesday faculty meeting time, collaboration time as desired.  Support from Jenee Utaro and the Pierce Equity Action Team (PEAT)	Staff reflection in meeting exit tickets.
Reconvene 2021-22 Professional Learning Community (PLC) to review data from spring 2021 and identify students whose SGP was 60% or greater.	Pierce Principal and 2021-2022 PLC members	September/October 2022	Friday collaboration time and/or Tuesday afternoon meeting time.	List of interventions that students who achieved SGP 60+ received.  Identify situations/individuals where interventions did not translate into improvement.  Update plans for 2022-23 interventions based on this data

				review.
Establish 2022-2023 PLC to provide support to educators who will be working with students who did not meet expectations on spring 2022 MCAS and also identify as Black/African American.	Pierce Principal and educators	Fall 2022	Friday collaboration time and/or Tuesday afternoon meeting time.	Bi-weekly or monthly meetings focused on setting progress goals and reviewing progress data.
Provide targeted after school tutoring and support for Black / African American students with demonstrated performance gaps.	Classroom teachers and / or paraprofessionals. Families of students.	Ongoing 2022-2023, with sessions beginning by 11/1/2022	Funding for “homework club” hourly stipend.  Family communication to highlight areas for growth, areas of strength, and targeted support plan.	Regular attendance, measurable progress toward stated goals.
Provide educators with an opportunity to receive training and support in using MCAS data to inform instructional practices.	Classroom teachers, specialists and / or paraprofessionals.	Summer (paid time) and fall collaboration time offerings.	Funding for summer work hourly stipend.	Teacher surveys pre- and post-training will reflect increased confidence with use of MCAS data.
Provide educators with access to, and training in the use of, Lexia learning software, which can be	Classroom teachers LEXIA supports	Summer and/or fall of 2022	Funding from OTL	Student Lexia use data

used to support all readers.				
Provide professional development to staff in grades 3-8, targeting reading and interpreting MCAS data (SGP, scores, item analysis.)	OTL Curriculum specialists, classroom teachers, administrators  Office of Data & Strategy	Summer of 2022, September - November 2022.	District data team, funding for summer professional development for those who sign up, staff meeting and/or collaboration time.	Staff surveys, staff participation
Provide staff with targeted professional development on state standards more closely linked/assessed in MCAS; focused support to boost instruction in these standards	OTL Curriculum specialists, classroom teachers,	Winter 2022-23, Spring 2023, beyond	Math and ELA curriculum coordinators	Standard targeted lesson plans
Create a focus group of educators to look at 3 years of Pierce MCAS data in order to identify patterns / question types that Pierce students have historically not performed well on. Use that data to create focused lessons for grade levels	All interested educators.	Summer 2022 until complete	Funding for summer work, collaboration time, possible staff meeting time.	Completed lesson plans.

**2. Professional Growth of Educators**

District Goal: Every Educator Growing Professionally - Foster dynamic professional learning communities that inspire inquiry, reflection, collaboration, and innovation, and use data to improve teaching, advance student learning, and refine the programs and practices of the Public Schools of Brookline.

GOAL: Continue the work of building staff capacity for RtI implementation, including the increased use of Professional Learning Communities (PLC's) that focus on leveraging the diverse expertise of our own staff, as well as a focus group to consolidate and build a robust bank of resources and strategies to most effectively implement RtI.				
Action	Person(s)/Teams Involved in the work	By When ?	Resources you will use to get this work done - (e.g. release time, PD time, faculty meetings, support from central office, funding, etc)	Indicators of Progress and Success
Create a diverse PLC group, representative of the Pierce staff, tasked with building a robust bank of RtI resources, including pre and post assessments.	Principal, Pierce educators	June 2022 - June 2023	Collaboration time, staff meeting time, paid after school work time, paid summer work time.	Staff surveys to assess impact of RtI resource bank.
Create GoogleDrive shared folder with 2021-2022 Response to Intervention (RtI) presentations to be shared with all staff	Principal, focus group	August 2022	Resources (agendas & slideshows) from all SY21-22 RtI staff meetings	NA

during opening day meetings.				
Capture RtI learning from SY 21-22 into a document, with live links, for all staff to celebrate the learning <i>and</i> to provide teachers new to Pierce with a foundation for the SY22-23 RtI work.	Principal, RtI PLC	End of summer 2022	Paid summer work time.	RtI Review Document is complete and shared with staff in September 2022
Create a 2022-2023 staff meeting schedule, with collaboration time offerings to support ongoing work and learning.	Principal, RtI PLC, Pierce educators	August 2022	SY22-23 calendar	Intermediate goal check in dates and progress monitoring surveys.
Compile a list of resources to support RtI efforts, including technology resources and outside experts.	Principal, RtI PLC, Pierce educators	Summer 2022 thru December 2022	Curriculum coordinator feedback, teacher surveys, possible funding for software licenses, payment for summer PD time, possible funding for expert consultation	List of resources, Staff feedback on resources, possible contract with outside expert
Design three RtI capacity building units for faculty meetings.	Pierce administrative team and volunteer teachers	End of August 2022	Summer Professional Development workshop money	Three complete 4-series units ready for staff to select from.



Schedule and implement the 4-unit series during staff meetings.	Pierce administrative team and volunteer teachers	September 1, 2022	Faculty meeting time	Exit ticket feedback
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### 3. Communication and Collaboration

GOAL: Establish systems of communication that allow families to remain actively engaged in the process of planning for a Pierce School renovation, including the temporary relocation of Pierce staff and students to an as yet not determined temporary school location.

<b>Action</b>	<b>Person(s)/Teams Involved in the work</b>	<b>By When ?</b>	<b>Resources you will use to get this work done - (e.g. release time, PD time, faculty meetings, support from central office, funding, etc)</b>	<b>Indicators of Progress and Success</b>
Communicate proposed project timeline to Pierce families.	Principal	August 1, 2022	Support from Owners Project Manager (OPM), and Pierce Building Committee.	Complete timeline
Send monthly email community updates that outline current and upcoming work / deadlines.	Principal and owner's project manager (OPM)	Monthly through project completion	Support from Owners Project Manager (OPM), and Pierce Building Committee.	Emails
Send targeted updates via USPS to community	Principal, OPM, and town support	As needed through project	Postage costs, Data Team support	Community engagement during listening and feedback sessions.

members in Brookline Village and the surrounding area.	staff	completion		
Create Pierce Project Page link on Pierce School Page, which links to the district page and all Principal updates.	Principal ETS	August 2022	None	Pierce School Website
Establish plans for relocation during renovation and communicate these plans with the broader community.	Principal, Superintendent and other central office staff as assigned.	Beginning with passage of override	Appropriate space for students as near to Pierce School as feasible.	Selection of space