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| **MASSACHUSETTS DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION**  **Program Quality Assurance Services** |

##### PROGRAM REVIEW

## CORRECTIVE ACTION PLAN

Special Education Agency: Landmark School, Inc.

Program Review Onsite Year: 2014-2015

**Programs under review for the agency:**

A - Landmark Day Program

B - Landmark Residential Program

All corrective action must be fully implemented and all noncompliance corrected as soon as possible and no later than one year from the issuance of the Program Review Final Report dated 05/27/2015.

**Mandatory One-Year Compliance Date:** **05/27/2016**

**Summary of Required Corrective Action Plans in this Report**

| **Criterion** | **Criterion Title** | **Applies To** | **PR Rating** |
| --- | --- | --- | --- |
| PS 8.8 | IEP - Progress Reports | A,B | Partially Implemented |
| PS 11.4 | Teachers (Special Education Teachers and Regular Education Teachers) | A,B | Partially Implemented |
| PS 12.1 | New Staff Orientation and Training | A,B | Partially Implemented |
| PS 12.2 | In-Service Training Plan and Calendar | A,B | Partially Implemented |

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| PROGRAM REVIEW  **CORRECTIVE ACTION PLAN** |

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| **Criterion & Topic:**  PS 8.8 IEP - Progress Reports | | **PR Rating:**  Partially Implemented |
| **Applies To:**  All | | |
| **Department Program Review Findings:**  While interviews indicated that progress reports were written and sent quarterly to parents, a review of student records indicated that not all progress reports were written based on IEP goals and objectives. The tracking system used to indicate reports were sent to parents and public school districts was not included with the progress report, therefore the Department was unable to verify the progress report recipients. | | |
| **Description of Corrective Action:**  To address the issue of progress reports appropriately reflecting IEP goals and objectives, Landmark has established a working group from each campus. This working group will accomplish the following tasks:  1. Integrate the student's goals & objectives into the Student database  2. Develop a plan to ensure that teachers of individual students have access to and knowledge about each of their student's goal and objectives as filed in the database  3. Program the progress report database system so that as teachers are writing reports, they are prompted to respond to progress on goals and objectives  4. Instruct the faculty on how to access the reports, review the goals & objectives, and write appropriate reports  5. Require that Department Heads review each student progress report to ensure that teachers have commented on goals & objectives  To address the issue of "tracking" that progress reports are sent to parents and districts, the working group will accomplish the following tasks:  1. Research how other private and public schools track reports  2. Use that data to inform how to best develop a system/log to account for the sending of reports to parents and districts  3. Instruct personnel, who will implement system, in necessary steps to track reports  4. Develop and pilot a tracking system | | |
| **Title/Role(s) of Responsible Persons:**  Asst. Headmaster, Dean HS, Dean EMS, Liaison HS, DB Manager | | **Expected Date of Completion:**  10/31/2015 |
| **Evidence of Completion of the Corrective Action:**  Landmark will produce a Sample Report for review by DESE prior to implementation of the report after the First Quarter of the 2015-2016 Academic Year. The sample report will be uploaded to DESE through WBMS. Landmark's goal is to utilize the new report for the upcoming Academic Year.  Landmark will produce a Sample Tracking System for review by DESE prior to implementation. The sample system will be uploaded to DESE through WBMS. Landmark's goal is to utilize the new tracking system for the upcoming Academic Year. | | |
| **Description of Internal Monitoring Procedures:**  A working committee comprised of Dan Ahearn, Assistant Head of School, Tim Mahoney, Academic Dean HS, and Deb Blanchard, Academic Dean EMS will monitor progress as follows:  1. Solicit feedback from constituents (school personnel, parents, districts) to determine effectiveness of new procedures  2. Select random student files to ensure that changes are being implemented in the new policy  3. Make any necessary changes and adjustments based on feedback and random file selection | | |
| CORRECTIVE ACTION PLAN APPROVAL SECTION | | |
| **Criterion:**  PS 8.8 IEP - Progress Reports | **Corrective Action Plan Status:** Approved  **Status Date:** 07/20/2015  **Correction Status:** Not Corrected | |
| **Basis for Decision:** | | |
| **Department Order of Corrective Action:** | | |
| **Required Elements of Progress Report(s):**  For the 08/28/2015 Progress Report, Landmark must submit the following:  1. an updated policy on the procedures staff will follow as the result of the working groups from each campus to ensure that all progress reports will be written based on IEP goals and objectives for each student;  2. a sample Progress Report that includes the status of the IEP Goal and Objectives (if necessary, also submit a copy of the IEP of the sample submitted to show that all goals and objectives from the IEP, are, in fact, addressed in the new progress reports);  3. an updated policy developed as the result of Landmark's research that outlines how Landmark will implement and maintain a system to track documentation that progress reports are sent to parents/guardians and sending school districts; and  4. a sample of the developed tracking form that will be used. | | |
| **Progress Report Due Date(s):**  08/28/2015 | | |

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| **Criterion & Topic:**  PS 11.4 Teachers (Special Education Teachers and Regular Education Teachers) | | **PR Rating:**  Partially Implemented |
| **Applies To:**  All | | |
| **Department Program Review Findings:**  Documentation, staff records and interviews indicated that not all teachers have a teaching license or have been granted an approved waiver. | | |
| To address the issue that not all teachers have a teaching license or have not been granted a waiver, Landmark intends to continue to refine its process that it started last year. Specifically, Landmark hired a person to help coordinate the activity on the HS campus which is where the bulk of the teacher licensure and waiver activity occurs. In addition, the EMS campus has also tightened up its procedures considerably over the past year.  Landmark will begin the waiver process earlier in the academic year, improve data entry into the database, and develop a more aggressive monitoring system to ensure the proper processing of licensure and waiver applications.  The following specific actions will occur:  1. Research & identify reasons why specific waivers were not processed effectively over the past year  2. Develop a plan and filing timeline to address the following categories of waiver & licensure requests:   * First year teachers * Teachers in year 2 through 4 * Teachers who hold initial license status * Teachers who hold professional license status | | |
| **Title/Role(s) of Responsible Persons:**  Asst. Headmaster, Director HS, Director EMS, Dean EMS, Faculty Recruiter HS, Asst Dean EMS | | **Expected Date of Completion:**  12/31/2015 |
| **Evidence of Completion of the Corrective Action:**  Landmark will produce a log detailing status of each teacher, and Landmark will provide a sample to DESE via WBMS.  Landmark will produce copies of waivers and/or license status from ELAR, and Landmark will provide copies of the same to its PQA liaison or through WBMS as directed by DESE. | | |
| **Description of Internal Monitoring Procedures:**  A working committee comprised of Dan Ahearn, Assistant Head of School; Scott Jamieson, Director of New Faculty Recruiting; and Tara Joly-Lowdermilk, Assistant Dean EMS will monitor progress as follows:  1. Meet monthly to review waiver and licensure status of teachers  2. Select random teacher files to review both their personnel file as well as the data base entry in order to verify that appropriate documents have been filed timely with DESE  3. Make changes as necessary to improve the process based on interviews with staff, DESE Educator Licensure feedback, and file review | | |
| CORRECTIVE ACTION PLAN APPROVAL SECTION | | |
| **Criterion:**  PS 11.4 Teachers (Special Education Teachers and Regular Education Teachers) | **Corrective Action Plan Status:** Approved  **Status Date:** 07/20/2015  **Correction Status:** Not Corrected | |
| **Basis for Decision:** | | |
| **Department Order of Corrective Action:** | | |
| **Required Elements of Progress Report(s):**  For the 08/28/2015 Progress Report, Landmark must submit the following:  1. a current Teacher Roster using the Teacher Roster Form that can be found in the Document Library in WBMS;  2. a copy of each teacher's license, approved waiver or current ELAR activity sheet; and  3. an explanation that indicates the steps being taken to obtain an appropriate license/waiver for each teacher who is not appropriately licensed or on an approved waiver for the grade level and/or subject areas for which they are teaching. | | |
| **Progress Report Due Date(s):**  08/28/2015 | | |

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| **Criterion & Topic:**  PS 12.1 New Staff Orientation and Training | | **PR Rating:**  Partially Implemented |
| **Applies To:**  All | | |
| **Department Program Review Findings:**  Although staff interviews indicated new staff orientation and training were provided at the time of hire, documentation of this training was not consistently found in staff records. In addition, not all required new staff orientation training topics were included in their written plan. | | |
| **Description of Corrective Action:**  Due to a failure to document properly its new staff orientation and training on the HS campus, Landmark will conduct a review of all training topics to ensure that all new staffs are provided training in the required topics. Landmark will then insert the required topics into this year's new staff training schedule and in each individual teacher's plan  Landmark will also review its protocol in terms of ensuring that new faculty personnel files are properly updated with a training log. The EMS campus records were reviewed by DESE and found to be appropriate; consequently, the HS will adapt its procedures to align with EMS record keeping for new faculty training. | | |
| **Title/Role(s) of Responsible Persons:**  Asst. Headmaster, Director HS, Director New Faculty, Dean EMS | | **Expected Date of Completion:**  09/01/2015 |
| **Evidence of Completion of the Corrective Action:**  Landmark will produce a detailed schedule of new faculty training and provide a copy to DESE via WBMS.  Landmark will produce a written individual training plan with required topics for all new faculty and will provide a sample to DESE via WBMS.  Landmark will create and collect a detailed sign in sheet for new faculty training that includes topic, date, time, instructor, and new faculty names. Landmark will provide a sample document to DESE via WBMS.  Landmark will produce a new log system of training that will be inserted into each new teacher's personnel file, and Landmark will provide a copy of the log to DESE via WBMS. | | |
| **Description of Internal Monitoring Procedures:**  A working committee of Dan Ahearn, Assistant Head of School; Scott Jamieson, Director of New Faculty Recruiting HS; and Deb Blanchard, Academic Dean EMS will monitor progress as follows:  1. The committee will meet monthly to review training schedules, logs, and records to determine if required changes are being implemented  2. The committee will select random training topics and examine records relating to that topic to ensure that content is discussed appropriate and the appropriate records (sign in, presenter, dates, times) are maintained  3. The committee will select random new teacher personnel files and examine their written plan and training attendance documentation to ensure that attendance is both verified and recorded properly | | |
| CORRECTIVE ACTION PLAN APPROVAL SECTION | | |
| **Criterion:**  PS 12.1 New Staff Orientation and Training | **Corrective Action Plan Status:** Approved  **Status Date:** 07/20/2015  **Correction Status:** Not Corrected | |
| **Basis for Decision:** | | |
| **Department Order of Corrective Action:** | | |
| **Required Elements of Progress Report(s):**  For the 08/28/2015 Progress Report, Landmark must submit the following:  1. a copy of the New Staff Orientation and Training Plan that includes all required training topics to be covered by new staff (as well as interns and volunteers), prior to their direct care duties with students;  2. a description of how Landmark will ensure documentation of New Staff Orientation for all required trainings and how and where this will be maintained;  3. a list of each staff hired since 07/01/2015 that specifies their date of hire, the date, training topic and amount of time spent on each required training as listed in criterion 12.1, New Staff Orientation and Training; and  3. a statement of assurance from the program that the New Staff Orientation and Training for each staff hired since 07/01/2015 has been documented, is maintained in each personnel record and can be verified by ESE staff if requested. | | |
| **Progress Report Due Date(s):**  08/28/2015 | | |

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| **Criterion & Topic:**  PS 12.2 In-Service Training Plan and Calendar | | **PR Rating:**  Partially Implemented |
| **Applies To:**  All | | |
| **Department Program Review Findings:**  While staff interviews indicated all staff received all required trainings and an average of at least two hours of in-service training per month, a review of staff records indicated that all required trainings are not documented with name of attendee, date, time on topic and the name of the presenter. Therefore, the Department was unable to verify that staff received required trainings. | | |
| **Description of Corrective Action:**  Due to a failure to document properly its staff training on the HS campus, Landmark will conduct a review of all training topics to ensure that all staffs are provided training in the required topics. Landmark will then insert the required topics into this year's staff training schedule.  Landmark will also review its protocol in terms of ensuring faculty personnel files are properly updated with a training log. The EMS campus records were reviewed by DESE and found to be appropriate; consequently, the HS will adapt its procedures to align with EMS record keeping for staff training. | | |
| **Title/Role(s) of Responsible Persons:**  Asst. Headmaster, Director HS, Director New Faculty HS, Dean EMS | | **Expected Date of Completion:**  09/01/2015 |
| **Evidence of Completion of the Corrective Action:**  Landmark will produce a detailed schedule of faculty training and provide a copy to DESE via WBMS.  Landmark will create and collect a detailed sign in sheet for faculty training that includes topic, date, time, instructor, and faculty names. Landmark will provide a sample of the document to DESE via WBMS.  Landmark will produce a new log system of training that will be inserted into each teacher's personnel file, and Landmark will provide a sample to DESE via WBMS. | | |
| **Description of Internal Monitoring Procedures:**  A working committee of Dan Ahearn, Assistant Head of School; Scott Jamieson, Director of New Faculty Recruiting HS; and Deb Blanchard, Academic Dean EMS will monitor progress as follows:  1. The committee will meet monthly to review training schedules, logs, and records to determine if required changes are being implemented  2. The committee will select random training topics and examine records relating to that topic to ensure that content is discussed appropriate and the appropriate records (sign in, presenter, dates, times) are maintained  3. The committee will select random teacher personnel files and examine their training attendance documentation to ensure that attendance is both verified and recorded properly | | |
| CORRECTIVE ACTION PLAN APPROVAL SECTION | | |
| **Criterion:**  PS 12.2 In-Service Training Plan and Calendar | **Corrective Action Plan Status:** Approved  **Status Date:** 07/20/2015  **Correction Status:** Not Corrected | |
| **Basis for Decision:** | | |
| **Department Order of Corrective Action:** | | |
| **Required Elements of Progress Report(s):**  For the 08/28/2015 Progress Report, Landmark must submit the following:  1. a copy of the 2015-2016 In-Service Training Calendar that includes all training topics, the name and job title of the trainer, the audience for each training, the dates of each training, and the time and duration of each training; and  2. a copy of the sample of the detailed sign in sheet Landmark references above that will be maintained in each personnel record. | | |
| **Progress Report Due Date(s):**  08/28/2015 | | |