

## ERCSD 2020 – 2021 Comprehensive School Plan



**Our Mission:**

As a unified community, the East Ramapo Central School District is committed to educating the whole child by providing a healthy, safe, supportive, engaging, and challenging learning environment.

**Vision:**

We will become proficient in all that we do.

<b>School:</b>	Pomona Middle School	<b>Principal</b>	Angela Alexander
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School Leadership Team	
Name	Title/Organization
Angela Alexander	Principal
Madeline Paneto	Assistant Principal
Madrid Boyd	Assistant Principal
Erica Johnson-Abrahams	Academic Standards Facilitator
Andrew J. Costa	Mathematics Teacher
Maria Fontes-Padron	World Languages Teacher
Stephan Gaffin	Special Education Teacher
Barbara Jean	ENL Teacher
Kate Johnson	Reading Teacher
Juan Lopez	World Languages Teacher
Ashley Richman	Special Education Teacher
Adrianny Rodriguez	World Languages Teacher
Maricrys Ruiz	ENL Teacher
Darlene Arbit	ELA Teacher

Priorities
<p>To allow for more flexibility, ERCSD will have schools organize their comprehensive plans around school-identified “Priorities.” These Priorities may connect closely to the Strategic Academic Plan, specific subgroups and/or accountability indicators, or they may cover broader initiatives the district has identified as necessary to implement to promote success during the 2020-21 school year.</p> <p>First, the school should reflect on its review of data, practices, and resources to identify Priorities that the school will focus on in the 2020-21 comprehensive plan.</p>
<p>Pillar 1:</p> <ul style="list-style-type: none"> <li>• Improve capacity for Remote Learning by engaging staff in digital learning and plan for professional learning with consultants focused on technology and tools to meet individual teacher needs. This includes:</li> <li>• Professional Learning focused on the functionality of technology used for remote and hybrid</li> </ul>

learning.

- Professional Learning focused on remote and hybrid instructional strategies that support The Foundational Five.
- Timely and explicit feedback regarding instructional practices by school leaders when using the learning walk tool; class visits will occur in person and/or virtually to provide actionable feedback.

Pillar 2:

- Focus on improving attendance by continuing to address chronic absenteeism and improve parent/caregiver awareness of how absenteeism negatively affects student achievement and social emotional learning and connection with school. Continue to establish and use systems that communicate the importance of school attendance and identify and address barriers beyond the capacity of the school that is hindering attendance.
- Strengthen the home-school connection, including training (instructional and social emotional), engagement, and communication opportunities for families. Providing social emotional supports to students and families.
- Use multiple means of communication as well as positive communication with parents and community members. Make sure the school is using all available communication means to reach families.
- Make sure families are provided guidance and support on how remote learning works and the expectations for it when students are learning remotely.

Pillar 3:

- Continue to build a Data-Driven Culture that leads to improved instruction and student achievement. Use a continuous assessment process (common summative/interim and formative) (assessments are built within Schoology aligned to standards). Use data consistently with progress recorded in and informed by the Vital Scorecard
- We want students being able to monitor their own progress; this is part of our focus for professional learning communities and what strategies and best-practices we will use with students to achieve this.
- Continue to provide professional learning focused on professional learning communities and data driven instruction.
- Identify power standards. This will include identifying and planning for the use of key strategies in each content area and by grade level.
- Use assessment and other forms data at least weekly to strategize, plan and deliver targeted instructional interventions for all students, including remediation and enrichment.

Pillar 4:

- Use the cycle of inquiry to establish best practices throughout the school.
- Use various data sets to inform proficiency of our cycle of inquiry system.
- Strengthen our use of student data to inform targeted instruction (*including STAR and Module data, whether virtual or brick-and-mortar*).

## Strategic Academic Plan: Pillar 1

Pillar 1	District Statement of Practice
High Expectations for Teaching and Learning	*Align and articulate standards-based unit and lesson plans across all grades. *Increase student engagement and ownership of learning.

### DTSDE Tenet Alignment (please check)

1		2		3	X	4	X	5		6	
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#### Goal (Specific, Measurable, Attainable, Relevant, and Timely):

By June 2021, 100% of teachers will consistently utilize effective instructional practices, such as unpacking learning targets, higher order thinking skills, engagement strategies, and differentiation in their daily instructional practices.

#### Quarterly Measures of Success:

- Measures of Success (Vital Signs) in the areas of Student Learning and Growth will be set by Performance Fact © pending baseline data.
- Measures of Success (Vital Signs) in the areas of Teaching and Learning (Foundational Five PLC ©, Leveraged Leadership PLC © and Data Surveys – Staff, Student and Family PLC ©) will be set by PLC pending baseline data.
- If accurate baseline data is available, Measures of Success may be set now.
- In the case that there are Goals outside of these areas above which are linked to the Strategic Academic Plan, PLC together with the individual school, will set Quarterly Measure of Success.

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets
Foundational Five	Foundational Five	Foundational Five	Foundational Five
HE/E SO %	HE/E SO %	HE/E SO %	HE/E SO %
HE/E SE %	HE/E SE %	HE/E SE %	HE/E SE %
HE/E HOQ %	HE/E HOQ %	HE/E HOQ %	HE/E HOQ %
HE/E CFU %	HE/E CFU %	HE/E CFU %	HE/E CFU %
HE/E DIP %	HE/E DIP %	HE/E DIP %	HE/E DIP %
Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)

Organizational Data	Organizational Data	Organizational Data	Organizational Data
Staff Survey Question	Staff Survey Question	Staff Survey Question	Staff Survey Question
Student Survey Question	Student Survey Question	Student Survey Question	Student Survey Question
Family Survey Question	Family Survey Question	Family Survey Question	Family Survey Question
Other:	Other:	Other:	Other:
90% Attendance at PD offerings	95% Attendance at PD offerings	100% Attendance at PD offerings	100% Attendance at PD offerings
70% of teachers proficiently using effective instructional practices as measured by Learning Walk Tool	80% of teachers proficiently using effective instructional practices as measured by Learning Walk Tool	90% of teachers proficiently using effective instructional practices as measured by Learning Walk Tool	100% of teachers proficiently using effective instructional practices as measured by Learning Walk Tool

### Action Plans:

<b>Dates:</b> August - June	<b>Action Plan:</b>
August 2020	<p><b>Action 1:</b> Design presentation and plan for staff expectations and structures for remote and hybrid learning</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> School leader, ASF and SLT</p> <p><b>Frequency:</b> One time</p> <p><b>Intended Impact:</b> To ensure all teachers and staff have a common understanding of the expectations and structures of remote and hybrid learning to maintain consistency throughout each of the grade levels during daily instruction and learning.</p>
August - September 2020	<p><b>Action 2:</b> Design overview and plan for student expectations and structures for remote and hybrid learning.</p> <p><b>Responsible:</b> School leader, ASF, teaching faculty, support staff</p> <p><b>Participants:</b> Students</p> <p><b>Frequency:</b> Initial build (August) and then review with faculty to finalize (September 8 and 9)</p> <p><b>Intended Impact:</b> To ensure all students have a common understanding of the expectations and structures for both remote and hybrid learning to maintain consistency throughout all grade levels.</p>
Day #1 September 2020 Professional Learning Day	<p><b>Action 3:</b> Present to staff at the opening meeting expectations and structures for remote and hybrid learning.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> All faculty and staff</p> <p><b>Frequency:</b> One time, but record session for reinforcement and review.</p> <p><b>Intended Impact:</b> To ensure all teachers and staff have a common understanding of the expectations and structures of remote and hybrid learning to maintain consistency</p>

	throughout each of the grade levels during daily instruction and learning.
Day #2 September 2020 Professional Learning Day	<p><b>Action 4:</b> Review the Learning Walk Tool with teachers.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> All staff</p> <p><b>Frequency:</b> One time</p> <p><b>Intended Impact:</b> Teachers will have a deeper understanding of the Walk-Through Tool and the effective instructional practices “look-fors,” such as unpacking learning targets, higher-order thinking skills, engagement strategies, and differentiation.</p>
September – October 2020	<p><b>Action 5:</b> Explicitly plan for and embed within instruction and learning the student expectations and structures for remote and hybrid learning. Practice for this is embedded within instruction and learning. (Includes the elements of PLC Associates Transforming Learning series.)</p> <p><b>Responsible:</b> School leader, ASF, teaching faculty, support staff</p> <p><b>Participants:</b> Students</p> <p><b>Frequency:</b> Daily in September and October</p> <p><b>Intended Impact:</b> To ensure all students have a common understanding of the expectations and structures for both remote and hybrid learning to maintain consistency throughout all grade levels.</p>
September - December 2020	<p><b>Action 6:</b> Professional Learning focused on the functionality of technology used for remote and hybrid learning. (Supported by ERCSD Instructional Technology Plan and PLC Associates Transforming Learning series.)</p> <p><b>Responsible:</b> School leader, ASF, PLC Associates, district Instructional Technology Coach</p> <p><b>Participants:</b> School leader, ASF, faculty and staff</p> <p><b>Frequency:</b> September through November bi-weekly, one time in December</p> <p><b>Intended Impact:</b> To deepen the understanding of how each digital tool works and supports remote and hybrid learning.</p>
September - December 2020	<p><b>Action 7:</b> Professional Learning focused on remote and hybrid instructional strategies that support The Foundational Five - High Quality, Student-Centered Learning for every student. (Supported by PLC Associates Foundational Five series and Transforming Learning series and Drill Down sessions.)</p> <p><b>Responsible:</b> School leader, ASF, PLC Associates</p> <p><b>Participants:</b> Faculty and staff</p> <p><b>Frequency:</b> September through November bi-weekly, one time in December</p> <p><b>Intended Impact:</b> To deepen faculty understanding of how technology tools support high-quality, student-centered remote instruction.</p>
September - November 2020	<p><b>Action 8:</b> Professional Learning specifically focused on remote and hybrid feedback from teacher to student, student to student, plus student reflection. (Supported by- PLC Associates: Transforming Learning series and Drill Down sessions.)</p> <p><b>Responsible:</b> PLC Associates</p> <p><b>Participants:</b> School leader, ASF, faculty and staff</p> <p><b>Frequency:</b> Three times, one per month</p> <p><b>Intended Impact:</b> To provide teachers an understanding and successful implementation of virtual feedback and reflection strategies resulting in high student engagement and student ownership for their learning.</p>
November – December 2020	<p><b>Action 9:</b> Explicitly plan for and embed within instruction and learning the student expectations and structures for remote and hybrid learning. Practice for this is embedded within instruction and learning. (Includes the elements of PLC Associates Transforming Learning series.)</p>

	<p><b>Responsible:</b> School leader, ASF, teaching faculty, support staff</p> <p><b>Participants:</b> Students</p> <p><b>Frequency:</b> Ongoing as noted from learning walks</p> <p><b>Intended Impact:</b> To ensure all students have a common understanding of the expectations and structures for both remote and hybrid learning to maintain consistency throughout all grade levels.</p>
September – December 2020	<p><b>Action 10:</b> Professional learning about conducting learning walks in a virtual and hybrid school environment. (Supported by PLC Associates Leveraged Leadership series.)</p> <p><b>Responsible:</b> District leadership, PLC Associates</p> <p><b>Participants:</b> School leader, ASF</p> <p><b>Frequency:</b> Per calendar with PLC Associates (Leveraged Leadership)</p> <p><b>Intended Impact:</b> Improve principal and ASF capacity to provide meaningful and timely feedback to teachers regarding best practices in a virtual and hybrid school environment.</p>
September - December 2020	<p><b>Action 11:</b> Teaching staff will implement the effective instructional practices (Foundational Five) in their daily practice.</p> <p><b>Responsible:</b> Teaching staff</p> <p><b>Participants:</b> Teaching staff</p> <p><b>Frequency:</b> Daily</p> <p><b>Intended Impact:</b> Students are engaged in rigorous learning which allow them to have a clear understanding of their learning expectations.</p>
September – December 2020	<p><b>Action 12:</b> Teaching staff will implement the effective instructional technology practices and expectations for Remote Learning in their daily practice. (Includes the elements of PLC Associates Transforming Learning series.)</p> <p><b>Responsible:</b> Teaching staff</p> <p><b>Participants:</b> Teaching staff</p> <p><b>Frequency:</b> Daily</p> <p><b>Intended Impact:</b> Teachers will include the effective instructional practices and expectations for Remote Learning which will allow students to have a clear understanding of their learning expectations and the ability to successfully use their device both in school and during remote learning.</p>
September – December 2020	<p><b>Action 13:</b> Use the learning walk tool to monitor the implementation of instructional strategies that support The Foundational Five and remote and hybrid instruction and learning, and provide immediate feedback to teachers.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> School leader, ASF, and teaching staff</p> <p><b>Frequency:</b> Conducted 5x/day with immediate feedback- follow the district 5/20/80 (day/week/month) expectation</p> <p><b>Intended Impact:</b> To help monitor the use of specific strategies and practices, and provide feedback that supports teacher ownership of practice, and deepens the proficiency and understanding of the "look-fors," including the implementation of effective instructional technology practices for remote and hybrid instruction and learning.</p>
September – December 2020	<p><b>Action 14:</b> Share learning walk data with staff to celebrate successes and determine future needs.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> All faculty and staff</p> <p><b>Frequency:</b> Monthly at faculty meetings</p> <p><b>Intended Impact:</b> Improve teacher practices in the "look-fors," as evidenced by the</p>

	learning walk tool that leads to higher student engagement in the classroom, improve student achievement, and improve student success when using their device both in school and during remote learning.
<b>Dates:</b> January - June	<b>Action Plan:</b>
January – June 2021	<p><b>Action 15:</b> Professional Learning focused on the functionality of technology used for remote and hybrid learning. (Supported by ERCSD Instructional Technology Plan and PLC Associates Transforming Learning series.)</p> <p><b>Responsible:</b> School leader, ASF, PLC Associates, district Instructional Technology Coach</p> <p><b>Participants:</b> School leader, ASF, faculty and staff</p> <p><b>Frequency:</b> One time monthly</p> <p><b>Intended Impact:</b> To deepen the understanding of how each digital tool works and supports remote and hybrid learning.</p>
January – June 2021	<p><b>Action 16:</b> Professional Learning focused on remote and hybrid instructional strategies that support The Foundational Five - High Quality, Student-Centered Learning for every student. (Supported by PLC Associates Foundational Five series, Transforming Learning series and Drill Down sessions.)</p> <p><b>Responsible:</b> School leader, ASF, PLC Associates</p> <p><b>Participants:</b> Faculty and staff</p> <p><b>Frequency:</b> One time monthly</p> <p><b>Intended Impact:</b> To deepen faculty understanding of how technology tools support high-quality, student-centered remote instruction.</p>
January – June 2021	<p><b>Action 17:</b> Explicitly plan for and embed within instruction and learning the student expectations and structures for remote and hybrid learning. Practice for this is embedded within instruction and learning.</p> <p><b>Responsible:</b> School leader, ASF, teaching faculty, support staff</p> <p><b>Participants:</b> Students</p> <p><b>Frequency:</b> Ongoing as noted from learning walks</p> <p><b>Intended Impact:</b> To ensure all students have a common understanding of the expectations and structures for both remote and hybrid learning to maintain consistency throughout all grade levels.</p>
January – June 2021	<p><b>Action 18:</b> Professional learning about conducting learning walks in a virtual and hybrid school environment. (Supported by PLC Associates Leveraged Leadership series.)</p> <p><b>Responsible:</b> District leadership, PLC Associates</p> <p><b>Participants:</b> School leader, ASF</p> <p><b>Frequency:</b> Per calendar with PLC Associates (Leveraged Leadership)</p> <p><b>Intended Impact:</b> Improve principal and ASF capacity to provide meaningful and timely feedback to teachers regarding best practices in a virtual and hybrid school environment.</p>
January – June 2021	<p><b>Action 19:</b> Teaching staff will implement the effective instructional practices (Foundational Five) in their daily practice.</p> <p><b>Responsible:</b> Teaching staff</p> <p><b>Participants:</b> Teaching staff</p> <p><b>Frequency:</b> Daily</p> <p><b>Intended Impact:</b> Students are engaged in rigorous learning which allow them to have a clear understanding of their learning expectations.</p>
January – June 2021	<p><b>Action 20:</b> Teaching staff will implement the effective instructional technology practices and expectations for Remote Learning in their daily practice. (Includes the elements of PLC Associates Transforming Learning series.)</p>

	<p><b>Responsible:</b> Teaching staff  <b>Participants:</b> Teaching staff  <b>Frequency:</b> Daily  <b>Intended Impact:</b> Teachers will include the effective instructional practices and expectations for Remote Learning which will allow students to have a clear understanding of their learning expectations and the ability to successfully use their device both in school and during remote learning.</p>
January – June 2021	<p><b>Action 21:</b> Use the learning walk tool to monitor the implementation of instructional strategies that support The Foundational Five and remote and hybrid instruction and learning, and provide immediate feedback to teachers.  <b>Responsible:</b> School leader  <b>Participants:</b> School leader and teaching staff  <b>Frequency:</b> Conducted 5x/day with immediate feedback- follow the district 5/20/80 (day/week/month) expectation  <b>Intended Impact:</b> To help monitor the use of specific strategies and practices, and provide feedback that supports teacher ownership of practice, and deepens the proficiency and understanding of the "look-fors," including the implementation of effective instructional technology practices for remote and hybrid instruction and learning.</p>
January – June 2021	<p><b>Action 22:</b> Share learning walk data with staff to celebrate successes and determine future needs.  <b>Responsible:</b> School leader and ASF  <b>Participants:</b> All faculty and staff  <b>Frequency:</b> Monthly at faculty meetings  <b>Intended Impact:</b> Improve teacher practices in the "look-fors" as evidenced by the learning walk tool that leads to higher student engagement in the classroom, improve student achievement, and improve student success when using their device both in school and during remote learning.</p>

**Progress Monitoring: Plan Implementation**

Quarter	Describe the degree of Comprehensive School Plan implementation, including progress toward the Goal, degree of implementation and impact of Action Plans, other successes and challenges which may be present.
1	
2	



<b>3</b>	
<b>4</b>	

## Strategic Academic Plan: Pillar 2

Pillar 2	District Statement of Practice
Culture of Safety and Strong Relationships with Families and Community	*Encourage and empower families through sharing data, promoting dialogue, centered on student learning, success, and needs.

### DTSDE Tenet Alignment (please check)

1		2		3		4		5	X	6	X
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Goal (Specific, Measurable, Attainable, Relevant, and Timely):
G#1: By June 2021, the school's chronic absenteeism rate will decrease by 10% as measured by average daily attendance rate by student.
G#2: By June 2021, 100% of teachers will use multiple communication strategies and tools to improve family communication in order to increase student achievement and the home-school (social-emotional) connections.

### Quarterly Measures of Success:

- Measures of Success (Vital Signs) in the areas of Student Learning and Growth will be set by Performance Fact © pending baseline data.
- Measures of Success (Vital Signs) in the areas of Teaching and Learning (Foundational Five PLC ©, Leveraged Leadership PLC © and Data Surveys – Staff, Student and Family PLC ©) will be set by PLC pending baseline data.
- If accurate baseline data is available, Measures of Success may be set now.
- In the case that there are Goals outside of these areas above which are linked to the Strategic Academic Plan, PLC together with the individual school, will set Quarterly Measure of Success.

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets
Foundational Five	Foundational Five	Foundational Five	Foundational Five
HE/E SO %	HE/E SO %	HE/E SO %	HE/E SO %
HE/E SE %	HE/E SE %	HE/E SE %	HE/E SE %
HE/E HOQ %	HE/E HOQ %	HE/E HOQ %	HE/E HOQ %
HE/E CFU %	HE/E CFU %	HE/E CFU %	HE/E CFU %
HE/E DIP %	HE/E DIP %	HE/E DIP %	HE/E DIP %
Leveraged Leadership	Leveraged Leadership	Leveraged Leadership	Leveraged Leadership

(With Leadership Only)	(With Leadership Only)	(With Leadership Only)	(With Leadership Only)
Organizational Data	Organizational Data	Organizational Data	Organizational Data
Staff Survey Question	Staff Survey Question	Staff Survey Question	Staff Survey Question
Student Survey Question	Student Survey Question	Student Survey Question	Student Survey Question
Family Survey Question	Family Survey Question	Family Survey Question	Family Survey Question
Other:	Other:	Other:	Other:
90% Attendance (combined in-school and remote learning)	92% Attendance (combined in-school and remote learning)	94% Attendance (combined in-school and remote learning)	96% Attendance (combined in-school and remote learning)
75% of families are engaged in communication with school staff on a weekly basis about their child's progress. <i>(Data from Remind Communication Tool; and Schoology)</i>	80% of families are engaged in communication with school staff on a weekly basis about their child's progress. <i>(Data from Remind Communication Tool; and Schoology)</i>	90% of families are engaged in communication with school staff on a weekly basis about their child's progress. <i>(Data from Remind Communication Tool; and Schoology)</i>	100% of families are engaged in communication with school staff on a weekly basis about their child's progress. <i>(Data from Remind Communication Tool; and Schoology)</i>
Parent Attendance at Virtual Workshops and Events (includes PTA Meetings) establishes baseline %.	Parent Attendance at Virtual Workshops and Events (includes PTA Meetings) will increase by 10% from the prior Quarter.	Parent Attendance at Virtual Workshops and Events (includes PTA Meetings) will increase by 10% from the prior Quarter.	Parent Attendance at Virtual Workshops and Events (includes PTA Meetings) will increase by 10% from the prior Quarter.

**Action Plans:**

Dates:	Action Plan:
August - December	
July – August 2020 G2	<p><b>Action 1:</b> Design “Family Guidance and Support” Learning Sessions for Remote Learning</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> School leader, ASF and School Leadership Team (SLT)</p> <p><b>Frequency:</b> One time</p> <p><b>Intended Impact:</b> To develop a plan to help ensure all families understand how to facilitate home learning, how to assist their child during flexible home learning, and how to effectively communicate with school staff.</p>
August 2020 G2	<p><b>Action 2:</b> Create the Family and School Engagement Survey</p> <p><b>Responsible:</b> School leader, ASF, Social-Emotional Learning (SEL) team, Family Resource Coordinator (FRC)</p> <p><b>Participants:</b> Parents/caretakers</p> <p><b>Frequency:</b> One time</p> <p><b>Intended Impact:</b> To collect data that will inform a data-driven plan to provide ongoing</p>

	training and events to parents and caregivers regarding effective strategies to support student achievement, collaboration and communication.
August - December 2020  G1 & G2	<b>Action 3:</b> Ensure that all activities and communications are designed and delivered in multiple languages and formats. <b>Responsible:</b> School leader, ASF, interpreters <b>Participants:</b> All staff, families, students <b>Frequency:</b> As needed <b>Intended Impact:</b> To ensure all families and students are able to navigate the platforms and participate in sessions for remote learning and hybrid learning in their home language (Spanish, French, Creole).
August 2020  G2	<b>Action 4:</b> Create a norming process for virtual meeting protocol when working with families/parents and embed within the “Family Guidance and Support Sessions” <b>Responsible:</b> School leader, ASF, teaching faculty, SEL team, FRC <b>Participants:</b> All staff, families, students <b>Frequency:</b> One time <b>Intended Impact:</b> To ensure all families have an understanding of virtual meeting protocols for remote and hybrid learning.
August - December 2020  G1 & G2	<b>Action 5:</b> School leaders will send eNewsletters to parents explaining the importance of regular school attendance and the connection to school success. The attendance committee will create a display in the school emphasizing the importance of regular school attendance. <b>Responsible:</b> School leader and ASF <b>Participants:</b> School leader, staff, SLT, PBIS Committee <b>Frequency:</b> eNewsletters are sent at the beginning of the school year and quarterly. <b>Intended Impact:</b> To inform parents and students of the impact absenteeism has on learning and social-emotional development.
September 2020  G2	<b>Action 6:</b> Conduct the Family Guidance and Support Baseline Survey <b>Responsible:</b> School leader, ASF, Social-Emotional Learning (SEL) team, Family Resource Coordinator (FRC) <b>Participants:</b> Parents/caretakers <b>Frequency:</b> One time <b>Intended Impact:</b> To collect data that will inform a data-driven plan to provide ongoing training and events to parents and caregivers regarding effective strategies to support student achievement, collaboration and communication.
September 2020  G2	<b>Action 7:</b> Presentation to staff at the opening meeting to highlight “Family Guidance and Support” Learning Sessions for Remote Learning with a focus on communication. <b>Responsible:</b> School leader, ASF, SEL team, FRC <b>Participants:</b> All faculty and staff <b>Frequency:</b> One time <b>Intended Impact:</b> To educate teachers on the different platforms and how they lend themselves to communication with parents and students. To begin conversations on what items warrant communication with families and how teachers will track it month to month. Make communication with parents succinct, pertinent and informative, with actionable feedback.
August – December 2020  G2	<b>Action 8:</b> Create and conduct virtual sessions including Back-to-School Night, Parent Workshops, PTA meetings, Parent-Teacher Conferences. <b>Responsible:</b> School leader, ASF, all staff <b>Participants:</b> All staff, families, students

	<p><b>Frequency:</b> Per school and district calendars. Per introduction of each digital tool</p> <p><b>Intended Impact:</b> To ensure all families have opportunities to participate in sessions for remote and hybrid learning.</p>
September 2020 G2	<p><b>Action 9:</b> Deliver “Family Guidance and Support” Learning Sessions for Remote Learning</p> <p><b>Responsible:</b> School leader, ASF, SLT, FRC</p> <p><b>Participants:</b> Parents and families</p> <p><b>Frequency:</b> One time per week throughout the month of September</p> <p><b>Intended Impact:</b> To ensure all families understand how to facilitate home learning, how to assist their child during flexible home learning, and how to effectively communicate with school staff.</p>
September - October 2020 G2	<p><b>Action 10:</b> Collect baseline data on attendance during meetings and the family communication with teachers and school staff.</p> <p><b>Responsible:</b> School leader, ASF, SLT, FRC</p> <p><b>Participants:</b> School leader, ASF, SLT, FRC and PTA members</p> <p><b>Frequency:</b> Bi-weekly (PTA meetings)</p> <p><b>Intended Impact:</b> To ensure all families understand how to effectively communicate with school staff, how to join PTA meetings to receive information about the school and ask questions. To assess the need of different PTA options (venues, times, languages)</p>
September – December 2020 G2	<p><b>Action 11:</b> Create and conduct virtual sessions to teach the various digital tools to parents and families.</p> <p><b>Responsible:</b> School leader, School Leadership Team, district Instructional Technology Coach, Library Media Specialist</p> <p><b>Participants:</b> All Staff, families, students</p> <p><b>Frequency:</b> Per introduction of each digital tool and follow-up sessions</p> <p><b>Intended Impact:</b> To ensure all families have opportunities to engage in school events and learning tools their children use.</p>
September – December 2020 G2	<p><b>Action 12:</b> Parents will provide feedback through the completion of digital surveys after live/digital workshops.</p> <p><b>Responsible:</b> School leader, ASF, FRC, School Leadership Team, district support</p> <p><b>Participants:</b> School community</p> <p><b>Frequency:</b> After each live/digital workshop</p> <p><b>Intended Impact:</b> Collect data that can lead to improving family communication in order to increase student achievement and the home-school connection as measured by data sets obtained from the various tools.</p>
September – December 2020 G1 & G2	<p><b>Action 13:</b> Create and provide a bank of resources to support parent access to various remote learning platforms.</p> <p><b>Responsible:</b> School leader, ASF, FRC, School Leadership Team, district support, Library Media Specialist</p> <p><b>Participants:</b> School community</p> <p><b>Frequency:</b> Updated one time per month</p> <p><b>Intended Impact:</b> Improve family communication in order to increase student achievement and the home-school connection as measured by data sets obtained from the various tools.</p>
September – December 2020 G2	<p><b>Action 14:</b> Parents will be informed of school-provided programs using the district allocated communication systems and school calendar.</p> <p><b>Responsible:</b> School leader, FRC, SEL team</p> <p><b>Participants:</b> Parents</p> <p><b>Frequency:</b> Monthly, per school and district calendars.</p>

	<b>Intended Impact:</b> To increase parents' awareness of school events and programs.
September – December 2020  G1	<b>Action 15:</b> Tracking students' attendance both at school and during remote learning and notifying parents/families of absence. <b>Responsible:</b> Classroom teachers, school leaders with office attendance secretary <b>Participants:</b> Students and families <b>Frequency:</b> Daily <b>Intended Impact:</b> To improve students' and family's perceptions of school by forming positive relationships with adults in the school that inform students and parents of the impact absenteeism has on learning and social-emotional development.
September – December 2020  G1	<b>Action 16:</b> The CST will create and maintain a shared folder and provide RTI resources for teachers. <b>Responsible:</b> CST members and classroom teachers <b>Participants:</b> Classroom teachers <b>Frequency:</b> At least once, adding to the folder as needed monthly <b>Intended Impact:</b> To assist teachers in strategies and resources that can help decrease behavioral/academic referrals and increase student achievement.
October - December 2020  G1	<b>Action 17:</b> Develop and distribute to faculty and support staff an "at-risk" list of students who are absent an average of 2 or more days a month <b>Responsible:</b> School leaders and Student Attendance Committee <b>Participants:</b> School leaders and Student Attendance Committee, Guidance <b>Frequency:</b> Monthly <b>Intended Impact:</b> To focus school to student connections that increase student engagement and promote the social-emotional well-being of the students.
October – December 2020  G2	<b>Action 18:</b> Monitor, assess, and reevaluate the frequency and content of communication happening between families and teaching staff through data collection in Remind and other communication platforms. <b>Responsible:</b> School leader, ASF, FRC Team <b>Participants:</b> School leader, ASF, FRC Team <b>Frequency:</b> Once monthly <b>Intended Impact:</b> Compare and address changes needed to communicate with families. To give teachers specific feedback on the quality of communication with families. To ensure all families are informed of and have opportunities to participate in sessions for remote and hybrid meetings and workshops.
<b>Dates:</b> January - June	<b>Action Plan:</b>
January – June 2021  G1 & G2	<b>Action 19:</b> Ensure that all activities and communications are designed and delivered in multiple languages and formats. <b>Responsible:</b> School leader, ASF, interpreters <b>Participants:</b> All staff, families, students <b>Frequency:</b> As needed <b>Intended Impact:</b> To ensure all families and students are able to navigate the platforms and participate in sessions for remote learning and hybrid learning in their home language (Spanish, French, Creole).
January – June 2021  G1 & G2	<b>Action 20:</b> School leaders will send eNewsletters to parents explaining the importance of regular school attendance and the connection to school success. The attendance committee will create a display in the school emphasizing the importance of regular school attendance. <b>Responsible:</b> School leader

	<p><b>Participants:</b> School leader, staff, SLT, PBIS committee</p> <p><b>Frequency:</b> eNewsletters are sent at the beginning of the school year and quarterly.</p> <p><b>Intended Impact:</b> To inform parents and students of the impact absenteeism has on learning and social-emotional development.</p>
January 2021 G2	<p><b>Action 21:</b> Conduct the Family Guidance and Support Midyear Survey</p> <p><b>Responsible:</b> School leader, ASF, SEL team, FRC</p> <p><b>Participants:</b> Parents/caretakers</p> <p><b>Frequency:</b> One time</p> <p><b>Intended Impact:</b> To collect data that will inform a data-driven plan to provide ongoing training and events to parents and caregivers regarding effective strategies to support student achievement, collaboration, and communication.</p>
January 2021 G2	<p><b>Action 22:</b> Review the Family Guidance and Support Midyear Survey</p> <p><b>Responsible:</b> School leader, ASF, Faculty</p> <p><b>Participants:</b> Parents and guardians</p> <p><b>Frequency:</b> One time</p> <p><b>Intended Impact:</b> To develop a data-driven plan to provide ongoing training to parents and caregivers regarding effective strategies to support student achievement.</p>
January – June 2021 G2	<p><b>Action 23:</b> Create and conduct virtual sessions including Parent Workshops, PTA meetings, Parent-Teacher Conferences.</p> <p><b>Responsible:</b> School leader, ASF, all Staff</p> <p><b>Participants:</b> All staff, families, students</p> <p><b>Frequency:</b> Per school and district calendars. Per introduction of each digital tool</p> <p><b>Intended Impact:</b> To ensure all families have opportunities to participate in sessions for remote and hybrid learning.</p>
January – June 2021 G2	<p><b>Action 24:</b> Create and conduct virtual sessions to teach the various digital tools to parents and families.</p> <p><b>Responsible:</b> School leader, ASF, School Leadership Team, district Instructional Technology Coach</p> <p><b>Participants:</b> All staff, families, students</p> <p><b>Frequency:</b> Per introduction of each digital tool and follow-up sessions.</p> <p><b>Intended Impact:</b> To ensure all families have opportunities to engage in school events and learning tools their children use.</p>
January – June 2021 G2	<p><b>Action 25:</b> Parents will provide feedback through the completion of digital surveys after live/digital workshops.</p> <p><b>Responsible:</b> School leader, ASF, FRC, School Leadership Team, district support</p> <p><b>Participants:</b> School community</p> <p><b>Frequency:</b> After each live/digital workshop</p> <p><b>Intended Impact:</b> Collect data that can lead to improving family communication in order to increase student achievement and the home-school connection as measured by data sets obtained from the various tools.</p>
January – June 2021 G2	<p><b>Action 26:</b> Create and maintain a bank of resources to support parent access to various remote learning platforms.</p> <p><b>Responsible:</b> School leader(s), FRC, SLT, district support, Library Media Specialist</p> <p><b>Participants:</b> School community</p> <p><b>Frequency:</b> Updated one time per month</p> <p><b>Intended Impact:</b> Improve family communication in order to increase student achievement and the home-school connection as measured by data sets obtained from the various tools.</p>

January – June 2021 G2	<p><b>Action 27:</b> Review parent involvement data to improve the home-school connection.</p> <p><b>Responsible:</b> School leader, ASF, FRC Team</p> <p><b>Participants:</b> School leader, ASF, FRC Team</p> <p><b>Frequency:</b> Once monthly</p> <p><b>Intended Impact:</b> To deepen the understanding of, and increase the use of, technology tools used to support high-quality, student-centered hybrid remote instruction. The greater family understanding and connection, the greater support for students.</p>
January – June 2021 G2	<p><b>Action 28:</b> Parents will be informed of school-provided programs using the district allocated communication systems and school calendar.</p> <p><b>Responsible:</b> School leader, FRC, SEL team</p> <p><b>Participants:</b> Parents</p> <p><b>Frequency:</b> Monthly, per school and district calendars.</p> <p><b>Intended Impact:</b> To increase parents’ awareness of school events and programs.</p>
January – June 2021 G2	<p><b>Action 29:</b> Monitor, assess, and reevaluate the frequency and content of communication happening between families and teaching staff through data collection in Remind and other communication platforms.</p> <p><b>Responsible:</b> School leader, ASF, FRC Team</p> <p><b>Participants:</b> School leader, ASF, FRC Team</p> <p><b>Frequency:</b> Once monthly</p> <p><b>Intended Impact:</b> Compare and address changes needed to communicate with families. To give teachers specific feedback on the quality of communication with families. To ensure all families are informed of and have opportunities to participate in sessions for remote and hybrid meetings and workshops.</p>
January – June 2021 G2	<p><b>Action 30:</b> Reevaluate- Continue discussions during PTA meetings around the three major components (structure, assistance, &amp; communication). Facilitate discussions around specific parent scenarios with which they need assistance.</p> <p><b>Responsible:</b> School leader, ASF, FRC Team</p> <p><b>Participants:</b> School leader, ASF, FRC Team and PTA members</p> <p><b>Frequency:</b> PTA meeting calendar, monthly</p> <p><b>Intended Impact:</b> To help ensure all families understand how to facilitate home learning (structure), how to assist their child during flexible home learning (assistance), and how to effectively communicate with school staff (communication). To assess the need of different PTA options (venues, times, languages).</p>
January – March 2021 G2	<p><b>Action 31:</b> Restructure and Set Goals using a variety of specific feedback from stakeholders with a view towards the 2021-2022 school year.</p> <p><b>Responsible:</b> School leader, ASF, FRC Team</p> <p><b>Participants:</b> All faculty and staff</p> <p><b>Frequency:</b> One time per month</p> <p><b>Intended Impact:</b> To ensure that communication with families is succinct, pertinent and informative, with actionable feedback. To improve the ongoing communication between families using specific feedback from all stakeholders.</p>
January – June 2021 G1	<p><b>Action 32:</b> Continue to track student attendance both at school and during remote learning and notifying parents/families of absence.</p> <p><b>Responsible:</b> Classroom teachers, school leaders with office attendance secretary</p> <p><b>Participants:</b> Students and families</p> <p><b>Frequency:</b> Daily</p> <p><b>Intended Impact:</b> To improve students' and family’s perceptions of school by forming positive relationships with adults in the school that inform students and parents of the</p>



	impact absenteeism has on learning and social-emotional development.
January – June 2021 G1	<p><b>Action 33:</b> The CST will maintain a shared folder and provide RTI resources for teachers.  <b>Responsible:</b> CST members and classroom teachers  <b>Participants:</b> Classroom teachers  <b>Frequency:</b> At least once, adding to the folder as needed monthly  <b>Intended Impact:</b> To assist teachers in strategies and resources that can help decrease behavioral/academic referrals and increase student achievement.</p>
January – June 2021 G1	<p><b>Action 34:</b> Continue to develop and distribute to faculty and support staff an “at-risk” list of students who are absent an average of two or more days a month  <b>Responsible:</b> School leaders and Student Attendance Committee  <b>Participants:</b> School leaders and Student Attendance Committee, guidance  <b>Frequency:</b> Monthly  <b>Intended Impact:</b> To focus school to student connections that increase student engagement and promote the social-emotional well-being of the students.</p>
May 2021 G2	<p><b>Action 35:</b> Conduct the Family Guidance and Support Exit Survey  <b>Responsible:</b> School leader, ASF, SEL team, FRC Team  <b>Participants:</b> Parents/caretakers  <b>Frequency:</b> 1 time  <b>Intended Impact:</b> To collect data that will inform the effectiveness of the training and events provided to parents and caregivers regarding effective strategies to support student achievement, collaboration, and communication.</p>

**Progress Monitoring: Plan Implementation**

Quarter	Describe the degree of Comprehensive School Plan implementation, including progress toward the Goal, degree of implementation and impact of Action Plans, other successes and challenges which may be present.
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### Strategic Academic Plan: Pillar 3

Pillar 3	District Statement of Practice
Results-focused Professional Learning and Collaboration	*Provide robust pedagogical professional development and materials, aligned to curricular and instructional expectations for individual and subgroups of students.

#### DTSDE Tenet Alignment (please check)

1		2	X	3		4	X	5		6	
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Goal (Specific, Measurable, Attainable, Relevant, and Timely):
By June 2021, all professional staff will implement common methods of Data-Driven Instruction to provide timely and authentic feedback about student growth, instructional practices, and interventions with the intended result of increased student achievement for 90% of all 7th and 8th grade students, specifically students with disabilities and ENL student subgroups.

#### Quarterly Measures of Success:

- Measures of Success (Vital Signs) in the areas of Student Learning and Growth will be set by Performance Fact © pending baseline data.
- Measures of Success (Vital Signs) in the areas of Teaching and Learning (Foundational Five PLC ©, Leveraged Leadership PLC © and Data Surveys – Staff, Student and Family PLC ©) will be set by PLC pending baseline data.
- If accurate baseline data is available, Measures of Success may be set now.
- In the case that there are Goals outside of these areas above which are linked to the Strategic Academic Plan, PLC together with the individual school, will set Quarterly Measure of Success.

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets
Foundational Five	Foundational Five	Foundational Five	Foundational Five
HE/E SO %	HE/E SO %	HE/E SO %	HE/E SO %
HE/E SE %	HE/E SE %	HE/E SE %	HE/E SE %
HE/E HOQ %	HE/E HOQ %	HE/E HOQ %	HE/E HOQ %
HE/E CFU %	HE/E CFU %	HE/E CFU %	HE/E CFU %
HE/E DIP %	HE/E DIP %	HE/E DIP %	HE/E DIP %
Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)

Organizational Data	Organizational Data	Organizational Data	Organizational Data
Staff Survey Question	Staff Survey Question	Staff Survey Question	Staff Survey Question
Student Survey Question	Student Survey Question	Student Survey Question	Student Survey Question
Family Survey Question	Family Survey Question	Family Survey Question	Family Survey Question
Other:	Other:	Other:	Other:
90% Attendance at PD offerings	95% Attendance at PD offerings	100% Attendance at PD offerings	100% Attendance at PD offerings
80% of PLC Teams use the Agenda Minutes Tool (Google Doc)	85% of PLC Teams use the Agenda Minutes Tool (Google Doc)	90% of PLC Teams use the Agenda Minutes Tool (Google Doc)	100% of PLC Teams use the Agenda Minutes Tool (Google Doc)
45% of faculty conduct one Intervisitation	55% of faculty conduct one Intervisitation	65% of faculty conduct one Intervisitation	75% of faculty conduct one Intervisitation

### Action Plans:

<b>Dates:</b> August - December	<b>Action Plan:</b>
September 9, 2020	<p><b>Action 1:</b> Review the Professional Learning Communities (PLC) Planning and Data Tool Note Catcher and determine the norms of each team.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> All staff</p> <p><b>Frequency:</b> Once</p> <p><b>Intended Impact:</b> To ensure that teachers follow their norms and utilize the Tool and Note Catcher as per the Data-Cycle Protocols.</p>
September – December 2020	<p><b>Action 2:</b> Staff development provided on the process of Data-Driven Instruction and differentiated instruction; supports the school’s Professional Learning Community (PLC) process.</p> <p><b>Responsible:</b> Leadership team, coaches, PLC Associates</p> <p><b>Participants:</b> Coaches, grade-Level teams</p> <p><b>Frequency:</b> One time per month (September to December)</p> <p><b>Intended Impact:</b> To deepen the understanding of how to differentiate instruction and successfully use data to meet the needs, interests, and abilities of all students and sub groups.</p>
September - December 2020	<p><b>Action 3:</b> Grade-level teams will be provided with professional development on how to identify power standards. This will include identifying and planning for the use of key strategies that were implemented with students the previous year in ELA and Math.</p> <p><b>Responsible:</b> School leader, ASF, consultant</p> <p><b>Participants:</b> Grade-level classroom teachers and support staff</p> <p><b>Frequency:</b> One time per month (September to December)</p> <p><b>Intended Impact:</b> To create a clear and concise narrative that addresses how teachers</p>

	identify primary need(s) to be addressed in ELA and math.
September - December 2020	<p><b>Action 4:</b> Schedule and conduct intervisitations amongst teachers to observe implementation of established school goals.</p> <p><b>Responsible:</b> School leader, ASF and teaching staff</p> <p><b>Participants:</b> School leader, ASF and teaching staff</p> <p><b>Frequency:</b> Quarterly</p> <p><b>Intended Impact:</b> To strengthen staff achievement of school goals and improve instructional practices and academic achievement.</p>
September – November 2020	<p><b>Action 5:</b> Grade-level teams will collaborate to discuss power standards, unfinished learning, and key strategies that were implemented with students the previous year in each content area.</p> <p><b>Responsible:</b> School leader, ASF, and grade-level teams</p> <p><b>Participants:</b> Grade-level classroom teachers and support staff</p> <p><b>Frequency:</b> Two times per week, complete one six-week cycle</p> <p><b>Intended Impact:</b> To realign curriculum that includes essential learning and key strategies to support and address the results of regression and need for acceleration.</p>
September – December 2020	<p><b>Action 6:</b> Create common grade-level formative and summative assessments</p> <p><b>Responsible:</b> Department teachers</p> <p><b>Participants:</b> Department teachers</p> <p><b>Frequency:</b> Weekly</p> <p><b>Intended Impact:</b> To assess student performance across grade levels in all content areas.</p>
September – December 2020	<p><b>Action 7:</b> Deliver common grade-level formative and summative assessments</p> <p><b>Responsible:</b> Department teachers</p> <p><b>Participants:</b> Department teachers</p> <p><b>Frequency:</b> Weekly</p> <p><b>Intended Impact:</b> To assess student performance across grade levels in all content areas.</p>
September – December 2020	<p><b>Action 8:</b> Analyze common grade-level assessments in department PLCs</p> <p><b>Responsible:</b> Department teachers</p> <p><b>Participants:</b> Department teachers</p> <p><b>Frequency:</b> During PLC cycle</p> <p><b>Intended Impact:</b> To determine student areas of need and next steps for instruction.</p>
September – December 2020	<p><b>Action 9:</b> Teams meet, use data protocols, and report out data-informed interventions using PLC Planning and Data Tool Note Catcher.</p> <p><b>Responsible:</b> Faculty PLC teams</p> <p><b>Frequency:</b> Two times per week.</p> <p><b>Participants:</b> Faculty PLC teams</p> <p><b>Intended Impact:</b> To use the PLC Process (Plan, Do, Check, Respond), data protocols and interventions that address remediation and enrichment to support student success.</p>
September – December 2020	<p><b>Action 10:</b> Analyze data to determine skills-based interventions for identified level 1 and 2 students as well as students receiving intervention services with support staff.</p> <p><b>Responsible:</b> School leader, ASF</p> <p><b>Participants:</b> School leader, ASF, teaching staff</p> <p><b>Frequency:</b> Bi-weekly</p> <p><b>Intended Impact:</b> To build reading foundational skills to address needs of struggling readers to make the gains they need to be successful in their current grade (Improvement of academic achievement).</p>
September - December 2020	<p><b>Action 11:</b> Building leaders meet with individual teachers to review STAR and formative assessment data plus learning walk data to identify trends that inform individual teacher</p>

	<p>practices and next steps for instructional planning.  <b>Responsible:</b> School leader and ASF  <b>Participants:</b> All staff  <b>Frequency:</b> One per trimester  <b>Intended Impact:</b> To respond to needs by student and student groups both for remediation and enrichment.</p>
September – December 2020	<p><b>Action 12:</b> Grade-level teams meet with the school leader to review progress of teams and goals set using data protocol.  <b>Responsible:</b> School leader and ASF  <b>Participants:</b> Faculty PLC teams  <b>Frequency:</b> One time per month  <b>Intended Impact:</b> To assure that protocols are being used effectively.</p>
<b>Dates:</b> January - June	<b>Action Plan:</b>
January 2021	<p><b>Action 13:</b> Create a Mid-year PLC Survey (also used at End-of-Year)  <b>Responsible:</b> School leader and ASF  <b>Participants:</b> School leader and ASF  <b>Frequency:</b> Once  <b>Intended Impact:</b> To have a tool that allows building leadership and faculty to have collegial and collaborative conversation about the PLC process and share improvement considerations.</p>
January 2021	<p><b>Action 14:</b> Conduct PLC Survey  <b>Responsible:</b> School leader and ASF  <b>Participants:</b> Faculty PLC teams  <b>Frequency:</b> Once  <b>Intended Impact:</b> To provide faculty the opportunity to share their perceptions of the PLC process.</p>
January 2021	<p><b>Action 15:</b> Review PLC Survey  <b>Responsible:</b> School leader and ASF  <b>Participants:</b> School leader and ASF with faculty  <b>Frequency:</b> Once  <b>Intended Impact:</b> To analyze and reflect on the PLC process and discuss improvements on how to improve the process and supports.</p>
January – June 2021	<p><b>Action 16:</b> Schedule and conduct intervisitations amongst teachers to observe implementation of established school goals.  <b>Responsible:</b> School leader, ASF and teaching staff  <b>Participants:</b> School leader, ASF and teaching staff  <b>Frequency:</b> Quarterly  <b>Intended Impact:</b> To strengthen staff achievement of school goals and improve instructional practices and academic achievement.</p>
January – June 2021	<p><b>Action 17:</b> Create common grade-level formative and summative assessments  <b>Responsible:</b> Department teachers  <b>Participants:</b> Department teachers  <b>Frequency:</b> Weekly  <b>Intended Impact:</b> To assess student performance across grade levels in all content areas.</p>
January – June 2021	<p><b>Action 18:</b> Deliver common grade-level formative and summative assessments  <b>Responsible:</b> Department teachers  <b>Participants:</b> Department teachers</p>

	<p><b>Frequency:</b> Weekly</p> <p><b>Intended Impact:</b> To assess student performance across grade levels in all content areas.</p>
January – June 2021	<p><b>Action 19:</b> Analyze common grade-level assessments in department PLCs</p> <p><b>Responsible:</b> Department teachers</p> <p><b>Participants:</b> Department teachers</p> <p><b>Frequency:</b> During PLC cycle</p> <p><b>Intended Impact:</b> To determine student areas of need and next steps for instruction.</p>
January – June 2021	<p><b>Action 20:</b> Teams meet, use data protocols, and report out data-informed interventions using PLC Agenda Minutes and Data Tool Note Catcher.</p> <p><b>Responsible:</b> Faculty PLC teams</p> <p><b>Frequency:</b> Two times per week.</p> <p><b>Participants:</b> Faculty PLC teams</p> <p><b>Intended Impact:</b> To use the PLC Process (Plan, Do, Check, Respond), data protocols and interventions that address remediation and enrichment to support student success.</p>
January – June 2021	<p><b>Action 21:</b> Analyze data to determine skills-based interventions for identified level 1 and 2 students as well as students receiving intervention services with support staff.</p> <p><b>Responsible:</b> School leader, ASF</p> <p><b>Participants:</b> School leader, ASF, teaching staff</p> <p><b>Frequency:</b> Bi-weekly</p> <p><b>Intended Impact:</b> To build reading foundational skills to address needs of struggling readers to make the gains they need to be successful in their current grade (Improvement of academic achievement).</p>
January – June 2021	<p><b>Action 22:</b> School leaders meet with individual teachers to review STAR and formative assessment data plus learning walk data to identify trends that inform individual teacher practices and next steps for instructional planning.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> All staff</p> <p><b>Frequency:</b> Once per trimester</p> <p><b>Intended Impact:</b> To respond to needs by student and student groups both for remediation and enrichment.</p>
January – June 2021	<p><b>Action 23:</b> Grade-level teams meet with the school leader to review progress of teams and goals set using data protocol.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> Faculty PLC teams</p> <p><b>Frequency:</b> One time per month</p> <p><b>Intended Impact:</b> To assure that protocols are being used effectively.</p>
May 2021	<p><b>Action 24:</b> Conduct End-of-Year PLC Survey</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> Faculty PLC teams</p> <p><b>Frequency:</b> Once</p> <p><b>Intended Impact:</b> To provide faculty the opportunity to share their perceptions of the PLC process.</p>
May 2021	<p><b>Action 25:</b> Review End-of-Year PLC Survey</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> School leader and ASF with faculty</p> <p><b>Frequency:</b> Once</p> <p><b>Intended Impact:</b> To analyze and reflect on the PLC process and discuss improvements on how to improve the process and supports.</p>

**Progress Monitoring: Plan Implementation**

<b>Quarter</b>	<b>Describe the degree of Comprehensive School Plan implementation, including progress toward the Goal, degree of implementation and impact of Action Plans, other successes and challenges which may be present.</b>
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2	
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4	



**Strategic Academic Plan: Pillar 4**

Pillar 4	District Statement of Practice
Data-informed Efficient and Effective Systems	*Implement a comprehensive system for using multiple data sets to strategically plan to meet the needs of the school (students, staff, and families) for the purpose of improvement and academic achievement.

**DTSDE Tenet Alignment (please check)**

1	X	2	3	4	5	6
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Goal (Specific, Measurable, Attainable, Relevant, and Timely):
By June 2021, 100% of professional staff will strategically use the cycle of inquiry to leverage multiple data sets to modify instructional delivery practices.

**Quarterly Measures of Success:**

- Measures of Success (Vital Signs) in the areas of Student Learning and Growth will be set by Performance Fact © pending baseline data.
- Measures of Success (Vital Signs) in the areas of Teaching and Learning (Foundational Five PLC ©, Leveraged Leadership PLC © and Data Surveys – Staff, Student and Family PLC ©) will be set by PLC pending baseline data.
- If accurate baseline data is available, Measures of Success may be set now.
- In the case that there are Goals outside of these areas above which are linked to the Strategic Academic Plan, PLC together with the individual school, will set Quarterly Measure of Success.

Quarter 1	Quarter 2	Quarter 3	Quarter 4
Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets	Vital Signs Student Achievement Targets
Foundational Five	Foundational Five	Foundational Five	Foundational Five
HE/E SO %	HE/E SO %	HE/E SO %	HE/E SO %
HE/E SE %	HE/E SE %	HE/E SE %	HE/E SE %
HE/E HOQ %	HE/E HOQ %	HE/E HOQ %	HE/E HOQ %
HE/E CFU %	HE/E CFU %	HE/E CFU %	HE/E CFU %
HE/E DIP %	HE/E DIP %	HE/E DIP %	HE/E DIP %
Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)	Leveraged Leadership (With Leadership Only)

Organizational Data	Organizational Data	Organizational Data	Organizational Data
Staff Survey Question	Staff Survey Question	Staff Survey Question	Staff Survey Question
Student Survey Question	Student Survey Question	Student Survey Question	Student Survey Question
Family Survey Question	Family Survey Question	Family Survey Question	Family Survey Question
Other:	Other:	Other:	Other:

**Action Plans:**

<b>Dates:</b> August - December	<b>Action Plan:</b>
August 2020	<p><b>Action 1:</b> Identify and place on the school calendar the four Cycles of STAR Assessment for the school year of 2020-2021</p> <p><b>Responsible:</b> School leader, ASF, teachers and staff</p> <p><b>Participants:</b> School leader, ASF, teachers and staff</p> <p><b>Frequency:</b> One Time</p> <p><b>Intended Impact:</b> To calendar our assessments and analysis of the STAR Cycle Data for PLC Planning Purposes.</p>
September 2020	<p><b>Action 2:</b> Identify and place on the school calendar the content area assessments that will be used as interim assessments and analyzed throughout the year.</p> <p><b>Responsible:</b> School leader, ASF, teachers and staff</p> <p><b>Participants:</b> School leader, ASF, teachers and staff</p> <p><b>Frequency:</b> One Time</p> <p><b>Intended Impact:</b> To calendar our assessment and analysis of the interim assessments for PLC Planning Purposes.</p>
September 2020	<p><b>Action 3:</b> Identify Common Instructional Practices by content area and grade level that support remediation and enrichment per the results of STAR and Interim Assessment data.</p> <p><b>Responsible:</b> Teachers and support staff</p> <p><b>Participants:</b> Teachers, support staff and students</p> <p><b>Frequency:</b> Daily</p> <p><b>Intended Impact:</b> Teachers and support staff will identify Common Instructional Practices that will be explicit in instruction and learning that lead increase student achievement.</p>
September 2020	<p><b>Action 4:</b> Implement the Common Instructional Practices by content area and grade level.</p> <p><b>Responsible:</b> Teachers and support staff</p> <p><b>Participants:</b> Teachers, support staff and students</p> <p><b>Frequency:</b> Daily (initial implementation during September)</p> <p><b>Intended Impact:</b> Teachers and support staff to implement Common Instructional Practices that will be explicit in instruction and learning that lead increase student achievement.</p>
September –	<p><b>Action 5:</b> Use the learning walk tool to monitor the implementation of instructional</p>

December 2020	<p>strategies that support The Foundational Five and remote and hybrid instruction and learning, and provide immediate feedback to teachers.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> School leader, ASF, and teaching staff</p> <p><b>Frequency:</b> Conducted 5x/day with immediate feedback- follow the district 5/20/80 (day/week/month) expectation</p> <p><b>Intended Impact:</b> To help monitor the use of specific strategies and practices, and provide feedback that supports teacher ownership of practice, and deepens the proficiency and understanding of the "look-fors," including the implementation of effective instructional technology practices for remote and hybrid instruction and learning.</p>
October - December 2020	<p><b>Action 6:</b> Review and assess Common Instructional Practices that support remediation and enrichment per the results of STAR, Interim Assessment data and data from the learning walk tool.</p> <p><b>Responsible:</b> Teachers and support staff</p> <p><b>Participants:</b> Teachers, support staff and students</p> <p><b>Frequency:</b> One time per month</p> <p><b>Intended Impact:</b> Teachers and support staff will review and reassess Common Instructional Practices based on student progress data and the results of the learning walk tool.</p>
October - December 2020	<p><b>Action 7:</b> Revise and implement updated Common Instructional Practices</p> <p><b>Responsible:</b> Teachers and support staff</p> <p><b>Participants:</b> Teachers, support staff, and students</p> <p><b>Frequency:</b> Revise monthly, implement daily</p> <p><b>Intended Impact:</b> Teachers and support staff will revise and implement Common Instructional Practices to increase student achievement .</p>
October- December 2020	<p><b>Action 8:</b> Share learning walk data with staff to celebrate successes and determine future needs for support and professional development aligned to Common Instructional Practices including: Foundational Five and Transforming Learning.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> All faculty and staff</p> <p><b>Frequency:</b> Monthly at faculty meetings</p> <p><b>Intended Impact:</b> Improve teacher practices in the "look-fors" as evidenced by the learning walk tool that leads to higher student engagement in the classroom, improve student achievement, and improve student success when using their device both in school and during remote learning.</p>
<b>Dates:</b> January - June	<b>Action Plan:</b>
January - June 2021	<p><b>Action 9:</b> Review and assess Common Instructional Practices that support remediation and enrichment per the results of STAR, Interim Assessment data and data from the learning walk tool.</p> <p><b>Responsible:</b> Teachers and support staff</p> <p><b>Participants:</b> Teachers, support staff and students</p> <p><b>Frequency:</b> One time per month</p> <p><b>Intended Impact:</b> Teachers and support staff will review and reassess Common Instructional Practices based on student progress data and the results of the learning walk tool.</p>
January - June	<b>Action 10:</b> Revise and implement updated Common Instructional Practices

2021	<p><b>Responsible:</b> Teachers and support staff</p> <p><b>Participants:</b> Teachers, support staff and students</p> <p><b>Frequency:</b> Revise monthly, implement daily</p> <p><b>Intended Impact:</b> Teachers and support staff will revise and implement Common Instructional Practices to increase student achievement.</p>
January - June 2021	<p><b>Action 11:</b> Use the learning walk tool to monitor the implementation of instructional strategies that support The Foundational Five and remote and hybrid instruction and learning, and provide immediate feedback to teachers.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> School leader, ASF, and teaching staff</p> <p><b>Frequency:</b> Conducted 5x/day with immediate feedback- follow the district 5/20/80 (day/week/month) expectation</p> <p><b>Intended Impact:</b> To help monitor the use of specific strategies and practices, and provide feedback that supports teacher ownership of practice, and deepens the proficiency and understanding of the "look-fors," including the implementation of effective instructional technology practices for remote and hybrid instruction and learning.</p>
January - June 2021	<p><b>Action 12:</b> Share learning walk data with staff to celebrate successes and determine future needs for support and professional development aligned to Common Instructional Practices including: Foundational Five and Transforming Learning.</p> <p><b>Responsible:</b> School leader and ASF</p> <p><b>Participants:</b> All faculty and staff</p> <p><b>Frequency:</b> Monthly at faculty meetings</p> <p><b>Intended Impact:</b> Improve teacher practices in the "look-fors" as evidenced by the learning walk tool that leads to higher student engagement in the classroom, improve student achievement, and improve student success when using their device both in school and during remote learning.</p>

**Progress Monitoring: Plan Implementation**

Quarter	Describe the degree of Comprehensive School Plan implementation, including progress toward the Goal, degree of implementation and impact of Action Plans, other successes and challenges which may be present.
1	
2	

3	
4	