

2017-2018 School Improvement Plan Hardy School

Goals and Action Steps

APS Goal I: Student Achievement

The Arlington Public Schools (APS) will ensure that every graduate is prepared to enter and complete a post- secondary degree program, pursue a career, and be an active citizen in an ever-changing world by offering a rigorous, comprehensive, standards-based and data-driven K-12 system of curriculum, instruction, and assessment that integrates social, emotional and wellness support.

- *Goal 1.1 During the year, the vision of students as learners and global citizens will be aligned with a coherent connection between standards, transferable skills, and relevant educational experiences. This alignment will also ensure that all students have access to achieving this vision.*
 - *Evidence of success will be developed to review, understand and adopt a vision of students as learners and global citizens to be reviewed by the School Committee by October 2017.*
 - *The development of power standards by discipline, the identification of key transferrable skills, an inventory of personalized educational experiences and the development of a priority list of curriculum materials will be aligned with this vision by April 30, 2018.*
- *Goal 1.2 For the Massachusetts School Building Authority (MSBA) Feasibility Study, the high school administrators and teachers will refine the educational vision and programs of the high school, integrating its core values and identified essential habits of mind to meet the needs of all students to prepare them for college and career in a globally connected world in order to make space recommendations to MSBA.*
 - *Evidence of success will be the report submitted to and accepted by the Massachusetts School Building Authority, to be reviewed by the School Committee by April 30, 2018.*
- *Goal 1.3 Develop a comprehensive academic, operations, and cultural plan for the Gibbs School opening in 2018-2019.*
 - *Evidence of success will be through periodic reports to the School Committee and community regarding the plan throughout the 2017-2018 school year with a written report submitted in June 2018.*

Hardy School Student Achievement Priorities:

- Collaborate amongst all stakeholders in order to support student learning in the areas of academics and social/emotional support.
- Foster a vigorous learning environment with rigor, inquiry and experiential learning opportunities to help provide a deeper understanding of the curriculum.

- Revise SST based on Safe and Supportive Schools Committee work to ensure protocols that are consistent and address both academic and social emotional needs, include realistic interventions for students and collect data around these interventions.
- Pilot of a co-teaching model in grades one, two and four that will explore ways to support students in the general education classroom with some significant needs.

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
<p>Hardy School will continue to maintain and grow as a responsive school by including new staff in the summer training.</p> <p>Just the Way We Do Things Around Here will be reviewed and a second edition will be presented to the parent community.</p>	Principal Teachers Health/Wellness Director School Council	2017-2018	RC Texts Parent Guidelines Faculty Meeting Models Observation Time RC training	<p>All new teachers at Hardy School as well as remaining teachers will attend August 2017 training.</p> <p>Daily morning meeting and closing circles to start and end the school day.</p> <p>Teachers will continue to participate in faculty meetings modelling RC strategies.</p>	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Continue implementation of mindfulness curriculum for students. School nurse, school social worker and school occupational therapist will use curriculum. These lessons will teach students and teachers skills that can be used throughout the day and in conjunction with RC and Tools pedagogy.	Teachers Principal School Nurse School Social worker School OT	2017-2018	Common Planning Curriculum References	<p>Feedback from students and teachers</p> <p>Observation of skills during classroom visits</p>	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Staff and students will continue work with growth mindset and have growth mindset language present in their classrooms.	Teachers Principal School Leadership School Council	2017-2018	Common Planning Time Articles to support approach PD around growth mindset	<p>Growth mindset bulletin boards.</p> <p>Presence of growth mindset language during observation lessons</p>	

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Grade-level teams will collaborate to identify a SMART Goal for student achievement around the topic of SPED and GEN ED collaboration	Principal Teachers Leadership Team Team Chair	2017-2018	Common Planning Time Goal Setting Templates	100% of grade-level teams K-5 will identify and complete work on one SMART Goal focusing on SPED and GEN ED collaboration.	

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Grade-level teams will begin to identify the important transferable skills in each subject area and at each grade level.	Principal Teachers School Leadership Team	2017-2018	Collaboration time	Grade level leaders will share identified skills during leadership meetings throughout the school year.	

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Review the information gathered during SASS about current SST process.	Principal Teachers School Leadership Team Guidance/SEL leader	2017-2018	SASS notes from spring 2017 work.	Information shared at a meeting and grouped into categories.	

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Plan out three SST tiers to give teachers a course of action depending on needs of students... Tier One will represent an electronic track, Tier Two will require an appointment on the regular schedule, Tier Three is an immediate emergency appointment.	Principal Teachers School Leadership Team Guidance/SEL leader	2017-2018	Collaboration time	Three tiers presented to teachers so they may consult a decide on course of action for students.	

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Revise SST schedule and forms to include information we have found helpful over the past four years	Principal Teachers School Leadership Team Guidance/SEL leader	2017-2018	Collaboration time Forms we have used Teacher feedback	New forms in use for the school year... Revised schedule in place.	

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Pairing of special educators and classroom teachers in grades 1, 2 and 4..	Principal Teachers Special Education Staff	Spring 2017	Observation data of collaboration	The following teachers will work together on this pilot. Janice and Kat (1) Dara, Emma, Ann (2) Julie and Jackie (4)	Complete!

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Teachers and Special Educators will attend a co-teaching workshop sponsored by the district	Principal Teachers Special Education Staff	Spring 2017	Special Education funding District substitutes	Attendance of participants in workshop	Complete!

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Create class composition for these classes that will support a co-taught environment.	Principal Teachers Special Education Staff	Spring 2017	Special education data Student IEP profiles Student 504 profiles Previous year teacher data	Creation of lists to support co-taught environments.	Complete!

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Creation of a schedule that supports special educator as they co-teach at one grade level and still support an additional grade level not in the co-taught pilot	Principal Teachers Special Education Staff	Spring Summer 2017		Schedule that accomplishes a balance using TAs	

Action Step	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Progress monitoring and opportunities for teachers involved to support one another and teachers not involved in the pilot to hear about progress	Principal Teachers Special Education Staff Leadership Team	Spring Summer 2017	Collaboration time Leadership meetings Google Doc for data	Meeting reports Google Docs	

Goal Two: Staff Excellence and Professional Development

The Arlington Public Schools will recruit, hire, retain, and build the capacity of a diverse staff to be excellent teachers and administrators by providing high quality professional development aligned to needs, instructional support, coaching, and an evaluation framework that fosters continuous improvement.

- *Goal 2.1 To ensure the success of all students, Arlington Public Schools will continue to enhance, refine and communicate its comprehensive multi-tiered system of supports as a framework to improve student outcomes PK-12 in academics, social emotional competencies, cultural competency and college and career readiness. This will provide universal high-quality core educational experiences in a safe and supportive learning environment with supplemental and targeted interventions/supports for students who experience academic and/or behavioral difficulties identified through a refined student support team process. Teachers and staff will have professional development in topics of cultural competency as part of the district's overall focus on social-emotional growth.*
 - *The following represent evidence of success:*
 - *Creation of the Safe & Supportive Schools (SASS) District-wide Committee by October 30, 2017.*
 - *Report on early implementation of each (K-8) school's SASS action plans developed in 2016-2017 by October 30, 2017. A report outlining the consistent SST practices, procedures, and documentation across the district by March 30, 2018.*
 - *The number and position of educators who complete Youth Mental Health First Aid and Trauma Sensitive Practices Endorsement by June 2018.*
 - *Report on cultural competency professional learning for teachers and administrators. Interim report by December 2017 and final report by June 2018.*
 - *Plan for including cultural competency professional learning in our new teacher induction program by March 31, 2018.*
- *Goal 2.2 Increase the diversity of the APS staff over the 2016-2017 staffing levels to better reflect the diversity of our students.*
 - *The following represents progress*
 - *Hiring report presented to the School Committee in October 2017*
- *Goal 2.3 Provide on-going and regular professional development in technology to support teachers in using technology to enhance teaching and learning in their classrooms.*

- *The following represents progress:*
- *Dates and focus of technology professional development submitted to the School Committee in June 2018*

Hardy School Staff Excellence and Professional Development Priorities:

- Continue to strengthen the evaluation process through feedback, colleague support and specific PD around school initiatives.
- Leadership team will continue to be involved in planning faculty meetings focused on professional development for staff as well as research around school initiatives. Leadership will help facilitate colleague support and observations.
- Special Education/General Education best practices will be a focus as we vertically align our expectations around understanding the implementation of IEPs, understanding the SST process, and conducting 504 meetings. (SSAS)
- Attend grade level specific PD around district initiatives in all subject areas and building initiatives in Co-Teaching and Special Education/General Education best practices
- Begin to build the foundation for specific work around cultural proficiency training by bridging this work to what we already do to help children feel seen. Begin practices and protocols that highlight what we already do in this arena and begin to become comfortable watching each other work.

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Teachers in the 2017-2018 Evaluation Cycle will continue to use the Educator Evaluation System to identify both a Professional Practice Goal and a Student Achievement Goal	Principal Teachers	2017-2018	Collaboration time among teachers and with principal	100% of teachers in evaluation cycle this school year identify and complete a Professional Practice and Student Achievement Goal	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Teachers will collaborate across grade levels to support best practice.	Principal Teachers Leadership Team	2017-2018	Collaboration time Observation time Use of Pineapple Charts	100% of teachers in evaluation cycle will have regular times for observations of their colleagues around best practice. Teachers will identify and expertise they are willing to share which will be published in a staff resource book.	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Explore shared leadership roles during Leadership Team meetings. This will include the development of a staff resource book outlining teacher strengths to facilitate colleague visits. It will also include having leadership roles clearly defined.	Principal Leadership Team	2017-2018	District PD Creation of resource book	Resource Book Teacher leader jobs at Hardy	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Staff Meetings will include articles around best practices for special educators and general educators as they work to support students together. Articles will support staff academic achievement goals across the grade levels.	Principal Teachers Leadership Team	2017-2018	Articles compiled by Leadership Team and Alison Elmer Faculty Meeting time Work with Allan Bloom	PD activities completed at faculty meetings with chosen articles. Presentations given by staff	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Teams will meet to share how they approach IEPs at the beginning of the school year and what they might do to understand how to meet the needs of a student on an IEP.	Principal Teachers Leadership Team	2017-2018	IEP examples IEP snapshots	Notes from meetings Agreed upon protocol between SPED and GEN Ed about best practices here.	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Teachers and leadership team will spend time getting to know the differences between 504 plans and IEP's including when the use of DCAP becomes extensive	Teachers Principal Leadership	2017-2018	PDF on differences between 504s and IEPs District DCAP	Faculty meeting plans Revised protocol for 504s Meeting protocol for 504s	

			504 binder protocol	
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Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Teachers will attend district PD based on new curriculum initiatives	Department chairs Teachers Principal	2017-2018	Curriculum Guidelines District PD	Implementation of new units Attendance at PD	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Share with staff my experience around cultural proficiency work with Carols Hoyt this summer. Remind staff about The Bear that Wasn't .	Teachers Principal Leadership School Council	2017-2018	Notes from workshop One or two articles from workshop	Faculty meeting notes and plans	
Brainstorm some of the things that we already do to help “see” children in our school in all areas	Teachers Principal Leadership	2017-2018	Faculty Meeting	Faculty meeting notes and plans List	
Create a list of ways that we can make our school representative of the members that learn there, possibly through literature and music	Teachers Principal Leadership	2017-2018	Faculty Meeting Leadership Meetings	Faculty meeting notes and plans Increased literature and music selections	
Develop a colleague support model around RC so that this model can grow into common practice around deeper issues.	Teachers Principal Leadership	2017-2018	Protocol for how this will work. Partnerships	Faculty meeting notes and plans, Visits and share outs	

Goal Three: Resources, Infrastructure and Educational Environment

The Arlington Public Schools will offer a cost-effective education that maximizes taxpayer dollars and utilizes best practices, academic research, and rigorous self-evaluation to provide students and staff the resources, materials and infrastructure required for optimum teaching and learning in a safe and healthy environment.

- *Goal 3.1 Complete the schematic and construction plans for the six-classroom addition for the Hardy Elementary School for opening in September 2018*
- *Goal 3.2 Complete the schematic and construction plans for the renovation of the Gibbs Sixth Grade School for opening in September 2018.*

- *Goal 3.3 Open the new six-classroom addition at Thompson Elementary School in September 2017*
- *Goal 3.4 Develop a space use reconfiguration plan for the Ottoson Middle School in preparation for the sixth grade moving to the Gibbs School in September 2018. Report to the School Committee by March 1, 2018.*
 - *Evidence of the above goals is as follows:*
 - *Regular reports on building construction projects at 2017-2018 School Committee meetings.*
 - *OMS reconfiguration plan presented to the School Committee in March1, 2018*

Hardy School Resources, Infrastructure and Educational Environment Priorities:

- Continue to plan for expansion at Hardy due to predicted increase in enrollment

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Continue with strategic plan for the expansion of Hardy School to absorb the increasing enrollment.	School Council Principal Superintendent of Schools	2017-2018	Time School Council/Advisory	Minutes from meetings Plans around project	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Begin strategic planning for the remaining playground space and the reconfiguration of the Lake Street side of school as a play area.	School Council Principal Superintendent of Schools	2017-2018	Time School Council/Advisory	Minutes from meetings Plans around project	

Goal Four: Operations, Communication and Stakeholder Engagement

The Arlington Public Schools will be run smoothly, efficiently and professionally. The district will operate transparently and engage in effective collaboration and responsive communication with all stakeholders. It will provide timely, accurate data to support financial decision-making, envisioning of the district's future, and long-range planning in partnership with other Town officials. Through these actions it will create broad support for a high quality education system that is the community's most valuable asset.

- *Goal 4.1 Provide all stakeholders opportunities for input into the Feasibility Study for the high school and the academic and operational plan for the Gibbs School.*

- *The following is evidence of the above goal*
- *Dates of all meetings and focus group sessions for stakeholder groups (faculty, parents and community) for both the high school and Gibbs School submitted to the School Committee in June 2018. A report on feedback collected from parents and community members who attended the meetings will be given to School Committee members.*
- *Summary of these meetings will be given as a report to School Committee members.*
- *Goal 4.2. Expand the dashboard of district metrics to provide the community with a quick overview of key metrics of the Arlington Public Schools.*
 - *The following is evidence of the above goals*
 - *Improvements to the district dashboard from baseline of 2016-2017 by September 30, 2017*

Hardy School Operations, Communication and Stakeholder Engagement Priorities

- To ensure clear communication among all stakeholders in the Hardy School Community
- To provide opportunities for parents to be at Hardy School in both classrooms and for information sessions
- To align the communication from the PTO and the school to increase efficiency.

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Communication to the parent community about the current building project, timelines, and plans for space.	Teachers Principal School Council Grade level webmasters	2017-2018	Plans and data from district level	Record of communication	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Teachers will host curriculum based celebrations including but not limited to writing and math. Students will not only showcase work, but be able to explain the process by which they arrived at the final products.	Teachers Principal School Council Leadership	2017-2018	Time for celebrations Funding for presentation materials Use of larger spaces in the building	Dates of completion Student presentations Pictures from celebrations	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Principal and assistant principal will hold monthly coffees around different topics that will include Title 1 information, building project information, and special guests.	Teachers Principal School Council	2017-2018	Funds for refreshments Cafeteria Space Time to plan	Dates of completed coffees Feedback from parents	

Action Steps	Person(s) Responsible	Timeline	Resources Needed	Success Indicators	2017-2018 Progress
Re-organize and align communication from PTO to parent community through newsletters, announcement boards and inclusion in several monthly coffees	Principal School Council Grade level webmasters Secretary	2017-2018	Funds for coffees Announcement boards Meetings with PTO president	Announcement boards Completed Coffees Newsletters through servers	