

# Arlington High School Improvement Plan 2018-2019

## Overview of Arlington High School Learning, Connecting and Caring as a Community

### Mission Statement

In an effort to foster academic excellence and personal achievement at the highest levels, Arlington High School focuses on learning, connecting, and caring as a community. AHS provides a safe, supporting, nurturing environment in which students can acquire knowledge, values, and intellectual curiosity that will lead to lifelong learning. As a community we have agreed upon the following values and habits of mind as foundational principles that will guide all teaching and learning and policy decisions at Arlington High School.

They are:

- Integrity
- Communication
- Accountability and responsibility
- Respect
- Effective teamwork

We believe that living these values and habits of mind on a daily basis will ensure all students a rigorous high school education that will prepare them for their future roles as learners, leaders, and citizens in a 21st century democracy.

### Academic Expectations for Students

Arlington High School students will:

- Gather data and critically evaluate the content, source, and relevance of that data, especially but not exclusively, through the use of technology
- Reason logically, using appropriate qualitative or quantitative methods and use their analysis to answer questions
- Write clearly and effectively.
- Listen actively and respond through inquiry, discussion, writing, and various forms of art
- Read and comprehend varied materials and be able to interpret and apply what they have read.
- Speak clearly and effectively in a variety of contexts
- Demonstrate life, leadership, physical, and cognitive skills through projects, performance, and products

### 21st Century Focus Points Across the Curriculum

- Higher-order thinking skills through interdisciplinary learning, analysis, and synthesis of information
- Media and visual literacy

- Science, Technology, Engineering, Arts, Mathematics expertise
- Collaboration in a diverse, multicultural world
- Stress and time management
- Communication skills
- A love of learning coupled with a willingness to work hard

**Goal 1: Improve 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.

Objective 1.1 Students will engage in curricula that are designed in response to the district's vision of student as learner, remain in alignment with state standards, and coherent within each discipline.			
Action Step	Persons Responsible	Resources	Timeline
Departments will continue to refine and modify a <b>system of standards, curriculum, and common assessments</b> aligned to state and national standards and our district vision with the aim to provide a guaranteed and viable curriculum.	Department Heads and Administration	Department Meetings and common planning time	Ongoing SY 2019  -Performing Arts standards-based course descriptions  - Thematic Units in World Language  - Align History curriculum with new MA State Frameworks  - Essential standards for historical research  - Curriculum focus on student ownership, voice and perspective in reading and writing  - Develop college-prep curriculum for inclusion classes in grade 9 curriculum (Algebra 1, History, ELA, Physical Science)  - Teaching for Artistic

			Behaviors in Fine Arts  - Digital Citizenship curriculum
1.2 Focus on connection between academics, social emotional competencies, cultural competency, responsible decision making, empathy, positive relationships, and inclusive school climate.			
Action Step	Persons Responsible	Resources	Timeline
Create <b>three House structure</b> to provide student support and supervision with a Dean and 2 School Counselors per house	Deans Guidance	Staffing for additional house Dean and School Counselors as the population rises to keep loads under 250 students per counselor and 500 per house.	SY 2019 and ongoing
Following a successful pilot year, the high school will begin year-one of the roll-out of <b>Collaborative Problem Solving</b> training with Think:Kids from Massachusetts General Hospital.	HS Administration and Tier 1 Cohort Group. Guidance Director HS Special Education Director Student Study Team Support programs - Mill Brook, Reach, Summit, Workplace	Funding for coaching, Introductory Training, Tier 1, and Tier 2 training  Time during 3-year roll-out for 20 hours of Tier 1 Training and coaching for all staff.  Three year funding for training and trainers \$25K per year. Ongoing funding for maintaining training and fidelity \$10K per year.  Support and awareness from central administration (Superintendent, Assistant Superintendent, Dept.Heads)	SY 2019 - Tier 1 Cohort Group will participate in twice monthly coaching.  Summer 2019 - Members of Tier 1 Cohort will participate in Tier 2 training.  SY 2018-19 - New Teachers and volunteers will participate in 3-hour Introductory Training.  January 2019 - A second cohort of up to 10 teachers will receive Tier 1 training and coaching.  SY 2019 - Optional book group will meet on "The School Discipline Fix".  Spring 2019 - Conduct 2nd round of readiness survey.

			<p>Spring 2019 - Data review:</p> <p>Review of discipline should show reductions in suspensions and referrals.</p> <p>Expect changes in teacher understanding and beliefs about school discipline.</p> <p>SY 2020 - Expand access for all teachers to Tier 1 training and coaching. Develop internal training.</p>
<p>Work with APD and C4RJ to continue to coordinate and implement <b>restorative and positive discipline practices</b> such as collaborative problem solving, restorative justice, and diversion.</p>	<p>Matthew Janger Cindy Sheridan Steve Porciello Andrea Razi Deans APD C4RJ</p>	<p>Funding for training in school. Support from APD and C4RJ for supporting circles for school related incidents</p>	<p>Ongoing</p>
<p>Work toward elimination of Curriculum B level classes in general education classes for both general and special education students through creation of <b>inclusion models</b> of co-teaching and extended time in required core curriculum classes (Math, ELA, History, Science, and World Language)</p>	<p>Lynne Bennett Matt Coleman Larry Weathers Deb Perry Denny Conklin Dawn Carney Bill McCarthy Matthew Janger Special Education and General Education inclusion teachers</p>	<p>Staffing for multiple co-taught sections in each department and grade level Funding and time for curriculum development and PD Planning time for Dept Heads and Administration to identify and schedule students</p>	<p>SY 2018 - piloted co-teaching in multiple courses</p> <p>SY 2019 - expand model to the majority of required classes in Math, ELA, History, and Science</p> <p>SY 2020 - revise and expand program to create more inclusion options and cover required subjects</p>
<p>Work with student <b>Voices United</b> group to expand student leadership trainings to train students in</p>	<p>Matthew Janger Voices United Team Voices United Club</p>	<p>Funding and time for consulting services, train-the-trainers, and students workshops.</p>	<p>2016-17 - Launched student trainings and follow up meetings following data on students experiences of</p>

<p>combating bullying, bias, harassment, and degrading language.</p>			<p>bullying, bias, harassment, and degrading language.</p> <p>Fall 2018 - Create student group and develop student workshops.</p> <p>SY 2019 - Run additional workshops and work with VU club to maintain ongoing leadership..</p>
<p>Following a successful pilot year, establish <b>Wellness Day and Inclusion Day</b> to enrich programming and develop increased opportunities for student voice and leadership on social-emotional learning and cultural competency.</p>	<p>Community Building Coordinating Cte. Wellness Day Cte. Inclusion Day Cte. Andrea Razi Jess Klau AYHSC</p>	<p>Funding for stipends and presenters Scheduling adjustments Administrative and Dept. Head support</p>	<p>Fall 2018- set dates, Identify lead coordinators and planning teams; identify speakers, workshop leaders, and student leaders; develop advisory curriculum.</p> <p>Prior to each day, train staff and students.</p> <p>December 2018 - Wellness Day March 2019 - Inclusion Day</p> <p>After each day, conduct follow up surveys and analyze.</p>
<p>Continue to provide staffing, funding, time, training, and consistent <b>advisory programming</b> to:</p> <ul style="list-style-type: none"> <li>-Create and foster connections between teachers and students</li> <li>-Provide a consistent conduit for communication with students</li> <li>-Create and foster positive school climate and culture</li> </ul>	<p>Lisa Moore Advisory Committee Matthew Janger Department Heads</p>	<p>Advisory Teacher position - 0.2</p> <p>Advisory Committee Funding of contract stipends for planning, support, training, and summer work</p> <p>Supplies budget</p> <p>Time in schedule for advisory activities.</p> <p>Staff time for PD and training.</p>	<p>Ongoing</p>

		Staffing of advisory periods and sufficient duty assignments to cover other school needs.  Contract support	
Continue to develop <b>Harbor and Shortstop</b> Programs. to serve both short term students returning from long absences and to provide long-term support for students with complex or chronic health issues.	Andrea Razi Jess Klau Harbor and Shortstop Program Staff Guidance Staff	Continued staffing and Computers and supplies	Revision of strategies, protocols, procedures, and criteria for participation.
Continue to expand and refine programming for an alternative general education program (i.e., <b>Mill Brook Program</b> ) to evaluate and create successful educational transitions for students who have experienced significant educational disruption, who need evaluation, and who are not able to attend successfully in the high school setting.	Kathy Bodie Matthew Janger Lynne Bennett AHS Administration Mill Brook Staff Alison Elmer	Program staffing, space, supplies, and logistical support.  Adequate staffing, professional development, and resources	Fall 2018 move program to high school.  SY 2019 assess population needs and opportunities for programming with existing programs, Summit, Workplace, Harbor.
Continue to support and expand student leadership through the <b>Student Council</b> in order to support the school mission and positive culture of student engagement.	Student council and class advisors: Paul McKnight Justin Bourassa Lianna Bessette John Amirault Danielle Rakowsky	Stipends for council and class advisors  Stipend for AHS General Fund clerical support  Advisory time for Student Council elections and presentation with students.  Access to	Ongoing  Election of class and student council officers.  Training, support, and goal setting.

		administration.	
Promote <b>Ponder Pride</b> through school events and celebrations such as the pep rally, special events, traditions, and opening of school store	Matthew Janger Stan Vieira Paul McKnight Student Council Captains Council	Time in schedule Coordination between students council and captains council Stipend, space, and seed money for opening of school store	Ongoing
Promote <b>community engagement in athletics</b> and communication through events such as All Athletics Night and 8th Grade Parent Night as well as using digital technology.	Stan Vieira		Introduce New AD, Stan Vieira  Ongoing
1.4 Focus on technology, engagement, and personalized learning			
Action Step	Persons Responsible	Resources	Timeline
Pilot first cohort of <b>STEAM Design Thinking Certificate</b> to recognize and promote mastery of interdisciplinary standards involved in the innovation, design and fabrication process.	Nathan Muehleissen STEAM PLC	Makerspace Makerspace Teacher Materials and equipment for fabrication	2018-19
Expand and refine the <b>Global Competency Certificate</b> program to recognize and promote interdisciplinary standards for global engagement	Dawn Carney International Program International Trip Chaperones	International Scholarship Funds Stpend for Certificate Supervisor	Ongoing
Expand the capacity of the maker spaces for <b>digital fabrication</b> at AHS with the move of the CADD/Digital Media Lab to the Library and expansion of the Library	Kambiz Vatan David Moore Nathan Muehleissen Stacy Kitsis Jeff Snyder Matt Coleman David Ardito Matthew Janger	IT and Maintenance support  Curriculum development	Preparation of room 321 Purchase of CADD/Digital Media computers Move and arrangement, purchase of furniture

Makerspace			Development of procedures for sharing space and training of staff
<p>Continue to expand the <b>MOOC</b> proposal process to more flexibly allow for small groups of students, flexible timing, and MOOCs of different length and rigor. Consider other MOOC providers.</p> <p>Review content of MOOCs to expand opportunities and capacity at the high school.</p>	<p>Matthew Janger Interested teachers and students</p>	<p>Funding for MOOC coordinator and teacher stipends, up to \$20,000.</p>	<p>2018-19 Expand offering to 10 or more MOOCs serving over 200 students.</p> <p>Continue to explore use of MOOCs to serve broader range of needs, enrichment and students at risk.</p>
<p>Continue to develop policies, training and infrastructure for classroom use of student digital devices or “bring your own device” (<b>BYOD</b>) in <b>2016-17</b> emphasizing the SAMR model.</p> <p>Goal of 10 devices per classroom in 2016-17 to support BYOD.</p>	<p>David Good Jeff Snyder Stacy Kitsis Department Heads Matthew Janger Teacher power users</p>	<p>Network upgrades</p> <p>Teacher professional development time</p> <p>Capital support for purchases of mobile technology, projection, connectivity, repair, replacement, and growth targeting 10 devices per classroom.</p> <p>Learning Commons devices for use in Media Center and Old Hall</p>	<p>Summer 2017 Internet upgrades Purchase and distribution of school devices. Refinement of network sign-in filters.</p> <p>Ongoing training.</p>
<p>Expand and refine <b>Internship</b> offerings for students, target doubling participation to place 60 students.</p>	<p>Melanie Konstandakis-Schwartz Community Education</p>	<p>FTE for Internship Coordinator</p> <p>Support from Community Education.</p>	<p>Create materials to promote and recruit students and internships.</p> <p>Develop expanded listing of internship placements sites.</p> <p>Place and supervise students.</p>



## Goal 2 - 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.

2.1 Professional learning for educators will reinforce targeted components of the academic curriculum, social emotional competencies and pedagogy, and will emphasize culturally competent and data-informed instructional practices that support student learning and growth.			
Action Step	Persons Responsible	Resources	Timeline
Ongoing staff training on understanding and <b>working with diverse student populations</b>	Matthew Janger Specialists Guidance Staff Special Education staff	Staff meeting time.  Community partners.	2017-18 Identify areas of focus, interest, and need.  Conduct staff meetings  Collaborative Problem Solving, Race/Diversity, Wellness, Mental Health, Cultural Competency
Train general education, School counselors, and special educators at the high school to meet the needs of students with <b>autism spectrum disorders</b> through an <b>inclusion</b> model.	Lynne Bennett Department Heads Reach Program Staff Matthew Janger	Funding for expert consultant Release time, paid time, and/or contract time for common planning and training Supervisory support	SY 2019 - Work w/ Elizabeth Keefe, Lesley University, Autism Endorsement, to provide Autism Spectrum Disorder (ASD) training to AHS, develop mindfulness curriculum specifically for students with ASD.
Training and planning time for creation off <b>inclusion models</b> of co-teaching and extended time in required core curriculum classes (Math, ELA, History, Science, and World Language)	Lynne Bennett Matt Coleman Larry Weathers Deb Perry Denny Conklin Dawn Carney Bill McCarthy Matthew Janger Special Education and General Education inclusion teachers	Staffing for multiple co-taught sections in each department and grade level Funding and time for curriculum development and PD Planning time for Dept Heads and Administration to identify and schedule students	SY 2018 - piloted co-teaching in multiple courses  SY 2019 - expand model to the majority of required classes in Math, ELA, History, and Science  SY 2020 - revise and expand program to create more inclusion options and cover required subjects

Extend districtwide training on cultural competency and social emotional learning with schoolwide training in collaborative problem-solving, training for Wellness Day and Inclusion Day, and targeted training on issues of equity and bias.	Matthew Janger CPS Tier 1 Cohort Wellness Day Team Inclusion Day Team	Funding for CPS training \$25K Funding for Inclusion Day and Wellness Day stipends and presenters Funding for trainers on equity and bias Time in schedule for PD and planning	SY 2018 Pilot CPS, Wellness Day, Inclusion Day. Conduct trainings on equity and bias.  SY 2019 Expand training and programming.  SY 2020 review revise and continue implementation
---	--	---	--

### Goal 3 - Resources, Infrastructure and Educational Environment

The Arlington Public Schools will offer a cost effective education that maximizes the impact of 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.

3.1 Focus on maintenance of the high school and preparation for the rebuild.			
Action Step	Persons Responsible	Resources	Timeline
Develop a maintenance plan and supervision with the Superintendent's Office to develop a process for planning and continuing <b>maintenance and upkeep</b> of the high school in the years leading up to the high school rebuild.	Kathy Bodie Matthew Janger Bill McCarthy Ruth Bennett Mark Milano	Support of Superintendent and Town Manager for planning and ongoing maintenance of existing educational facilities.  Analysis of high school systems and facilities.  Consistent funding.	September-October - Budget process December-January - Planning for summer work February-August - Planning and implementation of repairs and improvements.
<b>Replacement of staff computers, support of student devices, and maintenance of existing computer labs</b> (CADD, Digital Media, Music Tech, Computer Science, Science Cart, Language Lab)	David Good Jeff Snyder Dept. Heads Administration	Sufficient funding for replacement of 60-80 staff devices. Upkeep of labs and expansion of student devices.  IT support.	Summer 2018 - purchase of new computers and equipment for staff, new classrooms, CADD/Digital Media Lab, Digital Music Lab, Library Makerspace, STEM Computing Lab.

3.2 Complete the Schematic Design plans for the high school.

Action Step	Persons Responsible	Resources	Timeline
<p>Submit to MSBA the Preferred Schematic Design for the <b>new high school</b> for approval at the August MSBA Board of Directors Meeting.</p> <p>Develop Design Concept with community input and feedback.</p> <p>Prepare Schematic Design and Plan for submission to MSBA and for funding vote to the Community</p>	<p>Matthew Janger Bill McCarthy Kathy Bodie Department Heads and Staff Arlington High School Building Committee</p>	<p>Staff meeting time.</p> <p>Funding for release time.</p> <p>Coverage for teacher and administrative absences.</p> <p>Staffing and stipend support for administrative burden of coordinating the building project.</p>	<p>September 2018 – February 2019 Community forums to gather feedback on interior and exterior building features</p> <p>Winter 2019 All features and spaces of the building will be finalized</p> <p>February 2019 Detailed cost estimates will be provided</p> <p>~April 2019 MSBA review of Arlington's Schematic Design</p> <p>~June 2019 Assuming MSBA's approval of Arlington's Schematic Design, Arlington will have 120 days to secure funding and local approvals through a local debt exclusion vote. A June special election is anticipated.</p>

**Goal 4: Operations, Communications 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 community's most valuable asset.

4.1 Provide all stakeholders opportunities for input into the Schematic Design (Module 4) of the high school.			
Action Step	Persons Responsible	Resources	Timeline
Beginning in October, hold monthly <b>public</b>	Arlington High School Building Committee	Staffing and stipend support for	SY 2019 - Monthly meetings

<p><b>forums</b> on the Schematic Design Process, except for December.</p>	<p>Building Committee Communications Sub-committee</p>	<p>administrative burden of coordinating the building project.</p>	<p>A June special election is anticipated.</p>
<p>Provide <b>online opportunities for public feedback</b> on the Schematic Design Process</p>	<p>Arlington High School Building Committee Building Committee Communications Sub-committee</p>		<p>SY 2019</p>
<p>Maintain <b>AHS Building Website</b> to share ongoing information on the AHS building project.</p>	<p>Arlington High School Building Committee Building Committee Communications Sub-committee</p>		<p>SY 2019 and ongoing</p>