Arlington High School Improvement Plan
2015-2016
Approved

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 life-long 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 literacy

- Math, science, technology, and engineering expertise
- Teamwork 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.

Strategic Focus 1: Emphasize inquiry and experiential learning to promote student engagement and a deeper understanding of the curriculum.			
Action Step	Persons Responsible	Resources	Timeline
Through department meetings and Professional Learning Communities, encourage teachers to review curricular opportunities to **increase inquiry and experiential learning** in existing classes..	Department Heads		2015-16 and ongoing
Implement new **5-day class schedule** to allow for better coordination with outside activities.	Matthew Janger Ad Hoc Team Dept. Heads w/ Faculty input	Communications of schedule through beginning of year letters and online. Support from custodial and food service. Feedback survey	Development of plan 2014-15 Communications of plans over the summer 2015 Implementation 2015-16 Survey March 2016
Expand the **MOOC** proposal process to more flexibly allow for small groups of students, flexible timeing and Coursera MOOCs of different length and rigor. Consider other MOOC	Matthew Janger Interested teachers and students	Funding for MOOC coordinator and teacher stipends.	2013-14 Offer one MOOC option 2014-15 Expand the MOOC option to 4 courses and 50 students.

providers			2015-16 Flexibe programming. Double number of offerings. 2016-17 Explore staffing a multiple pathways program to integrate online classes, internships, work study, capstone and other community-based learning opportunities.
Maintain programming in Economics and Public Policy. Working toward adoption of a course in Public Speaking, depending on availability at Syrcause University (**SUPA**).	Ian McKay (SUPA Coordinator) Deb Perry	Expand Dual Enrollment options availability at Syrcause University (SUPA). Teacher FTE 0.2 SUPA Coordinator stipend.	December 2015 Determine potential for Public Speaking Course. January-May 2016 Include in Program of Studies and determine student interest. June-August 2016 Train AHS teacher to teach the course with SUPA.
Expand and refine **Internship** offerings for students. Create Internship Coordinator position as 0.2 and expand the program to 70 students. Pilot integrated standards between Internship and Work Study for implementation in 2016-17. Double the placement opportunities for 2016-17.	Matthew Janger Melanie Konstandakis-Schwartz (Internship Program Coordinator) Kathy Bodie (provide FTE)	Internship Coordinator position 0.2 FTE. Potentially an aide or expansion of the position in 2016-17 to allow for visits to the placement sites.	2014-2017
Develop **postsecondary transition plans** and	Meg Lim Lynne Bennett	Special Education Transition Coordinator	2015-16

programming for all Special Education students. Review connections between Special Education transition programming, Regular Education work study, and Internships.		Internship Coordinator	
For programs using the Maker Space and engaging in design and fabrication, develop an interdisciplinary **Maker Vision** with: -Rationale -Guiding Principles -Vision -Resource for the future -Program descriptions - aligned to Guiding Principles	Jeff Snyder Frank Tassone STEAM PLC	PLC Team Specialty technology facilities including: -Maker space -Expanded digital meda lab (CADD lab) -Music Tech Room -STEM Computer Lab -Science laptop cart -Enviro Garden	2015-16
Review space and staffing needs to expand **Maker space course offerings** while maintaining access to the maker space for interdisciplinary maker activities (individual and class hands-on projects).	Matthew Janger Jeff Snyder Frank Tassone STEAM PLC		October 2015 Budget Proposal December 2015 Course Proposals Ongoing 2015-16
Convert CADD lab to **Digital Meda Lab** combining CADD options as well as digital photography and design.	Laura Chesson David Good Kambiz Vatan David Moore Jeff Snyder David Ardito Matt Coleman Matthew Janger Bill McCarthy	AEF funding for additional computers, furniture, printers, and other equipment. Teacher collaboration to create a shared space. Information Technology Department suppor for set up, wiring, netwwork and wifi access. Facilities support for elecrical and moving.	September 2015 - Lab operational January 2016 - Review future needs for maintaining and expanding the collaborative space October 2016 - Review needs for an additional dedicated Digital Art Lab for 2017-18

Provide **Science Laptop Cart** with specialized probes to allow for expanded hands-on exploration of science concepts.	Laura Chesson David Good Larry Weathers	AEF Funding Curriculum review to use and implement the new technology	Summer 2015 and ongoing - Curriculum Planning September 2015 - Laptop cart operational
Expanded access to **mobile computer technology** (Chromebooks and IPads). Review trade-offs between general use computer labs and mobile technology carts.	Laura Chesson Stacy Kitsis Jeff Snyder	Capital Funding Storage space. Computer lab space, repairs, upgrades	Summer 2015 Convert 3 Citrix labs to 2combined Citrix and chromebook labs. Distribute 60 additional chromebooks for classroom work. January 2016 - Review lab and chromebook use.
Develop policies and training and infrastructure for classroom use of student digital devices or "bring your own device" (**BYOD) by 2016-17** emphasizing the SAMR model. Goal of 10 devices per classroom in 2016-17 to support BYOD.	Laura Chesson Ad Hoc Cte. on BYOD Jeff Snyder Stacy Kitsis Department Heads Matthew Janger Mobiel Technology Grant recipients	PD time Outside training/consultants Funding for PD and trainers. Capital support for purchases of mobile technology, projection, connectivity repair, replacement, and growth.	December 2015 - January 2016 - Review experiences and research with BYOD with Ad Hoc Cte. January - June 2016 - Review proposals and training with staff. Spring-Summer 2016 - Review policies and ongoing training needs. 2016-18 - Implement new policies and expand mobile computing access.
Develop teacher and school capacity for instruction in a 1:1 computer environment emphasizing the SAMR model through a **challenge grant process** providing carts of chromebooks or IPads to indivdual teachers or teacher teams (15).	Laura Chesson Jeff Snyder Matthew Janger	Captial Funding for 150 Chromebooks and 150 iPads. Team meetings of grant recipients.	Spring 2015 - Grant Process Summer 2015 - Purchase and set up of equipment. Summer 2015 and ongoing - Review and design of 1:1 curriculum plans. 2015-16 - Implementation of technology in the classrooms and team

			meetings to review and train. Spring 2016 - Sharing meeting with faculty
Expand and develop student leadership through the **Student Council i**n order to support the school mission and positive culture of student engagement. Implement new Student Council structure with a revised constituion and expanded student representation at all grade levels.	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 administration.	Spring 2015 - Presentation of new consitation and Student Council elections. Fall 2015 - Implementation of new Student Council roles and structure. Freshman elections. Winter-Spring 2016 - Review of the constitution and planning for Student Council elections.
Develop a **Student Communication Team** to assist with morning announcments and with communications to students from the Student Council and administration.	Matthew Janger Bill McCarthy Student Council Officers Paul McKnight		Spring 2015 - Selection of team members 2015-16 - Planning, implementation and review.
Have representatives from the Student Council particpate in School Council as the **Student Advisory Council**	Matthew Janger Paul McKnight Student Council Officers		2015-16 and ongoing
Provide **training for student leaders** through the Massachuletts Association of Student Councils and the Massachuseets Interscholastic Athletics Association.	Paul McKnight Melissa Dlugolecki Matthew Janger	Funding for conferences and trainers	2015-16 and ongoing
Create a formal, stipended **Club Coordinator** position to coordinate, promote, and consolidate club activities so that they	Matthew Janger Kathy Bodie Club Coordinator (Joanna Begin)	Stipend support in budget	2015-16 and ongoing

better serve the school mission. Create club procedures, listings, website, and handbook.			

Strategic Focus 2: Increase support for social emotional needs of students.			
Action Step	Persons Responsible	Resources	Timeline
Integrates a weekly 24 minute **Activity Period** into the school schedule (see 5-day schedule above). Provide staffing, funding, time, training, and consistent **advisory programming** to: -Create and foster connections between teachers and students -Provide a consistent conduit for communication with students -Create and foster positive school climate and culture	Lauren Schultz Advisory Committee Matthew Janger Department Heads	Advisory Teacher position - 0.2 Advisory Committee Stipends for planning, support, training, and summer work Consultant/Outside Support - Rachel Poliner Supplies budget Time in schedule for advisory activities. Staff time for PD and training. Staffing of advisory periods and sufficient duty assignments to cover other school needs. Contract support	Summer 2015 - Planning 2015-16 and ongoing
Create a weekly 24 minute **Campus Period** to allow for club meetings, support groups, office hours, and teacher meetings on Tuesdays.	Deans Assistant Principal Matthew Janger	Staffing for building subs to supervise Sufficient duty assignments to supervise Custodial support and flexibility Food service support Furnishings (seating	2015-16 and ongoing Winter 2016 - Review and planningin

		and trash) to provide sitting areas and consolidate students during break times Policies for student supervision	
Continue to develop and review a coordinated team planning process and **case management** for supporting students experiencing complex or chronic mental or physical health problems. Revise programs as part of a **strategic review** applying a "logic model" to students needs and resources.	Matthew Janger Lynne Bennett Deans Student Support Team Transition Program Mill Brook Program Workplace Program Nursing Special Educaiton Staff	Staffing support responsive to student needs Funding for consulting, planning, and training for all related programs Wediko or other appropriate consultants/trainers	2015-16 and ongoing
In response to recent traumatic events we will work with our social-emotional staff and community resources to provide ongoing **crisis support** throughout this year.	Student Support Team Matthew Janger Kathy Hirsch Andrea Razi	NEMLEC STARS Community resources Funding for additional staffing or services as needs arise Release time and flexibility	2015-16 and as necessary
Review the Health and Wellness curriculum, Science curriculum, Advisory activities, and other related activities to include, as appropriate, **social emotional information identified by school data** (e.g., Student Support Team, Youth Risk Behavior Survey (YRBS), Arlington Youth Health & Safety Coalition (AYHSC)). These may include for example, e-cigarettes, suicide prevention,	Cindy Bouvier Kim Visco Roni Tivnan Guidance Department Advisory Cte. Andrea Razi Jess Klau Matthew Janger		October 2105 and ongoing

anxiety, mindfullness, or sexting.			
Expand and refine programming for an alternative general education program (i.e., **Mill Brook Program**) 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.	Matthew Janger Lynne Bennett AHS Administration Mill Brook Staff Alison Elmer	Adequate staffing, professional development, and resources Wediko or other appropriate consultants/trainers	Fall 2015 - Revision and update of program documents following the logic model 2015-16
Continue to develop an **educational services plan** for students at risk of suspension, expulsion, or drop out in order to provide services in accord with new state law (Chapter 222) and to reduce the use of disciplinary suspensions.	Adminstration Lynne Bennett Cindy Sheridan	Subscriptions to online resources. Continued access to PLATO. Staffing for tutoring, in-school suspension (and alternatives) Funding for alternative educational options such as FuelED and EDCO West	2015-16 ongoing
Arlington EATS - Create options for free snacks for all students in need and weekend packs for Free and Reduced Lunch Students.	Matthew Janger Magali Olander Denise Boucher Arlington EATS	Arlington EATS Cafeteria support	March 2016
Follow up on recommendations from **Human Rights Focus Groups** (needs assessment of school climate and culture) with Steve Wessler conducted in Spring 2015. Develop leadership among teachers and students to train in issues of cultural competency and	Matthew Janger Steve Wessler Cultural Competency Team	Funding and time for consulting services, train-the-trainers, and students workshops. Staff meeting time	Winter/Spring 2016 - Present findings to staff Winter/Spring 2016 - Train-the-trainers Spring/Summer 2016 - Conduct student trainings

inclusiveness.			
Promote **Ponder Pride** through school events and celebrations such as the pep rally, Ponder Cup competition, special events, traditions, and school gear.	Matthew Janger Melissa Dlugolecki Paul McKnight Student Council Captains Council		2015-16
Promote **community engagement in athletics** and communication through events such as All Athletics Night, Injury Prevention Night, and 8th Grade Parent Night as well as using digital technology (website, Google+, Twitter).	Melissa Dlugolecki		2015-16

Strategic Focus 3: Close the achievement gap in the APS.

Action Step	Persons Responsible	Resources	Timeline
Continue to modify and adjust **extended time classes** in English and Math based on student need to support students who need additional time to master the college preparatory curriculum.	Matthew Janger Bill McCarthy Deb Perry Matt Coleman Lynne Bennett	Adjust staffing levels closer to district and state averages. Schedule adjustments.	December 2015 review existing models and project student needs for Program of Studies offerings. March 2016 review student course requests and adjust and staff classes according to student need. Summer 2016 make final course planning adjustments.
Continue to modify and adjust **small cohort classes** in Math, English, Social Studies, Science, and World Languages to provide higher levels of academic and behavioral support to	Math, ELA, Social Studies, Science, World Language and Special Education Department Heads	Adjust staffing levels closer to district and state averages. Schedule adjustments	December 2015 review existing models and project student needs for Program of Studies offerings. March 2016 review student course requests and adjust and staff

students who struggle in the regular classroom environment.			classes according to student need. Summer 2016 make final course planning adjustments.
Using data in goal setting, PLCs, Departments, and program evaluation **target support and programming to students** who are struggling in terms of achievement, growth, and progress toward graduation. Data include common assessments, teacher observations, surveys, standardized tests (e.g., MCAS, PSAT, SAT), and school records (e.g., GPA, attendance, graduation rates, discipline data).	Administration Guidance SST Department Heads Faculty Data team	Time Reliable and targeted data reports from our data team	2015-16 and ongoing
Departments will continue to develop and modify a **system of curriculum and common assessments** (including state mandated District Determined Measures (DDMs)) aligned to state and national standards with the aim to develop a guaranteed and viable curriculum.	Department Heads and Administration	Department Meetings and common planning time	2015-16 and ongoing
Continue ongoing **alignment of curriculum and common assessments** with National Standards (e.g., Common Core, Next Generation Science Standards)	Department Heads and Adminstration	Department Meetings and common planning time	2015-16 and ongoing

Continue to develop and refine common assessments to measure the **essential standards** in each course	Department Heads and PLCs	Department Meetings and common planning time	2015-16 and ongoing
Develop interdisciplinary r**esearch skills handbook** for use across all departments. Collect feedback and provide training for teachers in appropriate use of these materials and skills.	Stacy Kitsis Summer team	Professional Development Stipends Feedback survey Staff meeting time	Summer 2015 - Revise AHS Research Handbook based on feedback and develop advisory units Fall 2015/Winter 2016 - student workshops in Freshman Seminars and Activity Period. 2015-16 - Survey implmentation in classes and get teacher feedback.

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.

Strategic Focus 1: Enhance professional development to support the better/smarter use of data in educator decisions			
Action Step	Persons Responsible	Resources	Timeline
Continue implementation of **Massachusetts Effective Evaluator System**. Train to develop consistent standards and postiive, and effective approaches to feedback	Department Heads Adminstration Laura Chesson Matthew Janger	Professional development time and funding A positive professionally oriented working relationship wtih the Arlington Education Association.	2015-16
Provide a framework for department and PLC planning focused on effective **use of data in decision-making**.	Department Heads		2015-16 and ongoing

Continue to use data ito **target support and programming to students** who are struggling in terms of achievement, growth, and progress toward graduation. (See above)	Administration Guidance SST Department Heads Faculty Data team	Time Reliable and targeted data reports from our data team	2015-16 and ongoing
Continue to develop the **coach's advisory** to promote positive climate, culture, and best practices among athletics staff.	Melissa Dlugolecki		2013-15
Continue to develop the **coach's evaluation** procedure following MIAA standards, following a consistent form, and incorporating student feedback.	Melissa Dlugolecki		2013-15
Develop **technology leadership** in the staff through the Technology User Group and Challenge Grants (see above)	Matthew Janger Jeff Snyder Stacy Kitsis Grant recipients Technology User Group	Funds for PD and release time	Begin summer 2014- through 2015
Implement **technology training** in staff meeting for all staff tailored to different levels of expertise.	Matthew Janger Jeff Snyder Stacy Kitsis		2014-15
Train staff, through the **Advisory** to create and foster connections between teachers and students, in order to gather ongoing qualitative data about the social emotional needs of students (See Activity Period above)	Lauren Schultz Advisory Committee Matthew Janger Department Heads	Advisory Teacher position - 0.2 Advisory Committee Stipends for planning, support, training, and summer work Consultant/Outside Support - Rachel Poliner Supplies budget Time in schedule for	Summer 2015 - Planning 2015-16 and ongoing

| | | advisory activities.

Staff time for PD and training.

Staffing of advisory periods and sufficient duty assignments to cover other school needs.

Contract support | |
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Goal 3: Resources, Infrastructure, and Educational Environment

District Goal: 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

Do everything possible to expedite the rebuilding of AHS.

Strategic Focus 1: Develop a plan to address space needs related to anticipate enrollment growth over the next 10 years.			
Action Step	Persons Responsible	Resources	Timeline
Work with District Facilities Director and Maintenance Director to gather data, improve communication, and develop a **5-year plans for the maintenance and upkeep** of the high school.	Ruth Bennett Mark Miano Bill McCarthy Melissa Dlugolecki Matthew Janger	School Dude Maintenance Tracking System. Analysis of high school systems and facilities. Consistent funding.	Summer 2015 - District Facilities Director Hired Summer-Fall 2015 - Implement School Dude Fall 2015 - Budget Process 2015-2017
Develop a maintenance plan and supervision with the Superintendent's Office to maintain and upkeep the newly refurbished **Peirce Field** turf and surrounding athletic facilities.	Kathy Bodie Ruth Bennett Melissa Dlugolecki Paula Neville Diane Johnson	Fee structure for supporting Turf Supervisor and upkeep. Funding for staff to supervise schedule and permit process for fields.	Summer 2015 - develop fee structure and agreements with user groups. Fall 2015 - Hire Peirce Supervisors and organize athletic permit procedures.

			Spring 2016 - Implement Peirce Supervisors. Summer-Fall 2016 - Review and revise fee structure and supervision.
With the Business Office develop a **longterm athletic equipment replacement and upkeep** schedule and budget for proactive spending and allocation in Athletics.	Melissa Dlugolecki Diane Johnson	Past budget data. Assessment of equipment needs and costs.	2015-17

Strategic Focus 2: Do everything possible to expedite the rebuilding of AHS.

Action Step	Persons Responsible	Resources	Timeline
Work with Department Heads and Faculty to develop educational vision for the **future building.**	Matthew Janger Department Heads Future Building Committee	Funding for school visits. Adminstrative focus to allow for planning at the building administration level.	2015-17

Strategic Focus: 3. Improve the maintenance of APS buildings.

Action Step	Persons Responsible	Resources	Timeline
Improve **building cleanliness, maintenance, and facilities in the short term** while longterm plans are developed for a major building project.	Matthew Janger Bill McCarthy Mark Miano Ruth Bennett		Fall 2014- Winter 15
With the Business Office develop a **longterm athletic equipment replacement and upkeep** schedule and budget for proactive spending and allocation	Melissa Dlugolecki Diane Johnson	Past budget data. Assessment of equipment needs and costs.	2015-17

in Athletics.			
Repair or replace the **Peirce Track** and related facilities.	Ruth Bennett Diane Johnson Mark Miano Melissa Dlugolecki	Capital Funding	Fall 2015 - Gather information for request for proposal. Winter-Spring 2016 - Conduct process of selecting contractors and planning repairs. Spring-Summer 2016 - Conduct repair/replacement work.
Review and develop school **evacuation and lockdown procedures** following up on our pilot of the ALICE protocol (Alert, Lockdown, Inform, Counter, Evacuate). Provide training in staff meeting.	Steve Porciello Cindy Sheridan Adminstration	Time assigned to the SRO and Court Liaison to review plans and work with administration.	Spring 2015 - Pilot ALICE lockdown drill Fall-Winter 2015 - Review feedback and procedures from pilot drill. Fall 2015-Spring 2016 - Review and revise school safety plans. Run additional practice drills.

Strategic Focus 4: Transform teaching and learning by expanding the District's use and integration of technology.

Action Step	Persons Responsible	Resources	Timeline
Create and implement plan for providing **instructional technology** in order to support teaching and learning in a digital age consistent with the Common Core and best practice. (See actions steps above related to building capacity and moving toward a BYOD environment)	Matthew Janger Jeff Snyder David Good Laura Chesson Stacy Kitsis		Fall 2015 - Capital proposal 2015-16 and ongoing
Work toward having 10 devices available to	Matthew Janger Laura Chesson	Funding Policies	2015-2017

each classroom in order to support a **bring your own device environment by 2017**.	Kathy Bodie David Good	Training Technical Support Staff	
Purchase new **Science Laptop Cart** with specialized lab software and equipment.	Arlington Education Foundation (AEF) Laura Chesson David Good Larry Weathers	AEF funding to support specialty digital labs. Science equipment research and curriculum development.	Summer-Fall 2015
Introduce new **Digital Media Lab** combining resources for CADD and Digital Photography programs.	Arlington Education Foundation (AEF) Laura Chesson David Good Jeff Snyder Matthew Janger Matthew Coleman David Ardito Kambiz Vatan David Moore	AEF funding to support specialty digital labs. Art and Math department coordination and cooperation. Data on student interest and needs..	Summer-Fall 2015 - Make equipment and facility improvements. Fall-Spring 2015 - Develop classes and programming. Winter-Spring 2017 - Review program expansion needs to consider needs for additional space.
Provide 8-10 IPad or chromebook class carts as part of a **challenge grant process** to (8-16) indivdual teachers or teacher teams (see challenge grant above).	Laura Chesson David Good Jeff Snyder Matthew Janger Grant recipients	Captial Funding for 150 Chromebooks and 150 iPads. Team meetings of grant recipients.	Spring 2015 - Grant Process Summer 2015 - Purchase and set up of equipment. Summer 2015 and ongoing - Review and design of 1:1 curriculum plans. 2015-16 - Implementation of technology in the classrooms and team meetings to review and train. Spring 2016 - Sharing meeting with faculty
Distribute 30-100 **additional chromebooks** through the media center and departments.as	Laura Chesson David Good Jeff Snyder Stacy Kitsis Matthew Janger	Captial Funding Storage Space Tech support staffing Professional development	Summer 2015 - Purchase and set up of equipment. Summer 2015 and

budgets allow to increase teacher			ongoing - Review and design of 1:1 curriculum plans. 2015-16 - Implementation of technology in the classrooms and team meetings to review and train. Spring 2016 - Sharing meeting with faculty
Upgrade and improve **projection capacity** in classrooms to allow teachers to use digital technology as a classroom tool.	Laura Chesson David Good	Funding for replacement and upkeep of projectors, bulbs, and connectivity. Technology support staffing.	Fall 2015 - Develop needs assessment for projection and connectivity. Fall 2015-Summer 2016 - Develop process and funding plan.

Goal 4: Operations, Communication and Stakeholder Engagement

District Goal: 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.

Strategic Focus 2: Improve the communication of information by improving district and school websites.			
Action Step	Persons Responsible	Resources	Timeline
Revise the high school **website** to include a list of standard items, provide easier navigation, and maintain current content.	Jeff Snyder	Funding for professional development or consultant on web design	January 2016 - PIlot updated website Winter/Spring 2016 - Develop infrastructure and practices to maintain updated content.
Continue to improve high school **communications** using	Matthew Janger BIll McCarthy Jeff Snyder		2015-16 and ongoing

digital technology (email, website, Google+, Twitter).	Colleen Ralston		
Explore ways to better use **Powerschool data bases** to faciliate consistent communication, through the home page, activity lists, and other features.	Matthew Janger BIll McCarthy Michael Remy Jeanne Zilewicz Jeff Snyder	Time for Jeanne Zilewicz and Michael Remy to prioritize. Secretarial time to enter/update new data needs.	2015-16 and ongoing