

## ***2015-2016 Ottoson School Improvement Plan***

**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.

**Ottoson Strategic Objective #1: Ottoson Middle School students achieve significant growth in academic achievement as measured by the MCAS.**

- A. Improve student English Language Arts (ELA) achievement by attaining 51 percent or greater ELA Student Growth Percentile (SGP) at each grade level.
- B. Improve Math achievement by attaining 51 percent or greater in the Math Student Growth Percentile (SGP) at each grade level.

**Person/Team Primarily Responsible** : Principal, Assistant Principals, Department Chairs, Learning Team, Guidance, Teachers

**Action Plan for Strategic Objective #1:**

| Strategic Initiatives   | Timeline                | Success Indicators   |
|---|-------------------------|--|
| <ul style="list-style-type: none"><li>Analyze data acquired from MCAS, District Determined Measures, and classroom assessments, to identify areas of strength &amp; weakness.</li><li>Utilize common planning and grade level meeting time to investigate &amp; identify research based instructional strategies, cross-curricular design, and the leveraging of technology as a means of meeting the needs of all learners through multiple modalities.</li><li>Examine existing homework policies and measure for consistency, appropriateness, and their impact on student learning and achievement.</li><li>Review and improve the OMS Intervention Continuum of Services for struggling students and expand the capabilities of the Learning Team.</li></ul> | 2015 - 2016 School Year | <ul style="list-style-type: none"><li>Results from data analysis (MCAS, etc.,) utilized to develop, and employ, enhanced classroom assessments aligned to clear learning objectives and instructional strategies that contribute to increases in student achievement and MCAS performance.</li><li>Professional Learning Communities (PLC's) regularly engaged in collective inquiry and action based research in order to achieve better results for the students they serve.</li><li>Homework policy that is equitable, measurable, and conducive to student learning and achievement.</li><li>Temporary increases in the number of students referred to Learning Team followed by gradual decreases in the number of students who appear on</li></ul> |

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| <ul style="list-style-type: none"> <li>Increased collaboration between the guidance department, teachers, and administration to facilitate the identification of “at risk” students and ensure that these students receive the proper math, reading, writing, and social &amp; emotional supports.</li> </ul> |  | <ul style="list-style-type: none"> <li>mid-term D&amp;F reports and/or receive failing grades on report cards.</li> <li>Reductions in disciplinary referrals from “at risk” students coupled with increased levels of student engagement as evidenced by teacher observations, overall emotional &amp; social well being, and sustained academic growth.</li> </ul> |
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**\*\*Resources Needed:**

**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 or curriculum, instruction and assessment that integrates social, emotional and wellness support.

**Ottoson Strategic Objective #2:** In 2015 - 2016 school year, the OMS staff and administration, with the help of the OMS Leadership Team will prepare students for future learning by defining, implementing and assessing the Middle School Model at OMS and determine if further improvements need to be added.

***2015-2016 Progress:***

**Person(s) Responsible: Principal, Assistant Principals, Leadership Team, Guidance**

| Strategic Initiatives  | Timeline                | Success Indicators   |
|--|-------------------------|--|
| <ul style="list-style-type: none"> <li>Examine and enhance the elements and strategies of the current Middle School Model in a manner that is measurable, and aligned with school improvement goals.</li> <li>Utilize a collaborative approach in the design of the master schedule by incorporating the thoughts and insight of OMS staff into scheduling process.</li> <li>Promote a strong relationship between teacher and student by incorporating</li> </ul> | 2015 - 2016 School Year | <ul style="list-style-type: none"> <li>Middle School Model tailored to OMS needs that is logistically sound and grounded upon a shared educational philosophy that supports middle school teaching &amp; learning.</li> <li>Master schedule shaped by instructional priorities that include, but is not limited to, teacher innovation &amp; creativity, varied instructional strategies and techniques, and supports for unique student needs.</li> </ul> |

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| <p>advisory into the homeroom block and adopting a co-teaching approach to facilitate its implementation and success.</p> <ul style="list-style-type: none"> <li>• Formalize and expand the role of the Student Transition Team to meet the increasing demands of students transitioning in and out of OMS that have various social, emotional, and medical needs.</li> <li>• Explore and initiate mechanisms that serve to identify and support students who are not exhibiting academic success across content areas.</li> <li>• Evaluate the goals, objectives, policies, and procedures of professional development at OMS and ensure that they are conducive to best practice and supportive of the middle school model philosophy.</li> </ul> |  | <ul style="list-style-type: none"> <li>• Co-taught advisory block will lead to decreases in disciplinary referrals, increased awareness of students experiencing difficulties, and stronger relationships between cluster and exploratory teachers.</li> <li>• A Transition Support Team with clear guidelines &amp; procedures that utilizes a multi-agency collaborative approach to meeting the social, emotional, and medical needs of OMS students transitioning in and out of the school.</li> <li>• Evidence of a transparent &amp; efficient plan with common language and shared action steps to meet the needs of these high risk students.</li> <li>• Professional Development that promotes job-embedded learning and team-based action research that can be measured for its impact on improved student learning.</li> </ul> |
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**\*\*Resources Needed**

**Staff Excellence and Professional Development :** The Arlington Public Schools will recruit, hire, and 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.

**Ottoson Strategic Objective #3:** Increase leadership capacity within all grade level teams to ensure continuity of multi-year themes and foster a culture of collaboration amongst the faculty.

***2015-2016 Progress:***

**Person(s) Responsible: Principal, Assistant Principals, Leadership Team, Teachers**

| Action Steps   | Timeline                | Success Indicators  |
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| <ul style="list-style-type: none"> <li>Expand the reach, impact, and visibility of the Leadership Team by recruiting teachers from the grade level teams as well as the exploratory departments represented at OMS.</li> <li>Facilitate the multi-year planning and implementation of grade level themes: <ul style="list-style-type: none"> <li><u>6th Grade</u>: Leveraging Technology</li> <li><u>7th Grade</u>: Cross Curricular Integration</li> <li><u>8th Grade</u>: Non-fictional Reading and Writing</li> </ul> </li> <li>Implement a teacher-driven observation protocol that promotes best practice through job-embedded learning &amp; peer dialogue.</li> <li>Encourage and enable OMS staff to run extracurricular programs such as the science fair, mathematics club, art club, athletics, etc.</li> </ul> | 2015 - 2016 School Year | <ul style="list-style-type: none"> <li>A Leadership Team whose membership ranks are reflective of a majority of the departments and grade levels represented at OMS.</li> <li>Creation and application of a multi-year plan that centers upon the concepts and practices associated with the grade level themes: <ul style="list-style-type: none"> <li><u>6th Grade</u>: Leveraging Technology</li> <li><u>7th Grade</u>: Cross-Curricular Integration</li> <li><u>8th Grade</u>: Non-fictional Reading and Writing</li> </ul> </li> <li>Implementation of the Teacher-Driven Observation Protocol identified in <i>Instructional Rounds in Education: A Network Approach to Improving Teaching and Learning</i> (City et al., 2009)</li> <li>Expand the number of extracurricular activities offered at OMS and increase the number of students advancing to state wide competitions such as the science fair and math competitions.</li> </ul> |

**\*\*Resources Needed:**

**Resources, Infrastructure and Education 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.

**Ottoson Goal 4:** Implement physical and technological adjustments so the rapidly increasing number of OMS students may continue to learn in a welcoming environment.

**2015-2016 Progress:**

**Person(s) Responsible:** Central Administration, Principal, Assistant Principals, Leadership Team

| Action Steps   | Timeline                | Success Indicators  |
|--|-------------------------|---|
| <ul style="list-style-type: none"><li>Recruit a multi constituent committee to provide input and assistance throughout the planning process to address current and future space issues that develops a proposal to submit to the town for consideration during the planning process .</li><li>Explore and develop a strategic plan for the growing population to have access to out-of-cluster classes in order to support our middle school model.</li><li>Expand technology use through strategic planning and trainings.</li><li>Review the long term town plan for Ottoson Middle School to gather input at one whole school PD session and one Ottoson Parent Advisory Committee meeting.</li></ul> | 2015 - 2016 School Year | <ul style="list-style-type: none"><li>X number of additional out-of-cluster staff hired for AY17 school year to support increase in 6th grade enrollment</li><li>X% increase of teachers and students utilizing technology successfully in the classroom.</li><li>Evidence of a facility plan for AY17 school year that meets at least 3 out of the 5 top priorities identified by the multi constituent committee.</li></ul> |

**\*\*Resources Needed:**

**Operations, Communication and Stakeholder:** 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.

**Ottoson Strategic Objective #5: Increase effectiveness of adult communication to improve culture, climate and communication**

**2015-2016 Progress:**

**Person(s) Responsible: Principal, Assistant Principals, Leadership Team, Teachers**

| Action Steps  | Timeline                | Success Indicators  |
|---|-------------------------|---|
| <ul style="list-style-type: none"><li>• Establish a meeting protocol that ensures all meetings begin with a clear and common purpose and end with an action plan.</li><li>• Create and employ a weekly OMS update to communicate relevant past, present, and upcoming school related matters.</li><li>• Promote a more inclusive working environment by devising a meeting schedule that facilitates full-participation of both cluster and out-of-cluster teachers.</li><li>• Acquire and administer a multi-lens school operations survey in January and June to all OMS staff as a means of identifying feedback on matters pertaining to communication, logistics, and best practice.</li></ul> | 2015 - 2016 School Year | <ul style="list-style-type: none"><li>• Creation of an OMS electronic meeting agenda template that can be shared with and accessed by those with an interest to the student and/or subject matter being discussed.</li><li>• Dissemination of 38 weekly OMS updates by the Principal.</li><li>• Meeting agendas will provide evidence of both cluster and out-of-cluster teacher participation.</li><li>• Feedback from the multi-lens school operations survey will result in action plans for issues of immediate concerns while at the same time lead to the development of goals and initiatives for the SY16/17 OMS Leadership Team.</li></ul> |

**\*\*Resources Needed:**