

# North River School District

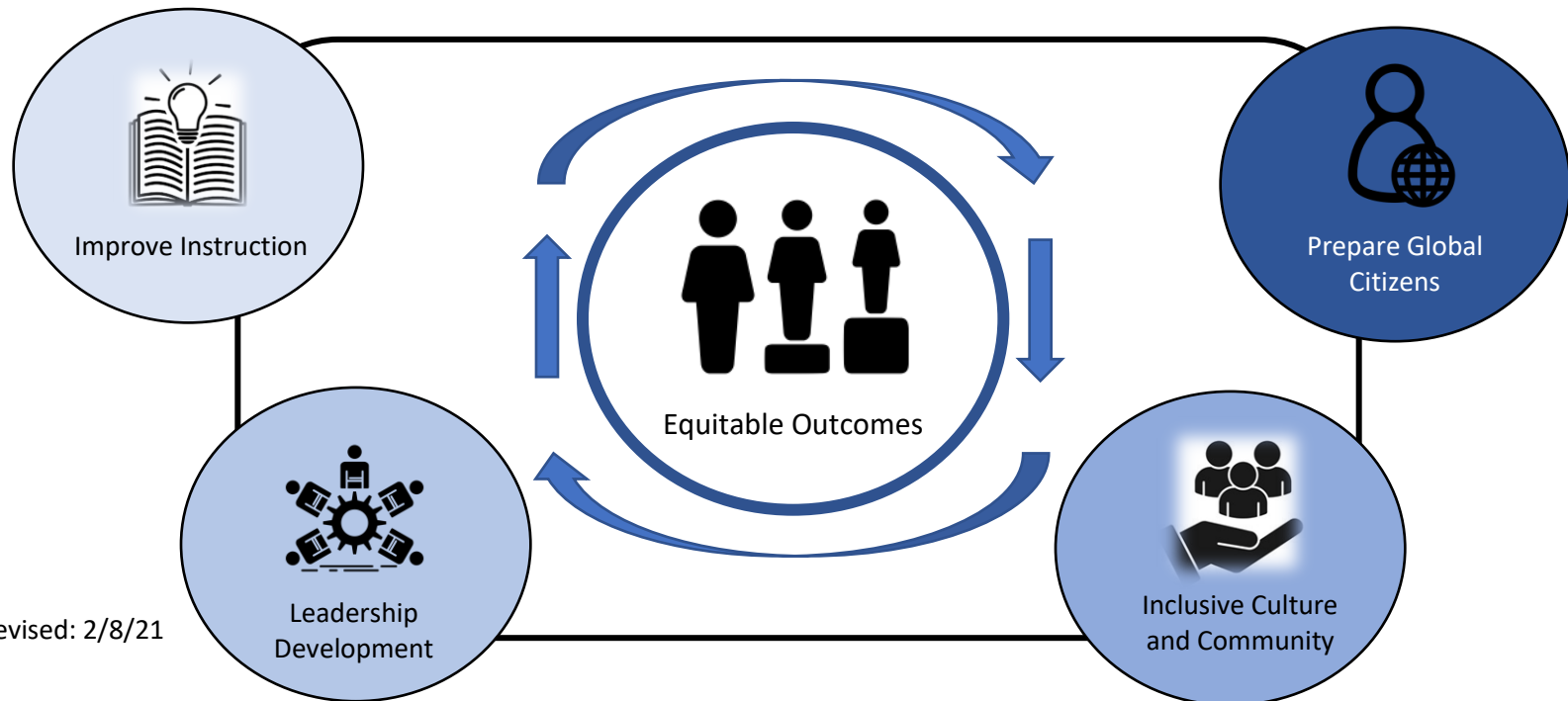
PREPARED FOR LIFE. EVERY STUDENT MATTERS. EVERY MOMENT COUNTS.

## North River School District Strategic Plan for Improvement 2020-2025

### ***Vision: Preparing students for a meaningful life***

Vision Statement: North River School District is special. Our students, staff, parents, and community play a vital role in our district's success as a center of learning. Our goal is to focus on students academically, socially, and emotionally. Student achievement is our top priority and our commitment to continuous improvement is unwavering—to ensure all students are prepared for postsecondary learning opportunities (college/trade school...etc.), career, and citizenship upon graduation.

Equitable Outcomes			
We will provide <b>equitable access</b> to students and staff, with particular attention to underrepresented populations.			
Improve Instruction	Leadership Development	Inclusive Culture and Community	Prepare Global Citizens
We will support <b>academic achievement</b> for every learner.	We will develop the knowledge, will, and skills of our students and staff to be <b>problem-solvers</b>	We will build inclusive environments to empower students and staff to develop <b>healthy relationships</b> .	We will cultivate experiences that allow our students the opportunities for <b>real-world application</b> .



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## Equitable Outcomes

**We will** provide *equitable access* to students and staff, with particular attention to underrepresented populations.

Theory of Action	<b>If</b> we implement district and school level systems and structures to promote equity <b>Then</b> underrepresented students and families will feel empowered to engage in the school community, <b>And</b> students will be better equipped to succeed academically and socially.
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## Goal 1: Improve Instruction

**We will** support *academic achievement* for every learner.

Theory of Action	<b>If</b> we identify high-leverage, evidenced-based instructional practice and supports, <b>Then</b> students will receive quality instruction, including access to appropriate and challenging curriculum, <b>And</b> student outcomes will increase on measurable assessments in ELA/literacy and math/numeracy.		
Person or Team Responsible	Goal 1: Improve Instruction Action Steps to be Completed in 2020-2021	Target Date	Measurement of Implementation
Administration and the Leadership Committee	1. Collect and discuss evidence-based strategies.	3/21	100% of classroom teachers will participate in conversations about best evidence-based strategies and will select a focus strategy to address hybrid learning.
Teachers & Paraeducators	2. Implement evidence-based strategies for hybrid learning (COVID specific).	5/21	100% of classroom teachers will use evidence-based strategies for hybrid learning.
Trauma Team	3. Meet with students to discuss pathways to graduation.	6/21	100% of students will have the first phase of the high school and beyond plan completed: <ul style="list-style-type: none"> <li>- Who am I?</li> <li>- What can I become?</li> <li>- How do I become that?</li> </ul>

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			100% of 9 <sup>th</sup> & 10 <sup>th</sup> graders will complete the first half of the plan.	
			100% of 11 <sup>th</sup> and 12 <sup>th</sup> graders will complete the entire plan, or a pathway to completion.	
Improve Instruction 5-Year Goals				
SY 20-21	SY 21-22	SY 22-23	SY 23-24	SY 24-25
<ul style="list-style-type: none"><li>○ 100% of classroom teachers can identify and demonstrate the application of an evidence-based strategy for hybrid learning.</li><li>○ 80% of classroom teachers will implement at least two evidence-based strategies, specific to hybrid learning.</li></ul>	<ul style="list-style-type: none"><li>○ 100% of staff can communicate a school-based monitoring system to track ELA/literacy and math/ numeracy data.</li><li>○ 100% of staff and parents can communicate the process for specialized services:<ul style="list-style-type: none"><li>- IEP/ 504</li><li>- College in the Classroom</li><li>- Highly capable</li></ul></li></ul>	<ul style="list-style-type: none"><li>○ 50% of courses will have a purposeful interdisciplinary connection, planned with a collaborating teacher.</li><li>○ 20% of teachers will participate as ESD fellows in their content areas.</li></ul>	<ul style="list-style-type: none"><li>○ 20% of teachers will hold a National Board Certification.</li></ul>	<ul style="list-style-type: none"><li>○ 60% of teachers will hold a National Board Certification.</li></ul>
<b>Progress Monitoring:</b> <ul style="list-style-type: none"><li>● July 2020: Collaborated with teachers to create interdisciplinary units (English and Social Studies).</li><li>● September 2020: Establishment of college in the classroom.</li><li>● September 18, 2020: Establishment of a student success committee: Outcomes → trauma team and a focus on motivation (PBIS).</li><li>● October 26&amp;29, 2020: Parent and staff collaboration: How to return to face-to-face learning.</li><li>● November 19 &amp; December 10, 2020: Students were offered in-person instruction for 4hrs/day (4days/wk).</li><li>● January 28, 2021: Students were offered 5.5hrs/day (4 days/wk).</li><li>● January 2021: The identification of students to complete a highly capable evaluation.</li><li>● January 2021: The identification of students with identified special needs as highly capable.</li><li>● February 2021: The creation of a students supports identification team.</li></ul>				

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<b>Goal 2: Leadership Development</b> <b>We will develop the knowledge, will, and skills of our students and staff to be <i>problem-solvers</i></b>			
Theory of Action	<b>If</b> we develop students and our staff to be problem-solvers, <b>Then</b> students and staff will learn how to leverage experience and resources, <b>And</b> energy will be utilized towards solutions and results.		
Person or Team Responsible	Goal 2: Leadership Development Teams! Action Steps to be Completed in 2020-2021	Target Date	Measurement of Implementation
Administration and the Leadership Committee	1. Break-down singular positions with many responsibilities and shifting to a team-model.	6/21	100% of hiring will be geared towards a team-model.  50% of staff can articulate teams for varying services.
Teachers & Paraeducators	2. Connect staff with resources to support solution-based practice. - Student services - Trauma team - Committees	5/21	80% of staff can communicate point-persons for varying issues (scenarios or actual).
Trauma Team	3. Involving students in planning, collaborative problem solving, and/or restorative justice conversations.	6/21	80% of students will be involved in problem-solving conversations.

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Leadership Development 5-Year Goals				
SY 20-21	SY 21-22	SY 22-23	SY 23-24	SY 24-25
<ul style="list-style-type: none"> <li>○ 10% of school leadership is distributed.</li> <li>○ 100% of practices will encourage a team-approach.</li> <li>○ 50% of hires were from within – grow our own.</li> <li>○ 20% of students will participate in portfolio presentations.</li> </ul>	<ul style="list-style-type: none"> <li>○ 20% of students will participate in Future Problem Solvers (FPS).</li> <li>○ ASB will begin incorporating restorative justice as a practice.</li> <li>○ 25% of staff will be given stipends for continuing education.</li> <li>○ College in the classroom will be offered in 2 content areas.</li> </ul>	<ul style="list-style-type: none"> <li>○ 50% of school leadership is distributed.</li> <li>○ 80% of paraeducators will complete advanced paraeducator training.</li> <li>○ College in the classroom will be offered in 3 content areas.</li> <li>○ 100% of students will participate in portfolio presentations: including a scoring committee of peers.</li> </ul>	<ul style="list-style-type: none"> <li>○ 40% of student-related problems will be solved through restorative justice practice.</li> <li>○ 100% of Students 11&amp;12 will participate in (a minimum of) one semester of an internship.</li> </ul>	<ul style="list-style-type: none"> <li>○ 100% of 5<sup>th</sup> year teachers will hold a masters degree in their specialty area.</li> <li>○ 20% of teachers will have North River paraeducator experience (grow our own).</li> <li>○ College in the classroom will be offered in 4 content areas.</li> </ul>
<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>• July 2020: the development of a hiring process including hiring committees, rubrics, and creative placement (i.e. leveraging candidates' strengths to inform programs).</li> <li>• September 2020: 10% of staff have stipends for continuing education.</li> <li>• January 2021: opened a band/life skills position.</li> <li>• February 2021: Student led newsletter, Mustang Memo!</li> </ul>				

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<b>Goal 3: Inclusive Culture and Community</b> <b>We will</b> build inclusive environments to empower students and staff to develop <i>healthy relationships</i> .			
Theory of Action	<b>If</b> we develop district-and school level systems to support inclusion, <b>Then</b> students and staff will learn how to positively engage with people who do not share the same experiences, <b>And</b> students and staff will be better equipped to succeed in a diverse world.		
Person or Team Responsible	Goal 3: Inclusive Culture and Community Action Steps to be Completed in 2020-2021	Target Date	Measurement of Implementation
Administration and the Leadership Committee	1. Create district-wide access for early learning and specialized services.	<b>6/21</b>	80% of North River residents and school employees are informed of the options for early learning for the 21-22SY.
	2. Hire and plan for bilingual immersion at the elementary level.	<b>5/21</b>	80% of staff for the 1 <sup>st</sup> and 2 <sup>nd</sup> grade bilingual program are hired and involved in program planning.
Teachers & Paraeducators	3. Implement evidence-based strategies for inclusion.	<b>5/21</b>	80% of staff can demonstrate implementation of evidence-based strategies for inclusive teaching and learning.
	4. Participate in professional development regarding racial literacy.	<b>4/21</b>	100% of staff has completed the ESD online PD on racial literacy.
Trauma Team	5. Develop a plan of action for increasing inclusion (i.e. lunch clubs)	<b>6/21</b>	An action plan, addressing inclusion is 80% complete.

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	6. Work with students to increase equitable opportunities by creating a menu of supports.		100% of students will have access to a menu of academic and socio-emotion supports (therapy dog time, video-game time, walking...etc.).	
Inclusive Culture and Community 5-Year Goals				
SY 20-21	SY 21-22	SY 22-23	SY 23-24	SY 24-25
<ul style="list-style-type: none"><li>80% of North River residents and staff are informed about early learning programs for SY21-22.</li><li>80% of staff for the 1<sup>st</sup> and 2<sup>nd</sup> grade bilingual program are hired.</li></ul>	<ul style="list-style-type: none"><li>20% of birth-to-three students are enrolled in in-person services at the school.</li><li>80% of staff for the bilingual 3<sup>rd</sup> and 4<sup>th</sup> grade are hired.</li><li>50% of students will participate in an inclusion plan, including restorative justice practices.</li><li>20% of staff will use evidence-based UDL strategies in daily lessons.</li><li>100% of mailers will be translated in the preferred language of families.</li></ul>	<ul style="list-style-type: none"><li>50% of birth-to-three students are enrolled in in-person services at the school.</li><li>80% of students in the dual language immersion program perform <b>above average on performance</b> exams in English.</li><li>60% of staff will use evidence-based UDL strategies in daily lessons.</li></ul>	<ul style="list-style-type: none"><li>80% of students in the birth-to-three program will show mastery in appropriate developmental benchmarks.</li><li>80% of staff for the bilingual 5<sup>th</sup> and 6<sup>th</sup> grade are hired.</li><li>80% of students will participate in an inclusion plan, including restorative justice practices.</li><li>100% of staff will use evidence-based UDL strategies in daily lessons.</li></ul>	<ul style="list-style-type: none"><li>100% of students in the birth-to-three program will show mastery in appropriate developmental benchmarks.</li><li>80% of 5<sup>th</sup> grade students are able to demonstrate mastery on language proficiency exams in both English and Spanish.</li></ul>
<u>Progress Monitoring:</u> <ul style="list-style-type: none"><li>July 2020: Created G-Drive for the school as a way to make information accessible.</li><li>September 2020: Created a student services team with a shared drive, including a case-load tracker.</li><li>September 2020: Supported in-person services for students with specialized needs.</li><li>September-January: Hired 4 Spanish speaking staff members, increasing staff ratios to more closely match our student population</li><li>November 2020: Developed a framework for the birth-to-three program, including understanding the legal parameters of governance.</li><li>December 2020: Initiated hiring of a bilingual 1<sup>st</sup> and 2<sup>nd</sup> grade teacher.</li><li>January 2021: Applied for a 15k Universal Design for Learning (UDL) grant.</li></ul>				

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<b>Goal 4: Prepare Global Citizens</b> <b>We will cultivate experiences that allow our students the opportunities for <i>real-world application</i>.</b>			
Theory of Action	<b>If</b> we implement Multi-Tiered Systems of Support (MTSS), <b>Then</b> students will have multiple entry points for all academic and interest levels, <b>And</b> students will demonstrate accelerated growth in outcomes mastery.		
Person or Team Responsible	Goal 4: Preparing Global Citizens Action Steps to be Completed in 2020-2021	Target Date	Measurement of Implementation
Administration and the Leadership Committee	1. Create proficiency/project-based opportunities for credit accumulation.	<b>1/21</b>	100% of students have the opportunity for proficiency/project-based credit accumulation.
	2. The district will partner with AFS exchange to support global citizens.	<b>12/20</b>	100% of foreign exchange students within the North River Valley will have the opportunities to attend North River.
Teachers & Paraeducators	3. Staff will plan and allow students opportunities for project-based summative assessments.	<b>1/21</b>	80% of staff will have project-based summative assessments.
		<b>4/21</b>	50% of student feedback will be formative and NOT have a grade attachment (to foster growth-based mindsets).
Trauma Team	4. Increase off campus experiences by creating a SY21-22 trip schedule	<b>4/21</b>	100% of students will have planned opportunities to visit one post-secondary site in 21-22.



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Prepare Global Citizens 5-Year Goals				
SY 20-21	SY 21-22	SY 22-23	SY 23-24	SY 24-25
<ul style="list-style-type: none"> <li>○ 100% of students can obtain credit through proficiency/project-based mastery.</li> <li>○ 100% of students will have the opportunity to make up incomplete grades/marks.</li> </ul>	<ul style="list-style-type: none"> <li>○ 100% of students will receive remedial and/or extension academies during two scheduled calendar breaks.</li> <li>○ 80% of the school community will participate in fundraising efforts to build a foreign exchange account, helping North River students who wish to travel abroad.</li> </ul>	<ul style="list-style-type: none"> <li>○ 20% of students will have the opportunity to communicate with one of North River students who is living abroad.</li> <li>○ 50% of students will go on a field trip at least once a semester.</li> <li>○ ASB will establish parliamentary norms, and 50% of students will participate in ASB meetings.</li> </ul>	<ul style="list-style-type: none"> <li>○ 100% of students will go on a field trip at least once a semester.</li> <li>○ 100% of middle and high school students will have the opportunity to select between two foreign languages from an in-person instructor.</li> </ul>	TBD
<b>Progress Monitoring:</b> <ul style="list-style-type: none"> <li>• September 2020: Implemented an ASB class to help students with career explorations.</li> <li>• November 2020: North River School District accepted an exchange student from Kenya (postponed due to COVID).</li> <li>• January 2021: Modified a grading policy to include proficiency based standard mastery.</li> <li>• February 2021: A make-up academy will be held for students to receive help with content area standards.</li> </ul>				