SCHOOL NAME: PARKWAY SCHOOL

Strategic Plan Goals - Vision of the Graduate Capacities: (Right-click on the box and select the ✓ to identify the capacities that apply)

The Vision of the Graduate provides an aspirational goal linked to community values and expectations for academic, interpersonal, and social skills.

Academic Capacities
- ❏ Master a Core body of knowledge
- ❏ Pose and pursue substantive questions
- ❏ Critically interpret, evaluate, and synthesize information
- ❏ Explore, define, and solve complex problems
- ❏ Generate innovative, creative ideas and products

Personal Capacities
- ❏ Be responsible for their own mental and physical health
- ❏ Conduct themselves in an ethical and responsible manner
- ❏ Recognize and respect other cultural contexts and points of view
- ❏ Pursue their unique interests, passions and curiosities
- ❏ Respond to failures and successes with reflection and resilience

Interpersonal Capacities
- ❏ Communicate effectively for a given purpose
- ❏ Advocate for ideas, causes, and actions
- ❏ Collaborate with others to produce a unified work and/or heightened understanding
- ❏ Contribute to community through dialogue, service, and/or leadership

---

Key Levers of Change: (As you choose your key lever (below), you will refer back to these in the action plan.)
- ● Creating a more personalized learning environment
- ● Empowering stakeholders (Students, Staff, Parents, Partners)
- ● Reimagining time and space

BELIEF STATEMENT LINKING VISION OF THE GRADUATE AND THE KEY LEVERS OF CHANGE:
(example--*We believe that by partnering with students to create a more personalized learning environment, we will help students to respond to failures and successes with reflection and resilience.*)

GOALS:

Goals: (Aligned to District Strategic Plan Goals and written in SMART language, remember to embed your SEL and FaCE goal(s) within the Personal & Interpersonal goal(s) according to your school needs/priorities. Schools may elect to have more than one Personal/Interpersonal goal(s).		Goal Rationale: (Explain why your building chose each of these goals and why you believe your goals will help to develop the capacity chosen under the Vision of the Graduate.)
#1 Academic	Parkway School students will meet or exceed projected growth in ELA (grade 1-2 STAR, Early Literacy; grade 3-5 SBA) based on the ECRISS Growth Model. (Source: ECRISS Document Library)	Parkway School's performance in ELA, as measured by the SBA, has been quite consistent with 83% - 87% of students in grades 3-5 meeting or exceeding the state's benchmarks over the past 5 years. However, this year the overall growth of our students in Reading reflects "Lower Than Expected Growth" according to the 2018-2019 ECRISS Spring Growth Update. We are left to wonder if our school's strong emphasis on Math may have played a role in this decline. This year's Action Plan will include measures to support our students' growth in both ELA and Math so that we may continue to grow our students' academic capacities in the areas of critical thinking and problem-solving.
#2 Academic	Parkway School students will meet or exceed projected growth in Math (grade 1-2 STAR; grades 3-5 SBA) based on the ECRISS Growth Model. (Source: ECRISS Document Library)	Our focus on Math last year paid off, with out students making significant gains on the SBA. Parkway School's performance in grades 3-5 rose 11% from 74% meeting or exceeding the state's benchmark in 2018 to 85% of the students meeting or exceeding the benchmark in 2019, which was the best performance we have seen at Parkway in Math in the past 5 years. This year the overall growth of our students in Math reflects "Expected Growth" according to the 2018-2019 ECRISS Spring Growth Update, and reflected the highest rate of growth (74.2%) of all of the elementary schools on EdSight. It should also be noted that in 2019, we saw the highest percentage of students with IEPs (15%) included in these numbers,which means that all of our students are performing at high levels -of which we are quite proud! We will continue our efforts to provide our students with frequent opportunities to engage in problem solving activities that are engaging and rigorous.

#3 Academic	At least 20% of Low Propensity students will achieve High Growth in Math and/or ELA as measured in the Spring Benchmark.	This spring 20% of our students with low propensity made higher than expected growth, as measured by ECRISS. We will devote our efforts to achieving this same level of success by building on the highly leveraged strategies implemented last year in Math, which included: using Supplemental funds to provide before/after school interventions for struggling students, utilizing the SBA's Interim Assessment Blocks (IABs), shifting our instructional model to station rotations for Math instruction and studying the progression of skills in Math..
#4 Personal (SEL Goal here)	Parkway School will reduce the number of office referrals for discipline from September, 2019 to May, 2020 by at least 20%.	A group of Parkway School staff was trained in PBIS during the 2018-19 school year and this is our first year of implementation. All classrooms will be expected to have a system to support positive behavior, with incentives and rewards. Specific expectations for student behaviors (Ex. Walking in the hallway) will be shared by individual teachers in class and at community assemblies. All staff will respond to minor and major behavioral infractions in a common and consistent manner. We believe that building our students' personal capacities by teaching them to conduct themselves in an ethical and responsible manner will help improve the culture of our school and reduce the number of office referrals.
#5 Interpersonal (FaCE Goal here)	Parkway School will create a page on our school website to house "Parental Resources" that parents can access to support their children at home, both academically and social-emotionally.	Our 2019 Panorama Parents Survey results indicated that parents continue to hunger for more communication from school. Our SIP Committee parents pointed out how helpful the classroom and school newsletters are - as they often include helpful recommendations for websites, books, articles, etc. They asked if this valuable information could be channeled to one site where it could be housed and organized for parents. This year we will create a page on our school's website called "Parent Resources" which will offer these resources to parents in a clear and organized manner.
#6 Teacher/Staff School Climate	Parkway School will increase the number of staff/teachers expressing "favorable" opinions on the Panorama School Climate topic, by a minimum of 20 percentage points.	The 2019 Panorama Survey results brought to light a number of areas of concern for our teachers and staff members, with a sharp decrease in favorable responses from the 2017 survey. A Leadership group has been formed, composed of administrators and teachers to discuss the concerns of staff and to work together to resolve areas of concern and build trust between staff and administration.

ACTION PLAN

<table>
<tr>
<td colspan="7"><u>Aademic Goals</u>
Action: : Students will expand their vocabulary, through systematic study, to improve their comprehension of content area text.</td>
<td></td>
</tr>
<tr>
<td colspan="2">Goal(s) Addressed: (Right-click on the box and select the ✓ to identify the goals that apply)
   X   Academic
      Personal (SEL)
      Interpersonal (FaCE)</td>
<td colspan="5">Key Levers of Change Addressed: (Right-click on the box and select the ✓ to identify the levers of change that apply)
   X   Personalized Learning
      Empowering Stakeholders
      Reimagine Time and Space</td>
<td></td>
</tr>
<tr>
<td rowspan="2">Timeline</td>
<td rowspan="2">Strategy:
(consider how the PL Playbook influences and supports the adult actions)</td>
<td rowspan="2">Person(s) Responsible:</td>
<td colspan="2">Impact on Learning</td>
<td rowspan="2">What Evidence will be collected</td>
<td rowspan="2">How often? Or Completion Date</td>
<td rowspan="2">Status update</td>
</tr>
<tr>
<td>Teacher will…….</td>
<td>Student will…...</td>
</tr>
<tr>
<td>9/2019 -10/2019</td>
<td>Staff will explore vocabulary programs to find the best match for students at their grade level</td>
<td>K-5 Teachers, Literacy Specialist, ALP ELA Teachers and Administrators</td>
<td>Teachers will study options including: "Caesar's English", "Vocabulary A to Z", and "Elements of Reading" to identify the best one for their grade and steudents.</td>
<td>---None---</td>
<td>---None---</td>
<td>11/2019</td>
<td>12/19 All grade levels have selected vocabulary programs.</td>
</tr>
<tr>
<td>11/2019 - 5/2020</td>
<td>Teachers will provide intentional vocabulary instruction, using content area words.</td>
<td>K-5 Teachers, Literacy Specialist, ALP ELA Teachers</td>
<td>Introduce, instruct and assess students on their understanding of new vocabulary.</td>
<td>Learn the meanings of new words to help improve their comprehension of nonfiction text.</td>
<td>Pre/post data</td>
<td>Ongong through May, 2020</td>
<td></td>
</tr>
</table>

Timeline	Strategy	Person(s) Responsible	Impact on Learning		What Evidence will be collected	How often? Or Completion Date	Status update

| 11/19 - 4/2020 | Teachers will expand their use of the SBA Interim Assessments Blocks (IABs)to support their students ability to effectively naviagate the SBA and understand the vocabulary of the assessment. | Gr 3-5 Teachers, Literacy Specialist, ALP ELA & Math Teachers | Systematically adminster the SBA Interim Assessments in ELA and Math, and will sue these results to inform their instrcution. | Become proficient in taking the SBA and will be able to navigate the test effectively during the testing block in April/May, 2020. | SBA IAB results, STAR ELA Math & Reading | Ongoing STAR Results Jan & May, 2020 | |

ACTION PLAN

Personal Goal	
Action: Parkway School will reduce the number of office referrals from September, 2019 to May, 2020 by at least 20%, through implementation of Positive Behavioral Intervention Supports (PBIS).	

| **Goal(s) Addressed:** (Right-click on the box and select the ✓ to identify the goals that apply)
　　Academic
X　Personal (SEL)
　　Interpersonal (FaCE) | **Key Levers of Change Addressed:** (Right-click on the box and select the ✓ to identify the levers of change that apply)
　　Personalized Learning
X　Empowering Stakeholders
　　Reimagine Time and Space | |

Timeline	Strategy: (consider how the PL Playbook influences and supports the adult actions)	Person(s) Responsible:	Impact on Learning		What Evidence will be collected	How often? Or Completion Date	Status update
			Teacher will…….	**Student will…...**			
9/2019 - 6/2020	Classroom and essential teachers will each implement a system of classroom incentives and supports to promote expected behaviors in their students	All Teachers	Implement a consistent system which emphasize and reinforces expected behaviors in their students	Comply will school norms and be positively reinforced for making good choices	"Major Behavioral" Infraction forms	Ongoing review by the Safe School Climate(SSC) /PBISCommittee	Each class has a system that is being implemented 11/1/19
10/2019 - 5/2020	Schoolwide assemblies will be planned to teach and model expected beahviors around each of our school norms	SSC/PBIS Committee Assistant Principal	Consistently reinforce the expectations for each norm and complete "Paws" to highlight students/classes that are	Attend these assemblies and be motivated to comply with the expectations of each norm. Occasionally	Number of "Paws" earned for exemplary demonstration of the norm	Ongoing review by the Safe School Climate(SSC)	Be Here Assembly on 10/4/19

			exemplifying the norm. These "paws" are postd on a bulleting baord in our main hallway.	students will "star" in a video modeling the expected behaviors that is shown to the student body.	being highlighted	/PBISCommittee	
9/2019 - 5/2020	Behavioral Forms will be developed and implemented to report and track minor and major behavioral infractions. These forms will be used conistently amongst all staff.	All Certified Staff	Consistently document and track student misbehaviors and analyze data for patterns - to inform SEL instruction.	Understand that misbehavior has consequences that will intensify with the frequency and seriousness of the misbehavior.	"Major Behavioral" Infraction forms "Parkway Promise" forms	Ongoing review by the Safe School Climate(SSC) /PBISCommittee	Froms have been developed and are in use.

ACTION PLAN

Interpersonal Goal Action: Parkway School will create a page on our school website to house "Parental Resources" that parents can access to support their children at home, both academically and social-emotionally.	

Goal(s) Addressed: (Right-click on the box and select the ✓ to identify the goals that apply) 　　　Academic 　　　Personal (SEL) 　X　Interpersonal (FaCE)	Key Levers of Change Addressed: (Right-click on the box and select the ✓ to identify the levers of change that apply) 　　　Personalized Learning 　X　Empowering Stakeholders 　　　Reimagine Time and Space	

Timeline	Strategy: (consider how the PL Playbook influences and supports the adult actions)	Person(s) Responsible:	Impact on Learning		What Evidence will be collected	How often? Or Completion Date	Status update
			Teacher will…….	Student will…...			
1/2020 - 3/2020	Parent Focus Groups will be conducted to learn what home-school communication vehicles they use/value most	Administrators	Use this information to inform/adjust the way they share infromation with the parents of their students	------N/A----	Focus Group Responses	To be completed by 3/31/20	
9/2019 - 12/2019	A "Parent Resources" page will be added to the Parkway School website.	School Webmaster Administrators	----N/A-----	------N/A----	Creation of Webpage	To be completed by 12/1/19	
11/2019 - 6/2020	Classroom and essential teachers will highlight resources for parents, which may include	All Teachers Administrators	Share parent resources with our webmaster for inclusion on our website,	------N/A-----	Webpage will be updated on a monthly basis	Teachers will suggest resources for	

	reccommendations for articles, books, apps, websites, events, etc - that parents might find helpful to support their children outside of school. These resources will be forwarded to our school's webmaster so they can be added to the "Parent Resources" page.		to promote student learning outside of school			the weboage at least 4 times throughout the school year.	

Teacher/Staff - School Climate Goal
Action: Parkway School will increase the number of staff/teachers who express favorable opinions on the topic of "School Climate" by at least 20%-age points, as measured by the 2020 Panorama Survey

Goal(s) Addressed: (Right-click on the box and select the ✓ to identify the goals that apply) Academic X Personal (SEL) Interpersonal (FaCE)		Key Levers of Change Addressed: (Right-click on the box and select the ✓ to identify the levers of change that apply) Personalized Learning X Empowering Stakeholders Reimagine Time and Space				

Timeline	Strategy: (consider how the PL Playbook influences and supports the adult actions)	Person(s) Responsible:	Impact on Learning		What Evidence will be collected	How often? Or Completion Date	Status update
			Teacher will…….	Student will…...			
9/2019 -5/2020	A "Leadership Team" will be developed, and will meet regularly to discuss staff/administrative challenges and problem-solve solutions.	Administrators Staff Volunteers	Share possible barriers and solutions to improve staff morale and create a more trusting school climate	------N/A-----	Meetings Attendance	Monthly	
9/2019 - 10/2019	A staff survey will be created and administered to learn how staff would like to come together for socail events.	Administrators Staff Volunteers	Complete a staff survey to voice their preferences for frequency and style of social gatherings	------NA-------	Administration and Completion of Survey	By 11/1/19	
9/2019 - 6/2020	A school "Social Committee" will be established to offer opportunities for staff to come together to socialize and	Administrators Staff Volunteers	Be invited to participate in events that bring staff together for socialization and	------NA-------	Scheduled events by the Social Committee	Ongoing	

	build relationships.			relationahip building.			
9/2019 - 5/2020	A certified staff member will be invited to monthly PTA Executive Board Meetings and PTA Meetings to build a common understanding and bridge between staff and parents. (Substitute coverage will be provided)	Administrators Staff Volunteers	Be able to contribute their ideas and preferences to parents regarding school events and activites.	------NA-------	Meetings Attendance	Monthly	
10/2019 - 6/2020	A Daily Staff Bulletin will be distrcibuted to promote communicaiton of daily attendance, school events, deadlines, etc.	Administration	Be able to access the Daily Bulletin so they have all of the information they need to inform their work.	------NA-------	Daily Email to All Sataff	Daily	

COMMUNICATION PLAN:

ANTICIPATED DELIVERY DATE	ACTUAL COMPLETION DATE	EVENT/MILESTONE	LEAD MESSENGER	TARGET AUDIENCE	COMMUNICATIONS CHANNEL/S	FORMAT
[ANTICIPATED DELIVERY/ IMPLEMENTATION DATE)	(ACTION VERIFIED AS COMPLETE)	What task needs to be performed or information collected? What message or information needs to be delivered?	Who is responsible for executing? Who supports and in what role?	Who are you targeting for obtaining or delivering information?	How will you deliver your message, or obtain the necessary information? What comm. channels will you use?	In what format will you present your message, considering the audience, purpose, and channels?
[MONTH or PHASE]						
9/2019 - 10/2019		Communication of results of: 2018-19 SIP Plan, 2019 SBA, ECRISS growth and Panorama Survey	Administration	Teachers	Staff Meetings	Meetings

11/2019 - 5/2020		Sharing and Monitoring of the 2019-2020 SIP	Administration	Teachers	*Staff Meetings *School Newlsetter	Meeting Digital
10/2019		Communication of Results of the 2019 SBA and Panorama Survey	Administration	Parents	*Morning Parent Meeting *Evening Parent Meeting *School Newlsetter	Meetings on 10/8/19 & 10/10/19 Digital - The PEEK 10/13/19
11/2019 - 5/2020		Sharing and Monitoring of the 2019-2020 SIP	Administration	Parents	*Monthly Meetings with PTA SIP Reps and PTAC Academic Excellence Rep *PTA Meeting Updates *School Newletter *Website Updates	Meetings: 10/3/19, 11/13/19 Digital