

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

<i>ACPS Equity for All 2025 Strategic Plan Goal Areas</i>										
<i>Systemic Alignment</i>	<i>Instructional Excellence</i>	<i>Student Accessibility and Support</i>	<i>Strategic Resource Allocation</i>	<i>Family and Community Engagement</i>						
<table border="1"> <thead> <tr> <th colspan="2"><i>SCHOOL DATA DRIVING SMART GOALS</i></th> </tr> <tr> <td style="text-align: center;"><u><i>ELA Map Data</i></u></td> <td style="text-align: center;"><u><i>Math Map Data</i></u></td> </tr> <tr> <td colspan="2" style="text-align: center;"><u>FCH SOL 2022-2023</u></td> </tr> </thead> </table>					<i>SCHOOL DATA DRIVING SMART GOALS</i>		<u><i>ELA Map Data</i></u>	<u><i>Math Map Data</i></u>	<u>FCH SOL 2022-2023</u>	
<i>SCHOOL DATA DRIVING SMART GOALS</i>										
<u><i>ELA Map Data</i></u>	<u><i>Math Map Data</i></u>									
<u>FCH SOL 2022-2023</u>										
<i>STRAND I: TEACHING FOR LEARNING</i>										
FOCUS AREA: During SY23-24, FCH will focus on Tier I instruction with an emphasis on reading comprehension, academic rigor, and differentiation research-based best practices for students with disabilities, English Learners and economically disadvantaged students.										
PRIORITY QUESTION(S): How can instructors plan and implement lessons that align with the VDOE standards, address the varied learning needs of all students, and provide intentional opportunities for student discourse and inquiry?										

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

PROBLEM STATEMENT(S): The data illustrate that students within the subgroups (Students with Disabilities, English Learners, Black, and Hispanic) are not demonstrating continuous academic achievement at the rate of non-minority students.							
LINK TO ROOT CAUSE ANALYSES (pdf, photo, slide, etc.): https://docs.google.com/document/d/1KWtx9ok86blhFflwgT5ar_a_j0rNQqAq32YUIVIBiv8/edit?usp=sharing							
1	ENGLISH LANGUAGE ARTS (ELA)			2	MATHEMATICS		Status Q1- Q2- Q3- EOY
	SMART Goal(s): By the end of the 2023-2024 academic school year, FCH students will increase the English pass rate for the Spring 2024 ELA SOL exam from 65% to 75%.				SMART Goal(s): By the end of the 2023-2024 academic school year, FCH students will increase the math pass rate for the Spring 2024 Math SOL exam from 71% to 81%.		
SCIENCE							
3. Other (specify):	SMART Goal(s): By the end of the 2023-2024 academic school year, FCH students will increase the Science 8 pass rate from 51% to 61%.						
ACTION PLAN							
1. Essential Action/Research-Based Strategy (aligned with Root Cause Analyses): The instructional leadership team will implement on-going professional development to refine reading comprehension strategies, differentiated instruction, and academic rigor to ensure that the standards are effectively taught in ELA, Math, and Science.							Status Q1- Q2- Q3- EOY
What is the plan to monitor implementation and impact? (processes and checkpoints to review data while EA is in progress) Implementation will be monitored monthly through the review of lesson plans, informal and formal observations with feedback related instructional strategies from administrators and/or curriculum specialists. Educators will participate in classroom visitations to observe and reflect on their own practice. The impact will be monitored through the use of common assessment related to the various focus areas for reciprocal teaching.							
Focus Area Strategic Plan Goal	Action Steps	Title I, Part A Budget Implications (if applicable)	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency	Status Please provide a brief description

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

Instructional Excellence	<p>Reading Comprehension-ELA</p> <p>Professional Development on Reciprocal Teaching:</p> <p>Implementation of Reciprocal Teaching Strategies Focusing on the following areas:</p> <ul style="list-style-type: none"> ○ Predicting ○ Clarifying ○ Summarizing ○ Questioning ○ Inferencing/ ○ Drawing Conclusions ○ Main Idea <p>Tiered instructional rounds will be conducted to monitor implementation and provide feedback related to reciprocal teaching strategies:</p> <ul style="list-style-type: none"> ○ Modeling of specific strategy through the use of the 10/2 model. ○ Guided practice in small groups. ○ Independent practice 	<p>1 School Improvement Coordinator 2 EL Teachers 2 Math Intervention Teachers Summer Planning-PLC Quarterly Planning Days SOL Enrichment Saturday Academy</p> <p>1 School Improvement Coordinator 2 EL Teachers 2 Math Intervention Teachers Summer Planning-PLC Quarterly Planning Days SOL Enrichment Saturday Academy</p> <p>Saturday Academy</p>	Administrators, Teacher Leaders, Instructional Coaches, AAS Resource Teacher, SPED Specialists, and EL Specialists	November 2023-June 2024	<p>Evidence:</p> <ul style="list-style-type: none"> ○ Professional Development Feedback ○ Observation & Walkthrough Feedback ○ Lesson Plan Analysis ○ Common Assessment & MAP Data (focused on skill area) <p>Artifacts:</p> <ul style="list-style-type: none"> ○ PD Slide Deck ○ Walkthrough Tool ○ Lesson Plans ○ SchoolNet Report ○ MAP Report <p>Evidence:</p>	Administrators, Instructional Coaches, TAG Resource Teacher, SPED Specialists, and EL Specialists (Monthly)	
--------------------------	--	---	--	-------------------------	---	---	--

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

	<p>Academic Rigor-School-Wide</p> <p>Implementation of WICOR Strategies with emphasis on inquiry and reading</p> <p>Focusing on the following areas:</p> <ul style="list-style-type: none"> ○ Socratic Seminar ○ Philosophical Chairs ○ Collaborative Study Groups <p>Implementation of Costa’s House/Bloom’s Taxonomy to develop rigorous lessons and improve students’ higher order thinking.</p> <ul style="list-style-type: none"> ○ Monitor lesson plans and questioning strategies. ○ Develop authentic learning tasks. 	<p>Link Club After School Program</p> <p>Newsela IXL SLT VCSIP Planning</p>		<p>August 2023-June 2024</p>	<ul style="list-style-type: none"> ○ Professional development feedback ○ Walkthrough/observation feedback ○ Student Detailed by Questions (SDBQ Data) ○ Artifacts ○ Lesson Plans 		
	<ul style="list-style-type: none"> ○ Review common assessments to ensure the alignment of specific questions and the levels of questions/tasks. 	<p>2 EL Teachers 2 Math Intervention Teachers Quarterly Planning Days SOL Enrichment Saturday Academy</p>	<p>Administrators, Instructional Coaches, AAS Resource Teacher, and PLC Facilitators</p>	<p>August 2023-June 2024</p>	<p>Evidence:</p> <ul style="list-style-type: none"> ○ Observation & Walkthrough Feedback ○ Question Analysis Form (low,med,high questions) 	<p>Administrators, Instructional Coaches, TAG Resource Teacher, and PLC Facilitators</p>	

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

					<ul style="list-style-type: none"> ○ Student response data <p>Artifacts:</p> <ul style="list-style-type: none"> ○ Lesson Plans ○ Common Assessments ○ SchoolNet Report ○ Observation/Walkthrough Tool 		
<p>2. Essential Action/Research-Based Strategy (aligned with Root Cause Analyses): The instructional leadership team, with support from the Office of English Learner Services, will facilitate professional learning, related to Guided Language Acquisition Design (GLAD) to infuse EL research-best practices that promote comprehensible input and output, as a means to foster student growth.</p>							<p>Status Q1- Q2- Q3- EOY</p>
<p>What is the plan to monitor implementation and impact? (processes and checkpoints to review data while EA is in progress)</p> <p>Implementation will be monitored monthly through professional development feedback from the teachers and informal/formal observations with administrators and curriculum specialists. EL co-teaching pairs will engage in classroom visitations and reflections.</p> <p>The impact will be monitored through common formative and summative assessment data.</p>							
Focus Area Strategic Plan Goal	Action Steps	Title I, Part A Budget Implications (if applicable)	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency	Status <i>Please provide a brief description</i>
Instructional Excellence	GLAD-School-Wide Professional Development Scaffolding of Instruction:		Administrators, EL Specialists, and Instructional Coaches	November 2023 - June 2024	Evidence: <ul style="list-style-type: none"> ○ Walkthrough Data ○ Walkthrough Feedback 	Administrators, EL Specialists, and Instructional Coaches	

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

	<ul style="list-style-type: none"> ○ School-wide GLAD workshops on the theories behind GLAD and scaffolding strategies to ensure all students can access Tier I instruction. ○ Ongoing instructional shares and instructional coaching through content PLC's. ○ Participation in classroom visitations at model sites. 				<ul style="list-style-type: none"> ○ Professional Learning ○ Feedback ○ Lesson Plans ○ Analysis of common assessment data <p>Artifacts:</p> <ul style="list-style-type: none"> ○ Walkthrough Form ○ Professional Development Slides ○ Lesson Plans ○ Student work samples 		
<p>3. Essential Action/Research-Based Strategy (aligned with Root Cause Analyses): The instructional leadership team, with support from the Office of Special Education, will facilitate professional development on specially designed instruction to address students' IEP goals, as described in their IEPs and/or based on data from multiple data points to ensure quality Tier 1 instruction while providing Tier 2 and 3 interventions.</p>							<p>Status Q1- Q2- Q3- EOY</p>
<p>What is the plan to monitor implementation and impact? (processes and checkpoints to review data while EA is in progress)</p> <p>The implementation will be monitored monthly by informal and formal observations with feedback from administrators and the SPED specialist and a review of the students' progress monitoring tool.</p>							

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

The impact will be monitored through students' progress report data and common formative and summative assessment data.							
Focus Area Strategic Plan Goal	Action Steps	Title I, Part A Budget Implications (if applicable)	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency	Status <i>Please provide a brief description</i>
Instructional Excellence	<p>Differentiation-School-wide</p> <p>Professional Development of Specially Designed Instruction</p> <ul style="list-style-type: none"> Instructional Leadership and Office of Specialized Education provide monthly instructional support with implementation of SDI strategies (i.e.-small group instruction and station teaching) to differentiate process and product. Classroom visitations to observe peer implementation of SDI. <p>Implementation of Progress Monitoring Tool:</p> <ul style="list-style-type: none"> The Office of Specialized Education will provide a targeted training on the use of 	<p>Special Education Accountability Specialist SPED Specialist Summer Planning/IEP Review</p> <p>Special Education Accountability Specialist</p>	<p>SPED Accountability Specialist, Administrators, and SPED Specialist</p>	<p>August 2023-June 2024</p>	<p>Evidence:</p> <ul style="list-style-type: none"> Professional Learning Feedback Observation/Walkthrough Feedback Progress Reports Lesson Plan Analysis Student common assessment data <p>Artifacts:</p> <ul style="list-style-type: none"> Professional Learning Documentation Observation/Walkthrough Tool Progress Monitoring Tool Lesson Plan SchoolNet Report 	<p>SPED Accountability Specialist, Administrators, and SPED Specialist (Monthly)</p>	

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

	<p>the progress monitoring tool.</p> <ul style="list-style-type: none"> • Instructional Leadership will conduct Instructional Rounds to observe teachers progress monitoring. 						
--	--	--	--	--	--	--	--

STRAND II: SCHOOL ENVIRONMENT

Leadership and Governance - Commitment to Professional Learning - Safe and Orderly Environments - Family and Community Engagement

FOCUS AREA: School Climate and Culture

PRIORITY QUESTION(S): How can the FCH administrative team and staff foster a safe and welcoming learning environment for students where students feel supported and thrive academically?

PROBLEM STATEMENT(S): FCH students are not consistently using conflict resolution skills to avoid behaviors that are less than desirable and distracting to the learning environment.

LINK TO ROOT CAUSE ANALYSES (pdf, photo, slide, etc.):

SMART Goal(s): By the end of the 2023-2024 school year, 70% percent of FCH students will indicate that they feel safe and welcomed in school.

ACTION PLAN

1. Essential Action/Research-Based Strategy (aligned with Root Cause Analyses):

FCH administrators and staff will use PBIS, Restorative Practices, and the Kid-Talk/MTSS process, to create a welcoming, student-supported learning environment to positively impact student academic growth.

Status
Q1-
Q2-
Q3-
EOY

What is the plan to monitor implementation and impact? (processes and checkpoints to review data while EA is in progress)

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

Implementation will be monitored through quarterly review of MTSS referral data, monthly monitoring of SEL Lessons, and quarterly monitoring of student feedback surveys. The impact will be monitored by student PBIS surveys and student referral data.							
Focus Area Strategic Plan Goal	Action Steps	Title I, Part A Budget Implications (if applicable)	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency	Status <i>Please provide a brief description</i>
Student Accessibility and Support	<p>Social Emotional Learning/MTSS/RULER</p> <p>School staff will cultivate an inclusive community of learners who are responsible and accountable for their behaviors.</p> <ul style="list-style-type: none"> Teach/establish RULER/PBIS school-wide protocols to support Tier I behavior expectations. SST will provide an overview of social/emotional and academic supports provided through and delivered by the counseling department, social workers, and school psychologist. On-going MTSS in-process, reviews, and progress monitoring of interventions through grade-level team (Kid 	<p>1 School ImprovementCoordinator SPED Accountability Specialist Community in Schools</p> <p>1 School ImprovementCoordinator SPED Accountability Specialist Community in Schools</p> <p>PRIM & BIP Materials</p>	All FCH Staff	August 2023 June 2024	<p>Evidence:</p> <ul style="list-style-type: none"> Decrease in student referral data <p>Artifacts:</p> <ul style="list-style-type: none"> MTSS Agenda PBIS Survey SEL Calendar Student Referral Data Summary 	<p>Director of Counseling & SST (Monthly)</p> <p>FCH Administration (Quarterly)</p>	

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

	Talks) meetings and building-level meetings (MTSS).						
2. Essential Action/Research-Based Strategy (aligned with Root Cause Analyses): FCH will foster, build, and maintain relationships with students, families, and the community through family engagement activities.							Status Q1- Q2- Q3- EOY
What is the plan to monitor implementation and impact? (processes and checkpoints to review data while EA is in progress) Event Attendance Data, Quarterly Surveys							
Focus Area Strategic Plan Goal	Action Steps	Title I, Part A Budget Implications (if applicable)	Person(s) Responsible for Implementation	Timeframe (Beginning to End Dates)	Evidence of Progress/Completion (Artifacts required)	Person(s) Responsible for Monitoring and Frequency	Status <i>Please provide a brief description</i>
Family and Community Engagement	Parents/guardians will engage in family-oriented activities to increase engagement, build rapport with school staff and stay abreast of school information. Increased parent communication of information about school events and activities in the five common languages (English, Spanish, Dari, Arabic, Amharic) to include: <ul style="list-style-type: none"> ○ Phone calls ○ Letters ○ School Newsletter ○ Social Media 	School Improvement Coordinator Parent Coffees Professional Development	FCH Admin	August 2023 June 2024	Evidence: <ul style="list-style-type: none"> ○ Increased home/school communication through ParentSquare Artifacts: <ul style="list-style-type: none"> ○ Parent Letters ○ ParentSquare ○ Social Media Posts 	FCH Principal, Parent Liaison, CIS (On-going)	

OVERARCHING SCHOOL GOAL: Francis C. Hammond Middle School will achieve a 10% increase on all ACPS and VDOE accountability benchmarks for students who are performing at or above proficient and a 5% increase for Gap group students.

Status Options: (1) Completed, (2) Completed-Ongoing, (3) In Progress

	<ul style="list-style-type: none"> ○ Postcards 						
	<p>The School Leadership team will provide on-going family activities with multilingual support.</p> <ul style="list-style-type: none"> ○ Parent coffees with an ACPS and community support workshop focus ○ In-person and virtual family Open house ○ In-person & virtual academic information sessions ○ Family enrichment nights ○ Parent English classes 	<p>School Improvement Coordinator Parent Coffees Professional Development</p> <p>School Improvement Coordinator Parent Coffees Professional Development</p> <p>School Improvement Coordinator Parent Coffees Professional Development</p> <p>Teacher for Parent English Classes</p> <p>Books/Materials for Parent English Classes</p>	FCH Admin	August 2023-June 2024	<p>Evidence:</p> <ul style="list-style-type: none"> ○ Increased parent participation at family events <p>Artifacts:</p> <ul style="list-style-type: none"> ○ Attendance Data ○ Community event flyers ○ Meeting agendas ○ Parent Involvement Policy 	FCH Principal, Parent Liaison, CIS	