

**Middleborough Public Schools  
School Improvement Plan 2021-2022**



**Middleborough High School  
2021-2022**

**Council Members**

Paul F. Branagan, Jr., Principal  
Heather Montross, Chair  
Elizabeth Ching-Bush  
Samantha Desharnais  
Annemarie Jacobson  
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Jo Ann Salamone  
Bonnie Soule  
Lucy Teixeira  
Crystal White

**Middleborough Public Schools**  
**School Improvement Plan 2021-2022**

“It is with great importance and attention to share the collaborative effort of the 2021 – 2022 School Improvement Plan for Middleborough High School. This plan will be one of the most vital documents to be created in my time as serving as the proud principal of this high school. The Covid-19 Pandemic and the impact that it has made on all facets of our school community has been tremendous. This School Improvement Plan will be mixture of new initiatives for our school as each yearly plan must include. However, our primary focus is on the “re-boot” of our entire school community. This plan has placed special attention on how to recover from the past school year in regard to the academic, social and emotional needs left in the wake of this unprecedented time in our lives. Thank you to the collective voices of the MHS School Council for your collaboration in bringing this document to life as we embark on the planning for the 2021 – 2022 academic year.”

With Sachem Pride,

Paul F. Branagan, Jr.  
Principal

## **Middleborough Public Schools School Improvement Plan 2021-2022**

### **Middleborough Public Schools**

*The mission of the Middleborough Public Schools is to prepare all students to excel as educated, responsible, global citizens.*

### **School Improvement Plan Leveling Practices**

#### ***District Goal:***

- ***Culture of Innovation and Achievement***

#### ***School Goal:***

- *Redefine the leveling practices at Middleborough High School. (A-1), (A-2), (A-3), (A-4)*
- *Continue to make data-informed decisions to improve achievement for all students within an environment and fosters personalization and innovation. (A-1), (A-2), (A-3), (A-4)*
- *Analyze the construct of the Honors and College Preparatory levels to ensure equity across all content areas. (A-1), (A-2), (A-3), (A-4)*
- *Continue to provide each student with personalized and targeted instruction, practice, assessment and evidence-based intervention. (A-2)*
- *Redesign the Middleborough High School Freshman Academy for the Class of 2025. (A-1), (A-2), (A-3), (A-4) (B-2)*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i><b>Action Plan/ Improvement Strategies</b></i>	<i><b>Person(s) Responsible for Implementation</b></i>	<i><b>Timeline</b></i>	<i><b>Measurement and Outcomes</b></i>	<i><b>Resources/Funding Needed</b></i>
<p>Redefine the Leveling Practices at Middleborough High School in response to the combined leveling practice for the 2020 -2021 school year.</p> <ul style="list-style-type: none"> <li>Explore the concept of embedded honors courses into Grade 9 classes of Biology, History and English</li> </ul>	<p>Administration Department Leaders Teaching Cohorts</p> <ul style="list-style-type: none"> <li>Grade 9</li> <li>Grade 10</li> <li>Grade 11</li> <li>Grade 12</li> </ul>	<p>Summer 2021</p> <ul style="list-style-type: none"> <li>Creation of the expectations of the Leveling Practices at MHS</li> </ul> <p>2021 – 2022</p> <ul style="list-style-type: none"> <li>Progress Monitoring and Assessment of leveling expectations</li> </ul>	<p>Completion of school-wide learning expectations for all students enrolled in:</p> <ul style="list-style-type: none"> <li>College Preparatory</li> <li>Honors</li> <li>Advanced Placement</li> </ul> <p>Articulation of leveling practices at the high school and its impact on middle school scheduling and practices to ensure appropriate placement.</p>	<p>Summer Engagement of Content Areas and the MHS Leadership Team Department/Faculty Meetings during the 2021-2022 school year.</p>
<p>Calibrate and Revise the MHS Freshman Academy</p>	<p>Administration Department Leaders Grade 9 Teachers (all content areas)</p>	<p>Spring 2021 – Engage Class of 2025 students Summer 2021 – Revision Period Fall of 2021 – Implementation 2021-2022 – Progress Monitoring</p>	<p>Completion of a revised and calibrated Freshman Academy to share in August 2021 at StartSTRONG.</p>	<p>Grade 9 Learning Team Meeting – Spring/Summer 2021</p>
<p>Research and Analyze the academic impact on a combined leveling experience for Grade 9 Students.</p>	<p>Administration Department Leaders Content Areas Teams</p>	<p>2021-2022 School Year Completion of study – Winter 2022.</p>	<p>Collected feedback from all stakeholders (students, parents/guardians, educators) in regard to a combined leveling experience in Grade 9 with potential plan in place for the 2022 – 2023 school year.</p>	<p>Administration and Leadership Team.</p>
<p>Establishment of the Academic Level Flow Chart</p>	<p>Administration Department Leaders</p>	<p>2021-2022 School Year Completion – Spring 2022</p>	<p>The creation of the Academic Flow Chart per grade and</p>	<p>Leadership Team</p>

## Middleborough Public Schools School Improvement Plan 2021-2022

<p>to ensure growth over time within the academic levels at the high school</p> <p><b><i>Covid-19 Response Plan:</i></b></p> <ul style="list-style-type: none"> <li>• Review all aspects of the level practices for the 2020-2021 Academic Year.</li> <li>• Create intentional engagement of the Class of 2025 in regard to the academic level placement.</li> <li>• Create intentional engagement for grades 10 – 12 in regard to the academic level placement.</li> </ul>	<p>Content Area Learning Teams</p>		<p>content area. This flow chart will guide students within levels and those who seek to change their academic level during their high school experience.</p>
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Signatures:

*School Committee*

Principal: \_\_\_\_\_ Date: \_\_\_\_\_

Date of Presentation: \_\_\_\_\_

Co-Chair: \_\_\_\_\_ Date: \_\_\_\_\_

Revision: \_\_\_\_\_

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Approval: \_\_\_\_\_

## **Middleborough Public Schools School Improvement Plan 2021-2022**

### **Middleborough Public Schools**

*The mission of the Middleborough Public Schools is to prepare all students to excel as educated, responsible, global citizens.*

### **School Improvement Plan Curriculum**

#### ***District Goal:***

- ***Culture of Innovation and Achievement***
- ***Culture of Excellence***

#### ***School Goals:***

- *Continue to write, renew, revise and assess curriculum in all content areas to ensure that the scope and sequence is accurate, completed and relevant. (A-1)*
- *To train and engage all faculty in the essential elements of project-based learning, which will be a cornerstone of our academic platform with the high school. (A-1), (B-4).*
- *Assess the Modern Classroom Project and its engagement moving from the 2020 – 2021 to the 2021 – 2022 school year and its level of engagement in the classroom. (A-2), (A-3), (A-4)*
- *Implement with intention the Character Strong Program as part of our social-emotional focus as part of the Covid-19 recovery plan. (C-2)*
- *To review, analyze and respond to any potential learning gaps to determine any level of regression from the past year. (A-1).*
- *Implement the formal Curriculum Renewal Process for all content areas to foster a continual evolution and revision of the curriculum at the high school. (A-1) (B-4)*
- *Analyze the readiness of the academic shift from Grade 8 to Grade 9 in regard to curriculum and rigor. (A-1), (B-4).*
- *Engagement of Essential Skills into all curriculum documents throughout the high school. (A-1) (A-3)*
- *Engage in a formal review of the Electives Program at the high school in terms of creating a shared philosophy and guiding principles for all current and new electives at the high school. (A-1) (A-3) (B-4)*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i><b>Action Plan/ Improvement Strategies</b></i>	<i><b>Person(s) Responsible for Implementation</b></i>	<i><b>Timeline</b></i>	<i><b>Measurement and Outcomes</b></i>	<i><b>Resources/Funding Needed</b></i>
Continuation of the work to write, review, revise, assess and ensure relevance with curriculum in all content areas	Administration Director of Curriculum Department Leaders Faculty	2021 – 2022 School Year	Implementation of the Curriculum Renewal Plan	Curriculum Teams <ul style="list-style-type: none"> <li>Establishment of curriculum goals for the 2021 – 2022 school year.</li> </ul>
Implementation of the Curriculum Renewal Plan for Middleborough High School <ul style="list-style-type: none"> <li>Updating documents and timeline</li> </ul>	Department Leaders	Summer – Fall 2021	Creation of formal curriculum goals based on the implementation of the Curriculum Renewal Plan  Targeted curriculum goals met by the Spring 2022 in relation to their placement in the Renewal Plan.	Curriculum Teams <ul style="list-style-type: none"> <li>Collaboration between Department Leaders and the Director of Curriculum</li> </ul>
Create opportunities for Vertical Articulation between grades levels inside and outside of the high school.	Director of Curriculum Administrators Department Leaders	2021 – 2022 School Year	Creation and implementation of opportunities for vertical articulation between grades inside and outside of the high school.	Department Leaders, Teachers and MHS and NMS Administration.  Department Leaders and Teachers MHS Administration
To review, analyze and respond to the potential learning gaps due to the Covid-19 Pandemic.	Department Leaders Faculty	Spring 2021 – Review Semester I Summer 2021 – Review overall year with faculty. Implement and Monitor needs 2021 – 2022 School Year	Implementation of response plans for all content areas.	Department Leaders, Teachers and Administration.

## Middleborough Public Schools School Improvement Plan 2021-2022

<p>Continue the work of using Assessment Data (MCAS, PSAT, SAT) to guide curriculum renewal through all content areas to help drive instructional practices in all grades. <i>(where applicable with limited data for this year)</i></p> <ul style="list-style-type: none"> <li>• Use data analysis of student grades for the 2020-2021 school year.</li> <li>• Explore the use of potential diagnostics testing for students to measure growth</li> </ul> <p>Incorporation of Essential Skills into all curriculum areas (Leadership, Teamwork/Collaboration, Communication, Problem Solving, Work ethic/grit/perseverance, Flexibility/Adaptability, Interpersonal Skills and Global Citizenship)</p> <p>Implementation and Engagement of a social-emotional curriculum (Character Strong) into the high school</p>	Department Leaders Faculty	2021 – 2022 School Year	Implementation of timeline of data point analysis and the ongoing analysis of that evidence.	Department Leaders, Teachers and MHS Administration.	
			Summer 2021 – Fall 2022	Engagement of instructional practices of these essential skills throughout all content areas where applicable. This will support the transition of our school-wide learning expectations.	Department Leaders, Teachers and MHS Administration
		Administration Department Leaders	Spring 2021 – Engagement and establish entry point. Summer 2021 – Create formal plan. Fall 2021 – Implement and Monitor	Implementation of the Character Strong Program with a focus on social-emotional learning and response.	Department Leaders, Teachers and MHS Administration
		Administration Faculty	Summer 2021 – Fall 2021	Creation and implementation of a collective shared philosophy and engagement of elective courses at MHS.	Department Leaders, Teachers and MHS Administration



## Middleborough Public Schools School Improvement Plan 2021-2022

<p>Redesign of the MHS Elective Program</p> <ul style="list-style-type: none"> <li>• Engage in the use and enhancement of the Modern Classroom Project for the 2021-2022 school year.</li> <li>• Create professional development opportunities for the engagement of project-based learning for MHS.</li> </ul> <p><b><i>Covid-19 Response:</i></b></p> <ul style="list-style-type: none"> <li>• Curriculum Assessment in response to any identified learning gaps.</li> <li>• Formal implementation of Character Strong with a focus on social-emotional learning.</li> <li>• Scope and Sequence work on transition from grade to grade and course to course.</li> </ul>	<p>Administration Faculty</p>		<p>Completion of the 2022 – 2023 Program of Studies</p>	
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School Improvement Plan 2021-2022**

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**Middleborough Public Schools  
School Improvement Plan 2021-2022**

**Middleborough Public Schools**

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**School Improvement Plan  
Assessment**

***District Goal:***

- ***Culture of Innovation and Achievement***
- ***Culture of Excellence***

***School Goals:***

- *To continue to work on fostering a school-wide approach as to how we engage students in assessments across all content areas. (A-2)*
- *To conduct a formal review of our Mid-Term and Final Exam Protocols and impact on student learning. (A-2)*
- *To analyze the work on the engagement and the use of online assessment platforms within all content areas (A-2) (B-4)*
- *To mobilize our work with engagement and re-teaching of MCAS and SAT preparation for all students. (A-1), (B-1)*
- *To calibrate and review grading policies and practices at the high school for all grades and academic levels (A-2)*
- *To continue to engage our students with the importance of academic integrity across all grades and levels at the high school. (B-1) (B-2)*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i>Action Plan/ Improvement Strategies</i>	<i>Person(s) Responsible for Implementation</i>	<i>Timeline</i>	<i>Measurement and Outcomes</i>	<i>Resources/Funding Needed</i>
Create a formal protocol for assessment analysis for all content areas to identify – Areas of Strength and Areas of Growth/Focus	Administration Department Leaders Teachers	Summer 2021 – Fall 2021 <ul style="list-style-type: none"> <li>Creation and Implementation of the protocol.</li> </ul>	Completed protocol and expectation for analyzing assessment data for the high school.	Professional Development Time <ul style="list-style-type: none"> <li>Summer 2021</li> <li>Fall 2021</li> </ul>
Review the Mid-Term and Final Exam Protocol and next steps at the high school.	Administration Department Leaders Teachers	Spring 2021 Summer 2021 – Engage plan Fall 2021 – Implement Plan	Review the lack of exams during the 2020 – 2021 school year engage in the creation of a new assessment protocol - 2021-2022 Implementation of new protocol for the 2021 – 2022 school year.	Collaborative time for the faculty to discuss the current state of the mid-term and final exam protocols at the high school.
To continue to foster the culture of the engagement with assessment using technology and online platforms.	Administration Department Leaders Teachers	2021 – 2022 School Year	Assessment and calibration and creation of expectations for all students and their use of technology in the classroom.	Professional Development Time to review and use online assessment tools and creation of expectations around these platforms.
School-Wide Calibration and review of grading policies and practices.	Administration Department Leaders Teachers	2021 – 2022 School Year	Evidence of growth and potential departmental redesign with new high school and potential scheduling changes.	Collaboration time for all Content Areas
To create a MCAS and SAT Response Plan in regard to Covid-19. <ul style="list-style-type: none"> <li>Place focus on Grade 11 students who participated in the PSAT Exam and those students in</li> </ul>	Administration Department Leaders Teachers	2021 – 2022 School Year	Formalized Response Plan for English, Mathematics and Science in relation to the critical response to MCAS and SAT Exams (where applicable)	Collaboration Time with all Content Areas, namely English, Mathematics and Science.

## Middleborough Public Schools School Improvement Plan 2021-2022

<p>Cohort 4 unable to participate.</p> <p>To continue to engage our students in the critical importance of academic integrity.</p> <p><b><i>Covid-19 Response:</i></b></p> <ul style="list-style-type: none"> <li>• Calibrate the use of online assessment and mobilize next steps of their continued use. (where applicable)</li> <li>• Analyze our use of Mid-Semester and Final Exams and create next steps of their engagement.</li> <li>• Analyze PSAT Data points for SAT Exams in 2022.</li> <li>• Analyze MCAS Results and state guidance on next steps in English, Mathematics and Science.</li> </ul>	<p>Administration Department Leaders Teachers</p>	<p>2021 – 2022 School Year</p>	<p>Programming and raised expectation for academic integrity. Appropriate and updated language in the Student Handbook.</p>	<p>Collaboration time with all Content Areas Administration</p>
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**School Improvement Plan  
Re-Thinking Teaching and Learning**

***District Goal:***

- ***Culture of Innovation and Achievement***
- ***Culture of Excellence***

***School Goals:***

- *Creation and Implementation of the Middleborough High School Vision of the Graduate (A-1), (A-2), (A-3), (A-4)*
- *Creation and implementation of the Middleborough High School Call to Action for Re-Thinking Teaching and Learning Protocol (A-1) (A-2) (A-3) (B-2) (B-4)*
- *Creation and implementation of the Middleborough High School Shared Beliefs in Teaching and Learning. (A-1) (A-2) (A-3) (B-2) (B-4)*
- *Creation and implementation of the Middleborough High School Content Strategic Plans – 2020-2023 (A-1) (A-2) (A-3) (B-2) (B-4)*
  - *English*
  - *Mathematics*
  - *Science & Technology*
  - *History & Social Science*
  - *World Languages*
  - *Fine Arts*
  - *Physical Education*
  - *Special Education*
  - *School Counseling*
  - *Futures Program*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i><b>Action Plan/ Improvement Strategies</b></i>	<i><b>Person(s) Responsible for Implementation</b></i>	<i><b>Timeline</b></i>	<i><b>Measurement and Outcomes</b></i>	<i><b>Resources/Funding Needed</b></i>
Creation and Implementation of the Middleborough High School Vision of the Graduate.	Administration MHS Faculty MHS Community	Completion – Spring 2021 Implementation – Summer/Fall 2021	Completion of the Vision of the Graduate for Middleborough High School/Middleborough Public Schools	Vision of the Graduate Training Community Engagement – Spring 2021 Implementation Strategies – Summer/Fall 2021
Re-Engagement and Creation and Implementation of the Call to Action Protocol	Administration MHS Faculty	Re-Engagement – Spring 2021 Creation – Summer 2021 Implementation – Fall 2021	Completion of the Call to Action for the Rethinking Teaching and Learning Project at Middleborough High School	Collaboration Time for Department Leaders & Content Areas
Re-Engagement and Creation and Implementation of the Middleborough High School Shared Beliefs About Teaching and Learning.	Administration MHS Faculty	Re-Engagement – Spring 2021 Creation – Summer 2021 Implementation – Fall 2021	Completion of the Shared Beliefs About Teaching and Learning for the Rethinking Teaching and Learning Project at Middleborough High School	Collaboration Time for Department Leaders & Content Areas
Creation and Implementation of the Content Strategic Plans 2021 – 2024 for each content area.	Administration MHS Faculty	Design – Spring 2021 Creation – Summer 2021 Implementation – Fall 2021	Completion of the Content Strategic Plans at Middleborough High School <ul style="list-style-type: none"> <li>• English</li> <li>• Mathematics</li> <li>• Science &amp; Technology</li> <li>• History &amp; Social Science</li> <li>• World Languages</li> <li>• Fine Arts</li> <li>• Special Education</li> <li>• Physical Education</li> <li>• School Counseling</li> <li>• Futures Program</li> </ul>	Collaboration Time for Department Leaders & Content Areas



## Middleborough Public Schools School Improvement Plan 2021-2022

<p><b><i>Covid-19 Response Plan:</i></b></p> <ul style="list-style-type: none"> <li>• Complete re-engagement of the MHS Teaching and Learning Project that was started in March 2020.</li> <li>• The completion of the three-year Strategic Plans for all content areas.</li> <li>• Guiding Question – What does our teaching and learning look like in three years with focus on Covid-19 recovery.</li> </ul>			
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## **Middleborough Public Schools School Improvement Plan 2021-2022**

### **Middleborough Public Schools**

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### **School Improvement Plan Transition**

#### ***District Goal:***

- ***Culture of Innovation and Achievement***
- ***Culture of Excellence***
- ***Culture of Well-Being***

#### ***School Goals:***

- *To review and work collaboratively with the middle school in regard to the engagement of the Class of 2025 as they leave middle school with focus on stamina and engagement. (A-1), (B-1), (C-1)*
- *To create a formal protocol for the transition from the middle school to the high school beginning in the fall of their eighth-grade year. (A-2), (A-3) & (B-2)*
- *To create, implement, and analyze a Parent/Guardian Survey for the Class of 2025. (C-1)*
- *To continue to expand on the transition program within the AIMS Program especially with the opening of the new high school. (A-2) (B-4) (C-1)*
- *To create and foster a better transition for all students transitioning to the high school. (A-2), (A-3) & (C-1)*
- *To create a post high school survey for graduates to determine their readiness in entering college or career placement (B-1), (C-1)*
- *To create and implement a formal Covid-19 Transition plan for the fall of 2021. (C-1).*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i><b>Action Plan/ Improvement Strategies</b></i>	<i><b>Person(s) Responsible for Implementation</b></i>	<i><b>Timeline</b></i>	<i><b>Measurement and Outcomes</b></i>	<i><b>Resources/Funding Needed</b></i>
<p>To create a formal protocol for the transition from the middle school to the high school.</p> <ul style="list-style-type: none"> <li>• Enhancement of the StartSTRONG Program – Class of 2025</li> <li>• Fall Open Houses – Class of 2026</li> <li>• Winter Open House – Class of 2026</li> <li>• Formal Scheduling Protocol – School Counseling Staff</li> <li>• Creation of Bridge Documents to help with the transition to high school (Study skills)</li> <li>• Create opportunities for students to engage with their School Counselors</li> </ul>	<p>Administration</p> <ul style="list-style-type: none"> <li>• MHS</li> <li>• NMS</li> </ul> <p>Faculty &amp; Staff</p> <ul style="list-style-type: none"> <li>• MHS</li> <li>• NMS</li> </ul> <p>School Counselors</p> <ul style="list-style-type: none"> <li>• MHS</li> <li>• NMS</li> </ul> <p>Orientation Leaders – StartSTRONG</p>	<p>Ongoing throughout the 2021 – 2022 School Year</p>	<p>Creation of the formal transition program for the 2021 – 2022 School Year.</p>	<p>School Calendar alignment and materials for all programs.</p>
	MHS Administration	Spring 2021	Completion and data from Survey to help engage the start of the high school experience for the Class of 2025.	Collaboration Time to create, engage, analyze survey data.
<p>Creation and implementation from a Parent/Guardian Survey for the Class of 2025 to help ensure a successful transition to the high school.</p>	MHS Administration MHS Counseling Team	Spring 2021	Creation and Implementation of Transition unique to the Class of 2025	Collaboration Time between NMS and MHS Teams

## Middleborough Public Schools School Improvement Plan 2021-2022

<p>Create and Implement a Class of 2025 Transition Plan</p> <p>To continue to build and evolve the Transition Program with the AIMS Program at MHS.</p> <p>Create a post high school survey for graduates to determine their preparedness entering the college and professional world. (Vision of the Graduate)</p> <p><b><i>Covid-19 Response Plan:</i></b></p> <ul style="list-style-type: none"> <li>• Intentional engagement with the Class of 2025 as they transition to the high school.</li> <li>• Transition Plan for all students at MHS as they transition from grade to grade.</li> <li>• Creation of a Covid-</li> </ul>	<p>MHS Administration &amp; MHS AIMS Faculty and Staff</p> <p>MHS Administration MHS School Counselors AIMS Faculty</p> <p>MPS Administration MHS Administration MHS Faculty/Staff</p>	<p>2021 – 2022 School Year</p> <p>Creation and Engagement – Fall 2021</p> <p>Spring 2021 Summer 2021 Fall 2021 Continued Monitoring – 2021 - 2022</p>	<p>The continuation of building the Transition Program at MHS.</p> <p>The completion of the engagement of the AIMS Program Café in the new high school. Survey Data from MHS Graduates (Vision of the Graduate) to help with our analysis of our current programming and what is needed to future programming and engagement.</p> <p>Based on the most recent and updated CDC and DESE Guidance, the completion of a Covid-19 Plan to transition to the new school year.</p>	<p>Professional Development time for special education teachers and staff within the AIMS Program to create their formal transition plan for the post-graduate students.</p> <p>Collaborative Time for Administration and School Counselors to develop, implement and analyze our survey data.</p> <p>Collaboration Time for MHS Faculty to engage and prepare for the any and all protocols preparing for the fall of 2021.</p>
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**Middleborough Public Schools  
School Improvement Plan 2021-2022**

19 Transition Plan based on CDC and DESE Guidance (Spring/Summer 2021)			
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*School Committee*

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**Middleborough Public Schools  
School Improvement Plan 2021-2022**

**Middleborough Public Schools**

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**School Improvement Plan  
School Counseling Department**

***District Goal:***

- ***Culture of Innovation & Achievement***
- ***Culture of Excellence***
- ***Culture of Well-Being***

***School Goals:***

- *To implement the new Middleborough Public Schools District Accommodation Plan (DCAP) (B-2) (C-1)*
- *To continue to grow the mechanisms of personalization of the school counseling and their respective caseload of students (A-2),(B-2)), (C-2)*
- *To create a formal Communication Plan for the MHS School Counseling Department to ensure effective communication with all parents/guardians of the high school. (B-2), B-4), (C-1)*
- *To make the official transition from Guidance Department to School Counseling Department in light of the move into the new high school. (A-4), B-4), C-4)*
- *To continue to create a more formalized partnership between all counselors within the school through the engagement of the new School Counseling Office. (A-1), (B-1), C-1)*
- *To create a Road to the Future Plan for each grade at the high school. (A-4), (B-4), (C-4)*
- *To place special attention and programming toward First Generation students going to college (A-1), )(B-1), (C-1)*
- *To create a formal program for Career Readiness with the Trades to ensure all students can access career options in the trades immediately upon graduation. (A-4), (B-4), (C-4)*
- *Place intentional focus on the social-emotional well-being of all students as we transition back to school (C-1), (C-2)*

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To implement the new District Curriculum Accommodation Plan (DCAP) in all facets of the school community.	Administration Faculty & Staff School Counselors	2021 – 2022 School Year	Implementation of the new DCAP Model for Middleborough High School	Collaboration Time for Administration, Special Education, Faculty, Staff and School Counselors to engage the new framework and DCAP Forms and Protocols.
The redesign of the Alternative Classroom Environment (ACE) Program to model more a Transition/Enrichment Space for students.	Administration ACE Program Teacher	2021 – 2022 School Year	Creation of a new ACE Program for the new high school Transition Space with in the School Counseling Department	Collaboration Time for Administration, Special Education, Faculty, Staff and School Counselors to engage the new ACE Program.
Continuation of the commitment to personalization and engagement with the school community.	School Counseling Department	2021 – 2022 School Year	The completion of the formal transition to the MHS School Counseling Department.	Professional Development time for school counselors to engage in the transition from the Guidance Department to the School Counseling Department.
To create the formal Communication Plan for parents/guardians	Administration School Counselors	2021 – 2022 School Year	Completion of the Communication Plan	Professional Development and Collaboration Time to develop the plan.
To create the Road to the Future Plan – Grades 9 – 12.	Administration School Counselors	2021 – 2022 School Year	Completion of the Road to the Future Plans <ul style="list-style-type: none"> <li>- Grade 9</li> <li>- Grade 10</li> <li>- Grade 11</li> <li>- Grade 12</li> </ul>	Professional Development and Collaboration Time to develop the plan.

## Middleborough Public Schools School Improvement Plan 2021-2022

<p>To create the Career Readiness Program with a focus on the Trades post high school.</p>	<p>Administration School Counselors</p>	<p>2021 – 2022 School Year</p>	<p>Completion of the Career Readiness/Trades Plan</p>	<p>Professional Development and Collaboration Time to develop the plan.</p>
<p>To make the formal transition to a School Counseling Model</p>	<p>Administration School Counselors</p>	<p>2021 – 2022 School Year</p>	<p>Creation of the School Counseling Office and the full implementation of a school counseling model.</p> <p>Better collaboration and partnership between all counselors within the high school (school counselors/adjustment counselors/psychologist)</p>	<p>Completion of the School Counseling Strategic Plan</p>
<p>To create a program for First Generation Students at MHS.</p>	<p>Administration School Counselors Community Partners</p>	<p>2021 – 2022 School Year</p>	<p>Formal program/initiative for First Gen students at MHS.</p>	<p>Collaboration with School Counselors and community partners.</p>
<p>To create social-emotional protocols to address the mental health impacts from Covid-19</p>	<p>Administration School Counselors Community Partners</p>	<p>2021 – 2022 School Year</p>	<p>Create a sustainability program for students as we transition back with significant attention to the mental health impacts on our school community</p>	<p>Collaboration with School Counselors and community partners.</p>
<p><b><i>Covid-19 Response Plan:</i></b></p> <ul style="list-style-type: none"> <li>• Mobilization and connection of the entire MHS Counseling Team</li> <li>• Transition to the School Counseling Office with</li> </ul>				



**Middleborough Public Schools  
School Improvement Plan 2021-2022**

intention to social-emotional well-being of our students. <ul style="list-style-type: none"> <li>• Mental Health response.</li> </ul>			
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Signatures:

*School Committee*

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Co-Chair: \_\_\_\_\_ Date: \_\_\_\_\_

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Approval: \_\_\_\_\_

**Middleborough Public Schools  
School Improvement Plan 2021-2022**

**Middleborough Public Schools**

*The mission of the Middleborough Public Schools is to prepare all students to excel as educated, responsible, global citizens.*

**School Improvement Plan  
New High School Schedule**

***District Goal:***

- ***Culture of Innovation and Achievement***
- ***Culture of Excellence***
- ***Culture of Well Being***

***School Goals:***

- *To complete the infrastructure for the launch of the new master schedule for the high school, which will launch in September 2021. (A-3), (A-4), (B-2), (B-4)*
- *To complete the 2021 – 2022 Program of Studies reflective of the new high school schedule. (A-1), (A-2), (A-3), (A-4)*
- *To create the Sachem Block for the new high school schedule. (A-2), (B-4), (C-4)*
- *To create and prepare to implement the Senior Experience for all students in the Class of 2022 and beyond. (A-2), (B-4), (C-4)*

***Special Note:***

- *The new schedule for Middleborough High School is on hold at this time due to Covid-19. The Block Scheduling Committee with support from the Middleborough School Committee will hold on this item until such a time when it is appropriate to engage in this important work again.*
- *The goal will remain in the School Improvement Plan as a commitment to the important work of the design and implementation of the new high school schedule.*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i>Action Plan/ Improvement Strategies</i>	<i>Person(s) Responsible for Implementation</i>	<i>Timeline</i>	<i>Measurement and Outcomes</i>	<i>Resources/Funding Needed</i>
To complete the framework and structure of the new Master Schedule for the high school.	Administration Scheduling Committee Faculty & Staff	2021 – 2022 School Year	Completion of the Master Schedule for the high school	<ul style="list-style-type: none"> <li>• Collaboration time for finalizing the schedule.</li> <li>• Aspen support for the infrastructure rebuild.</li> </ul>
To complete the 2022 – 2023 Program of Studies to reflect the new high school schedule.	Administration Department Leaders School Counselors	Fall 2022	Completion of the Program of Studies (2022 – 2023)	Collaboration time to complete the Program of Studies
To create the structure of the Sachem Block for the new high school schedule.	Administration Scheduling Committee Department Leaders	2021 – 2022 School Year	Completion of the implementation plan for the Sachem Block to launch - TBD	<ul style="list-style-type: none"> <li>• Collaboration time to complete the Sachem Block.</li> <li>• Online scheduling system to engage the Sachem Block</li> </ul>
To review and update graduation requirements and credit distribution.	Administration Scheduling Committee Department Leaders School Counselors	2021 – 2022 School Year	Completion of review and updating of graduation requirements and credits distribution. (pending schedule design)	Collaboration time to complete review and analysis to be reflective in the 2021 – 2022 Program of Studies
The Creation the Senior Experience, which will focus on the Senior Internship and Early College Programs.	Administration Scheduling Committee Department Leaders School Counselors	2021 – 2022 School Year	Completion of the Senior Experience Program	Collaboration time with all stakeholders to ensure appropriate and successful implementation plan.

## Middleborough Public Schools School Improvement Plan 2021-2022

<p>To align special education services to the new high school schedule.</p> <p><b><i>Covid-19 Response Plan:</i></b></p> <ul style="list-style-type: none"> <li>The new schedule for the high school has been placed on hold until such a time when it is prudent to begin this work again due to the complexities of Covid-19. However, elements of the schedule design can/could be engaged during the 2021 – 2022 school year.</li> </ul>	<p>Administration Special Education Department</p>	<p>2021 – 2022 School Year</p>	<p>Completion of realignment of special education services</p>	<p>Collaboration time with all stakeholders to ensure appropriate and successful implementation services.</p>
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**Middleborough Public Schools  
School Improvement Plan 2021-2022**

**Middleborough Public Schools**

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**School Improvement Plan  
The NEW Middleborough High School**

***District Goal:***

- *Culture of Innovation and Achievement*
- *Culture of Excellence*

***School Goals:***

- *To review and create a new Program of Studies for the 2022 – 2023 School Year. (A-1), (A-2), (A-3), (A-4), (B-4)*
- *To review and create a new Student Handbook for the 2022 – 2023 School Year. (A-1), (A-2), (A-3), (A-4), (B-4)*
- *To create a transition plan for the move into the New Middleborough High School – Summer 2021 (A-1), (B-2), (C-2)*
- *Establishment of the formal protocols for the new high school – (A-1), (B-1)*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i><b>Action Plan/ Improvement Strategies</b></i>	<i><b>Person(s) Responsible for Implementation</b></i>	<i><b>Timeline</b></i>	<i><b>Measurement and Outcomes</b></i>	<i><b>Resources/Funding Needed</b></i>
The creation of the Program of Studies to reflect the New Middleborough High School.	Administration Department Leaders School Counselors	Fall 2021	Completion of the 2022 – 2023 Program of Studies	Collaboration time to complete the Program of Studies
The creation of the Student Handbook to reflect the New Middleborough High School.	Administration Faculty & Staff Parents/Guardians & Students	Spring – 2021 Summer – 2021 Analyze and edit for 2022 - 2023	Completion of the 2021 – 2022 Student Handbook	Collaboration time to complete the Program of Studies
The creation of a formal transition plan with all protocols and expectations into the New Middleborough High School	Administration District Facilities Director Faculty & Staff	Summer 2021 – Fall 2021	Completion and Implementation of the Transition Plan.	Collaboration time to complete the Transition Plan
The creation of a formal professional development plan to plan for the move into the New Middleborough High School	Administration	Summer 2021 – Fall 2021	Completion and Implementation of the Professional Development Plan.	Collaboration time to complete the Professional Development Plan
Create protocols for Covid-19 protocols (if needed) for the 2021 – 2022 School Year	Administration	Spring – Summer 2021	Completion of the Covid-19 Plan	Collaboration with Administrative Team and pending guidance from CDC and DESE.

## Middleborough Public Schools School Improvement Plan 2021-2022

<p><b><i>Covid-19 Response Plan:</i></b></p> <ul style="list-style-type: none"> <li>• It is the goal to engage the move into the new school in the spring of 2021 with a “soft” opening.</li> <li>• The opening would include Covid-19 protocols and expectations for the move into the new school.</li> <li>• A modest “turning out the lights” of the current building – Spring 2021</li> <li>• Modest open houses and tours of the new high school – Spring/Summer 2021.</li> <li>• Strategic Planning for the official kick-off in the new school in September 2021</li> </ul>			
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**Middleborough Public Schools  
School Improvement Plan 2021-2022**

**Middleborough Public Schools**

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**School Improvement Plan  
NEASC**

***District Goal:***

- *Culture of Innovation and Achievement*
- *Culture of Excellence*

***School Goals:***

- *To assess our Core Values and Beliefs (A-1), (B-1), (B-2)*
- *To calibrate and review the engagement of our 21<sup>st</sup> Century Learning Expectations (A-1) (B-4)*
- *Begin the planning for the NEASC Accreditation Visit – 2024 (A-1) (A-4)*
- *To implement the Middleborough High School Vision of the Graduate (A-1) (A-4) (B-2)*



## Middleborough Public Schools School Improvement Plan 2021-2022

<i>Action Plan/ Improvement Strategies</i>	<i>Person(s) Responsible for Implementation</i>	<i>Timeline</i>	<i>Measurement and Outcomes</i>	<i>Resources/Funding Needed</i>
To calibrate and review the engagement of the 21 <sup>st</sup> Century Learning Expectations/ Core Values and Beliefs.	Administration Faculty & Staff	2021 – 2022 School Year	Evidence of calibration and sharing of “best practices” in Department Meetings and Faculty Expositions for the 2021 – 2022 School Year. Completion of the Vision of the Graduate.	Department Meeting/Faculty Exposition time for calibration.
To begin the planning for the Accreditation Visit in 2024	Administration NEASC Steering Committee (to be created) Faculty & Staff	2021 – 2022 School Year	<ul style="list-style-type: none"> <li>• Establishment of the NEASC 2024 Steering Committee</li> <li>• Completion and Implementation of the Vision of the Graduate Protocol</li> <li>• Establishment of timeline of preparing for the Accreditation.</li> </ul>	Collaboration time for the establishment of the NEASC 2024 Steering Committee Professional Development funding for the Vision of the Graduate Implementation – Fall 2021
To Implement the Middleborough High School Vision of the Graduate – Fall 2021	Administration Faculty & Staff MHS Community	Summer – 2021 Monitoring – 2021 – 2022 School Year	Visual of Vision of Graduate throughout the high school and District. Engagement of the mission of the Vision of the Graduate to begin the work of preparing for the Accreditation Visit of 2024.	Collaboration and Professional Development Time for NEASC Work.

## Middleborough Public Schools School Improvement Plan 2021-2022

<p><b><i>Covid-19 Response Plan:</i></b></p> <ul style="list-style-type: none"> <li>• Completing the Vision of the Graduate work to be implemented in the summer of 2021 for the official launch in the fall.</li> <li>• Begin the creation of the NEASC Steering Committee in anticipation of the visit in 2024.</li> </ul>			
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## **Middleborough Public Schools School Improvement Plan 2021-2022**

### **Middleborough Public Schools**

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### **School Improvement Plan Cultural Proficiency**

#### ***District Goal:***

- ***Culture of Innovation and Achievement***
- ***Culture of Excellence***
- ***Culture of Well-Being***

#### ***School Goals:***

- *Enhancement of curriculum, programs, infrastructure and engagement of the English Language Learner (ELL) population at Middleborough High School. (A-1), (A-2), (A-3), (A-4), (B-4), (C-3), (C-4)*
- *Creation of opportunities for engagement of cultural proficiency within all content areas through the identification of entry points through curriculum throughout the high school. (A-1), (A-2), (A-3), (A-4), (B-4), (C-3), (C-4)*
- *Enhancement and expansion of the World of Difference Program at Middleborough High School through our partnership with the Anti-Defamation League and Boston University. (A-1), (A-2), (A-3), (A-4), (B-4), (C-3), (C-4)*
- *Complete a formal review and analysis of all handbooks, policies and procedures to ensure equity for all stakeholders. (A-1), (C-1)*
- *Continue and enhance the trainings, professional development and student engagement through our partnership with the Anti-Defamation League with focus on implicit bias and equity work at all levels. (A-1), (B-1), (C-1).*
- *To create a student-led Social Justice Organization in connection with the MHS Social Justice Organization mobilized by the Faculty (B-1), (C-1)*
- *Review curriculum in all content areas to ensure all materials have been examined for simplistic and demeaning generalization, lacking intellectual merit, on the basis of race, color, sex, gender identity, religion, natural origin and sexual orientation. (A-1), (B-2), (C-4)*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i><b>Action Plan/ Improvement Strategies</b></i>	<i><b>Person(s) Responsible for Implementation</b></i>	<i><b>Timeline</b></i>	<i><b>Measurement and Outcomes</b></i>	<i><b>Resources/Funding Needed</b></i>
To create a comprehensive plan for our English Language Learners (ELL) to address the academic, social-emotional and transitional needs of this growing population at the high school.	Administration ELL Teacher Faculty & Staff Curriculum Director	2021 – 2022 School Year	Creation of formal plan for engaging our ELL Students through the establishment of <ul style="list-style-type: none"> <li>• Formal curriculum for all levels of language acquisition.</li> <li>• Establishment of the SLIFE Plan Protocols for the high school.</li> </ul>	Funding for Curriculum Resources Collaborative time for establishment of the comprehensive plan.  Professional development for all faculty to meet the needs of our ELL population.
Intentional infusion of linking cultural proficiency into all curriculum throughout the high school	Administration Department Leaders Curriculum Director Faculty & Staff	2021 – 2022 School Year	Creation and identification of engagement opportunities for intentional linking to cultural proficiency.	Professional Development for all staff on cultural proficiency and anti-bias teaching and to identify the tenants of how to engage this important work using DESE resources.
Create a professional development plan that will focus on equity and racial justice with all staff.	Administration Faculty & Staff District Administration	Spring/Summer 2021 Engagement – 2021 – 2022 School Year.	The completion and implementation of a Professional Development Plan for all staff.	Professional Development funding and support using District level focus and DESE and ADL Guidance.
Enhancement of the World of Difference Program in partnership with the Anti-Defamation League (ADL) at Middleborough High School	World of Difference Program Advisers and Students Administration Faculty & Staff	Spring/Summer 2021 – Reorganize 2021 – 2022 School Year	Creation of the timeline of next steps for the World of Difference Program at Middleborough High School for the 2020 – 2021 School Year.	Continued partnership with the Anti-Defamation League of New England

## Middleborough Public Schools School Improvement Plan 2021-2022

<p>A formal review and assessment of all policies and materials and curriculum to ensure equity and void of bias.</p>	<p>Administration Teachers/Staff MHS Community</p>	<p>Spring/Summer 2021 2021 – 2022 School Year</p>	<p>Updated Handbooks, discipline protocols, program of studies, curriculum and other protocols will be updated (where applicable)</p>	<p>Professional Development time to work on the review, analysis of all policies and documents to ensure equity.</p>
<p>To create a student-led social justice organization and to create opportunities to create critical conversations within our school community.</p>	<p>Administration MHS Community</p>	<p>Summer 2021 2021 – 2022 School Year</p>	<p>Partnering with district equity groups, community partners and the creation of a student-led group as part of our student activities program with focus on student voice.</p>	<p>Collaboration with students and MHS Community.</p>
<p>To continue to find opportunities to engage our faculty in professional development and student engagement focus on implicit bias.</p>	<p>Administration Faculty/Staff</p>	<p>Summer 2021 2021 – 2022 School Year</p>	<p>Faculty Expositions on ensuring anti-racist behaviors within our school community. Partnership with the Anti-Defamation League</p>	<p>Dedicated professional development time for all faculty and staff.</p>

Signatures:

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**Middleborough Public Schools  
School Improvement Plan 2021-2022**

**Middleborough Public Schools**

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**School Improvement Plan  
MHS Reboot – Covid-19 Response Plan**

***District Goal:***

- ***Culture of Innovation and Achievement***
- ***Culture of Excellence***
- ***Culture of Well-Being***

***School Goals:***

- *To establish a reintegration plan for students attending Middleborough High School in the fall of 2021. (A-1), (A-2), (A-4), (B-4), (C-1), (C-4)*
- *To create a response to the learning gaps for students at Middleborough High School and the entering ninth-grade from Nichols Middle School. (A-1), (A-2)*
- *To create a formal MHS Re-Boot Plan to address the impact and student engagement and spirit within the MHS Community through the lens of student activities. (A-1), (B-1)*
- *To establish a curricular response to the Covid-19 Closure for the 2021 - 2022 School Year. (A-1), (A-2)*
- *To address any equity issues that were present during school closure and the creation of personalized plans to help close the gaps in leaning for all students. (A-1), (A-3), (A-4), (B-4), (C-4)*
- *To address the social-emotional needs of our students upon return to school. (C-2)*

## Middleborough Public Schools School Improvement Plan 2021-2022

<i>Action Plan/ Improvement Strategies</i>	<i>Person(s) Responsible for Implementation</i>	<i>Timeline</i>	<i>Measurement and Outcomes</i>	<i>Resources/Funding Needed</i>
<ul style="list-style-type: none"> <li>• To establish a formal integration plan for students returning to MHS in the fall. This will include plans to close learning gaps due to closure.</li> <li>• To create a curricular response and alignment for all content areas.</li> <li>• To create a plan to address the probable equity issues for some students and the creation of personalized action plans to help close the gaps of learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Faculty &amp; Staff</li>   <li>• Administration</li> <li>• Department Leaders</li> <li>• Director of Curriculum</li> <li>• Teacher Learning Teams</li>   <li>• Administration</li> <li>• Special Education Team Facilitator</li> <li>• Special Education Teachers</li> <li>• Dept. Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Spring 2021</li> <li>• Summer 2021</li>   <li>• Summer 2021</li> <li>• Implement – Fall 2021</li>   <li>• Summer 2021</li> <li>• Implement – Fall 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of the Integration Plan</li> <li>• Implementation of the Integration Plan</li> <li>• Plan to address learning gaps for students</li>   <li>• Curriculum Response Plan for the following:               <ul style="list-style-type: none"> <li>• <i>English</i></li> <li>• <i>Mathematics</i></li> <li>• <i>Science &amp; Technology</i></li> <li>• <i>History &amp; Social Science</i></li> <li>• <i>Word Language</i></li> <li>• <i>Fine Arts</i></li> <li>• <i>Physical Education</i></li> </ul> </li> <li>• Curriculum response for the rising 9<sup>th</sup> grade and their transition academically.</li> <li>• Implementation of the personalized action plans for students to help close the learning gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration Time with Faculty and Staff</li> <li>• Guidance from District Level Leadership</li> <li>• Guidance from the DESE</li>   <li>• Collaboration Time with Department Leaders and Teacher Learning Teams</li> <li>• Guidance from Director of Curriculum.</li>   <li>• Collaboration Time with Department Leaders and Teacher Learning Teams.</li> <li>• Collaboration Time for Special Education Department and ELL Teachers.</li> </ul>

## Middleborough Public Schools School Improvement Plan 2021-2022

<ul style="list-style-type: none"> <li>• To create a plan to address the social-emotional needs for our students and a plan for our faculty/staff upon our return to school with a focus on Trauma Informed Classrooms.</li>   <li>• Create the MHS Re-Boot Plan to address the engagement of the school community through the lens of student activities.</li>   <li>• To address and implement any guidance or directive from the DESE or CDC in regard to the engagement of mandates for schools in the fall of 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Administration, Director of Alternative Pathways, Counseling Team.</li>   <li>• Student Leaders, Administration, Activity Advisers</li>   <li>• Administration, Director of Facilities, Custodial Staff, MHS Leadership Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Summer 2021</li> <li>• Implement – Fall 2021</li>   <li>• Summer 2021</li>   <li>• Summer 2021</li> <li>• Implement – Fall 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Completion and Implementation of Social-Emotional Response Plan for MHS students and a Social-Emotional Response Plan for our Faculty/Staff</li> <li>• School Response Team</li>   <li>• The completion of a formal plan to re-engage our students into the strong culture and spirit of MHS through the action steps created by the MHS Re-Boot Plan.</li>   <li>• Implementation of guidance and plan directed by DESE or beyond.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration Time with Director of Alternative Pathways and Counseling Team at MHS with focus on a social-emotional lens and trauma-informed classrooms.</li>   <li>• Collaboration with student leaders (especially the Class of 2022) and faculty (Administration and Activity Advisers)</li>   <li>• Collaboration Time with all stakeholders to engage in the potential new mandates on engaging social distancing, health and safety for all students and staff.</li> </ul>
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**Middleborough Public Schools  
School Improvement Plan 2021-2022**

Signatures:

*School Committee*

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**Middleborough Public Schools  
School Improvement Plan 2021-2022**

**Goal #1  
LEVELING PRACTICES**

**Goal #2  
CURRICULUM**

**Goal #3  
ASSESSMENT**

**Goal #4  
RE-THINKING TEACHING AND LEARNING**

**Goal #5  
TRANSITION**

**Goal #6  
SCHOOL COUNSELING DEPARTMENT**

**Middleborough Public Schools  
School Improvement Plan 2021-2022**

**Goal #7  
NEW HIGH SCHOOL SCHEDULE**

**Goal #8  
THE NEW MIDDLEBOROUGH HIGH SCHOOL**

**Goal #9  
NEASC**

**Goal #10  
CULTURAL PROFICIENCY**

**Goal #11  
MHS REBOOT – COVID-19 RESPONSE PLAN**