



**Barnstable Intermediate School  
School Improvement Plan 2023-2024**

**Vision Statement for the Barnstable Public Schools:**

The Barnstable Public Schools educate the whole child by creating a student centered school culture that addresses students’ physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged.

**Core Values:**

In Barnstable Public Schools, we value commitment, collaboration, and community...

- **Commitment:** We are dedicated to the continuous learning and growth of all.
- **Collaboration:** We work together while keeping student needs at the center of all decision making.
- **Community:** We build strong, respectful partnerships that support student success.

**Vision Statement for the Barnstable Intermediate School:**

All students will experience individual classroom and whole school environments that recognize their collective and unique needs and support their growth as both students and individuals

**Mission Statement:**

The Barnstable Intermediate School takes pride in its role as an important bridge for students as they make the transition from elementary education to secondary education on their way to becoming more self-reliant, disciplined, and caring young adults. Students and staff are engaged in challenging, differentiated instruction applying effective effort strategies to reach their maximum individual potential. Students contribute to a positive school climate that promotes a sense of belonging and connection to their school and community. Our success is measured by gains in individual student growth and academic achievement.

**Equity Imperative:**

Barnstable Intermediate School will provide all students, regardless of color, creed, cultural or ethnic identity, community, family structure, gender identification and/or learning differences or interests, with appropriate access to instruction and support that will help them reach their full potential as well as meet or exceed common standards for achievement

Strategic District Objective #1	Strategic District Objective #2	Strategic School Objective #1	Strategic School Objective #2 (Optional)
<i>A Culture of Belonging, A Safe and Inclusive Climate, and a Shared Vision of Student Success</i>	<i>Rigorous Curriculum and Effective, Engaging Instruction that is Aligned with the Vision of a Barnstable Graduate</i>	<b>School Culture &amp; Climate:</b> Creating a safe, orderly, and respectful environment for students and a collegial and collaborative culture among teachers.	<b>Intentional practices for improving instruction:</b> Employing intentional practices for improving teacher-specific and student-responsive instruction.
<b>Strategic Initiatives</b>	<b>Strategic Initiatives</b>	<b>Strategic Initiatives</b>	<b>Strategic Initiatives</b>

<p>Develop a Schoolwide Positive Behavioral Intervention and Support Plan (PBIS) that has clearly defined and expected student behaviors in all school settings aligned to the Vision of a Graduate.</p> <p>Create a plan to teach, encourage, monitor, and celebrate positive student behaviors and teacher implementation</p> <p>Create a student leadership team to ensure continued student voice in school decision making</p>	<p>Establish a clear vision of, and expectations for rigorous, engaging and high-quality instruction</p> <p>Develop a learning walk tool that will assess the effectiveness of meeting instructional expectations</p> <p>Develop a reflective feedback protocol used throughout all PLC's to facilitate discussions</p>	<p><i>Strategic Objective 1</i> - Increase positive student behaviors and positive staff-to-student relationships</p> <p><i>Strategic Objective 2</i> - Create opportunities for students to act as equal partners in their learning</p>	<p><i>Strategic Objective 1</i> - Utilizing Jon Saphier's <i>High Expectations Teaching (2017)</i>, focus on the schoolwide implementation of the instructional strategies of feedback according to clear and accessible criteria for success</p> <p><i>Strategic Objective 2</i> - Utilize a common learning plan to create rigorous standards-based lessons that target academic language skills in all four domains - Listening, Speaking, Reading &amp; Writing</p> <p><i>Strategic Objective 3</i> - Feedback tied to school instructional priorities will be given to teachers, students and leadership constructively and consistently.</p>
---	---	--	--

*For internal use within your school community. Not intended to be a public facing document. It is aligned with the Administrator's End of Cycle Goals Progress Report form in Standards for Success to make end of year evaluation discussions and evidence submission easier.*

**Action Steps Planner**

School Improvement Goal #1 Focus Indicators – Educators	School Improvement Goal #1 Focus Indicators – Administrators
<p>I.A. Curriculum and Planning            II.A. Instruction            II.B. Learning Environment            III.B. Collaboration            IV.B. Professional Growth            IV.E. Shared Responsibility</p>	<p>I.B. Instruction            I.D. Evaluation            II.A. Environment            II.B. Human Resources Management and Development            III. Sharing Responsibility            IV.E. Shared Vision            IV.F. Managing Conflict</p>

**School Improvement Goal #1: School Culture & Climate:** Creating a safe, orderly, and respectful environment for students and a collegial and collaborative culture among teachers.

**High Leverage Goal:** Establish and maintain an inclusive school environment that fosters a collaborative learning community between staff and students.

**Description:** Barnstable Intermediate School has planned to roll out Positive Behavior Intervention and Support (PBIS) across the school. Barnstable Intermediate School has identified some social-emotional resources and supports for students; however, the focus this year will be on ensuring student safety, primarily on building positive relationships & a shared vision of student success with all stakeholders. Despite the effects & aftermath of the pandemic, school leaders have begun to develop a respectful professional culture and climate, emphasizing frequent communication and professional collaboration. This goal includes measurable outcomes such as a creation of both a Visionary team as well as a Climate & Culture committee focusing primarily on instruction & student safety. In addition, more staff & student voices, along with an urgency to deliver high quality professional development regarding Equity, Diversity & Inclusion will help build positive relationships with students & the community.

It is our belief, the addition of this goal to our School Improvement Plan, the strong leadership of the new administration, the energized commitment of the staff and the focus on attending to all aspects of students' academic, social and emotional needs, students at Barnstable Intermediate School will be able to reach their highest potential.

*Strategic Objective 1* - Increase positive student behaviors and positive staff-to-student relationships

*Strategic Objective 2* - Create opportunities for students to act as equal partners in their learning

Action Steps	Leaders	Resources	Data Use	Metrics	Quarterly Progress
Develop a Schoolwide Positive Behavioral Intervention and Support Plan (PBIS) that has clearly defined and expected student behaviors in all school settings.	Principal	Educators will communicate consistent behavioral expectations to all students	Negative behaviors will decrease while positive behaviors increase as evidenced by PBIS data	Negative behaviors will decrease while positive behaviors increase as evidenced by PBIS data	Quarterly data regarding discipline referrals via Aspen with a 25% decrease in office referrals by June 2024
Create a plan to teach, encourage, monitor, and celebrate positive student behaviors and teacher implementation	Administration	Educators will implement consistent behavioral expectations for all students using presentations during advisory	Negative behaviors will decrease while positive behaviors increase as evidenced by PBIS data	Student attendance will improve, tardiness will decrease	Chronic absenteeism will decrease by 20% by June 2024
Create a student leadership team to	Principal	Students will recognize	Surveys	Educators and student	More positive responses when

ensure continued student voice in school decision making		teacher contribution to the climate and culture		relationships will improve, and students will be actively engaged in their learning	completing school-wide student surveys
--	--	---	--	---	--

School Improvement Goal #2 Focus Indicators – Educators	School Improvement Goal #2 Focus Indicators – Administrators
I.A. Curriculum and Planning II.A. Instruction II.B. Learning Environment III.B. Collaboration IV.B. Professional Growth IV.E. Shared Responsibility	I.B. Instruction I.D. Evaluation III.B. Sharing Responsibility IV.E. Shared Vision IV.F. Managing Conflict

**School Improvement Goal #2: Intentional practices for improving instruction** - Employing intentional practices for improving teacher-specific and student-responsive instruction.

**High Leverage Goal** - Establish a clear vision of rigorous, high-quality teaching and learning through a system of continuous, growth-producing feedback that supports student achievement

**Description:** Using data from MCAS, ACCESS, STAR, attendance reports, discipline reports, targeted site-visits and Staff/Student surveys, an instructional focus of personalization was determined during the 2022-2023 school year. Barnstable Intermediate will collaborate throughout the 2023-2024 school year to improve student outcomes by developing lessons & activities that can be personalized for all students. By establishing this consistent instructional focus across all content areas, all educators can share in both the successes and challenges along the way. This will also include Learning Walks as a means of measuring implementation of instructional initiatives. Lesson plans will also be reviewed by educational leaders to ensure lessons are able to include content and language objectives, differentiation, higher-level tasks & opportunities to personalize the work which will continue to be the primary instructional focus across content.

School leadership has communicated a basic set of expectations for instruction, however the school is continuing to clearly define & support a clear schoolwide instructional focus with shared expectations for instructional best practice. While there are frequent classroom drop-ins, there is limited feedback about classroom instruction beyond formal evaluations for novice teachers. Administrators, teachers, and teams plan to collect data, and instructional leaders throughout the building will be guiding teams & departments toward using data to inform instruction; however, this is not yet consistently used across the school to refine and improve instruction.

*Strategic Objective 1* - Utilizing Jon Saphier’s *High Expectations Teaching (2017)*, focus on the schoolwide implementation of the instructional strategies of feedback according to clear and accessible criteria for success

*Strategic Objective 2* - Utilize a common learning plan to create rigorous standards-based lessons that target academic language skills in all four domains - Listening, Speaking, Reading & Writing

*Strategic Objective 3* - Feedback tied to school instructional priorities will be given to teachers, students and leadership constructively and consistently.

Action Steps	Leaders	Resources	Data Use	Metrics	Quarterly Progress
Establish a clear vision of, and expectations for rigorous, engaging and high-quality instruction	Visionary Team	Educators will collaboratively plan lessons that will engage students in rigorous instruction	Use of formative assessment data to inform instruction and create flexible groupings & scaffolds in all lesson plans.	Utilizing the learning walk tool to assess instructional trends and progress	Lesson plans will include high cognitive demand tasks and questions that align with the higher levels of Bloom's Taxonomy with effective content and language objectives.
Develop a learning walk tool that will assess the effectiveness of meeting instructional expectations	Principal	Educators will receive targeted feedback from several resources to improve instruction		Lessons will be more engaging, and students will be more invested in their learning	By November, 25% of classrooms will participate in targeted learning walks through a classroom learning walk tool focused on specific areas. Jan target = 50%, March = 75%, June = 100%
Develop a reflective feedback protocol used throughout all PLC's to facilitate discussions	Visionary Team	Collaboration time			

<b>School Improvement Goal #3 Focus Indicators – Educators</b>	<b>School Improvement Goal #3 Focus Indicators – Administrators</b>
I.A. Curriculum and Planning II.A. Instruction II.B. Learning Environment III.B. Collaboration IV.B. Professional Growth IV.E. Shared Responsibility	I.B. Instruction I.D. Evaluation III.B. Sharing Responsibility IV.E. Shared Vision IV.F. Managing Conflict

**School Improvement Goal #3: Leadership, Shared Responsibility, and Professional Collaboration** - Establishing a community of practice through leadership, shared responsibility for all students, and professional collaboration

**High Leverage Goal** - Foster a cycle of continuous instructional improvement through leadership, shared responsibility for all students, and professional collaboration to increase student growth and achievement

**Description:** During the '22 - '23 school year, teachers welcomed the opportunity to collaborate around common goals. Barnstable Intermediate School will create Professional Learning Communities that create & establish behavioral norms for meetings, create protocols to ensure that meeting goals and expectations are met, and team member roles and responsibilities are set. Our PLC leaders work regularly with both their content & community peers through Cycles of Inquiry. This year, Barnstable Intermediate School will establish a system for monitoring progress of key instructional strategies intended to improve student achievement throughout the 2023-2024 school year & systems to monitor the effectiveness of teaming practices and their impact on improvement strategies, instruction, and student achievement that will be evident throughout the year.

*Strategic Objective 1* - Establish highly effective and structured PLC meetings focused on using data to focus on instruction

*Strategic Objective 2* - Data will be used and shared to inform the work of various collaborative teams within the school

Action Steps	Leaders	Resources	Data Use	Metrics	Quarterly Progress
Create collaborative content teams that include EL teachers and Special Education teachers to ensure equity across our diverse student population	Principal	Participation in data-driven collaborative teams	Lessons will be developed based on student learning needs, as evidenced by a data collection tool (STAR, MCAS, etc.)	Rigorous lessons that reflect grade level standards and expectations that have been planned in collaboration with other teachers data	Teachers will use formative assessment data to collaboratively plan lessons and plan instruction based on the learning needs of students.
Establish team expectations, expected outcomes, roles, responsibilities, and structured protocols for collaborative practice for team meetings using a Cycle of Inquiry	Administration & PLC facilitators	Utilizing the cycle of inquiry during PLC meetings	Administration will monitor the effectiveness of collaborative meeting time utilizing student data as the driver for decisions	By January STAR, students will increase their average scaled score from the fall benchmark on STAR ELA and Math by 50 points. By June, we will increase our mean scaled score on STAR ELA and Math by 70 points.	Teachers will engage in a cycle of inquiry, informed by formative assessment data and peer observations during PLC meetings, as evidenced by documents

Develop a protocol to ensure the working team objectives are designed to improve student learning and to measure the success of objectives	Administration	Members of Administration will attend PLC meetings to support the teams and the work of the team facilitators		Educator agency and ownership for the success of all students will increase	
--	----------------	---	--	---	--

School Improvement Goal #4 Focus Indicators – Educators	School Improvement Goal #4 Focus Indicators – Administrators
I.A. Curriculum and Planning II.A. Instruction II.B. Learning Environment III.B. Collaboration IV.B. Professional Growth IV.E. Shared Responsibility	I.B. Instruction I.D. Evaluation III.B. Sharing Responsibility IV.E. Shared Vision IV.F. Managing Conflict

<p><b><u>School Improvement Goal #4: Effective Data Collection and Student Success Teams</u></b></p> <p><b><u>High Leverage Goal</u></b> - Provide student-specific supports and interventions informed by data and the identification of student-specific needs.</p> <p><b><u>Description:</u></b> Success for this goal proved to be especially challenging throughout the 2022-2023 school year. Schedules were established prior to the new administration and did not allow, or were very limited to a common time for grade level communities to meet. Collaboration between all the teachers who work with identified students every day and the experts in Special Education, Social Emotional Learning and the administration is imperative to the success of student specific interventions. Because of this, our Student Support Team (SST) has been established to create the process for reviewing students identified at-risk academically or behaviorally</p> <p>Although the school has access to a variety of standards-based assessment data, it has yet to establish systems or protocols to frequently and continually identify student-specific academic and non-academic needs and provide student-specific support. Because of this, Barnstable Intermediate School is beginning to employ a set of instructional interventions to provide support to all students; however, BIS has yet to establish a system that allows for classroom-based tiered instructional interventions.</p> <p>The Barnstable Intermediate School Improvement goal # 4 includes measurable systems such as a set SST schedule, a set procedure for teachers to refer students to the SST, an academic achievement goal for referred students, and a change in the master schedule to include time for grade-levels to regularly meet.</p> <p>It is our belief, with the revisions made to the School Improvement Plan, the strong leadership of the new administration, the energized commitment of the staff and the focus on attending to all aspects of students’ academic, social and emotional needs, students at Barnstable Intermediate School will be able to demonstrate high levels of achievement in a safe and secure environment that honors our diversity.</p> <p><i>Strategic Objective 1</i> - Students’ needs will be met through targeted and differentiated instruction</p>
--



*Strategic Objective 2 - Students will monitor their own academic progress*

Action Steps	Leaders	Resources	Data Use	Metrics	Quarterly Progress
Establish a Student Support Team process to identify students needs	Administration	Access to appropriate interventions and supports based on students' individual needs	Survey from communities	SST process will include the monitoring of the success and fidelity of the interventions	
Identify data points for collection and a plan for intervention and enrichment	Student Support Team	SST will provide model and training, if needed, of tiered instruction	Systematic collection via Aspen & Google shared drive		
Identify effective strategies and resources to target student specific needs.	Student Support Team	SST will provide model and training, if needed, of effective instructional strategies	Surveys; Formative Data.	Students' needs will be met through interventions and supports based on formative data.	
Identify opportunities to share data with students, set goals and monitor their progress towards them.	Administration	Educators will schedule consistent opportunities to review progress with students.	Student Data	Student Data will be shared during PLC's	