

November 3, 2021

SCHOOL COMMITTEE MEETING

The November 3, 2021 School Committee (SC) meeting was called to order by Heather Morin at 7:00 PM. She reported that the meeting is being broadcast live and recorded for future rebroadcasting.

School Committee Members present: Heather Morin (Chair), Becky Charniak (Vice Chair), Lisa Brown, Julie Moulder and Monique Salvas

School Committee Members Absent:

Non-Voting: Superintendent Paul Vieira, Business & Operations Manager Cortney Keegan

Mission Statement

Pledge of Allegiance

Student Representative Report

High School Student Representative Zophia Charrier gave an update on the student activities that have happened over the past couple weeks and activities that will be happening soon at the Douglas High School.

Public Comment & Communication

There was no public comment

Old Business/New Business

There was no old business or new business

Superintendent's Report

Covid-19 Updates

Superintendent Vieira said this is the first time in months he's had nothing new to update regarding Covid. He said in one of his newsletters he mentioned that the Commissioner has extended the mask mandate through January 15, 2022. Superintendent Vieira said we still continue to track the information and send it out once a week to people.

School Improvement Plans

Each School building Principal presented their School Improvement Plans for the school year. They presented what their plans were from the previous school year and what they have accomplished. They then updated and highlighted what their plans are for this school year. Please see the attached School Improvement Plans for the Primary, Elementary, Middle School. Mr. Romano was not at the meeting this evening and will present the High School Improvement Plans at the November 17th School Committee meeting.

School Committee & Sub-Committee Report

Accounts Payable Report

Ms. Charniak signed the following warrants:

Warrant 18SCHL22 dated 10/29/2021, 2 batches totaling \$13,798.52

Warrant 18SCH22 dated 10/28/2021, 15 batches totaling \$67,786.11

SEPAC Yearly Update, Beth Bergstrom

Ms. Bergstrom gave a review of what SEPAC has done over the course of this past year. She said SEPAC still held all of their meetings virtually. Ms. Bergstrom said by law we need to have 5 meetings

per year and we held 8. She said we held bi-monthly Parents Night Out, hosted an inspirational speaker – Jack Smith, provided funding for the High School Stars and Stripes Program. This donation was for their Kindness Revolution Cart. Ms. Bergstrom said that anytime there is a dance or any type of community event they are there with the cart and they always do such beautiful things with the kids. She also said that they were very excited to still able to have Special Olympics at the end of the last school year in spite of the challenging. She said it was a great way to end the year and to have a somewhat of a normal event. Ms. Bergstrom also said that over the summer they provided a luncheon for the Extended Summer Program staff to thank them for all that they have done over this past school year.

Consent Agenda

Minutes October 6, 2021

-Ms. Brown made a motion to approve the School Committee meeting minutes for October 6, 2021. Ms. Charniak seconded the motion. Roll Call Vote: Lisa Brown-Aye, Becky Charniak-Aye, Julie Moulder-Aye, Heather Morin-Aye and Monique Salvas-Aye.

Minutes October 20, 2021

-Ms. Brown made a motion to approve the School Committee meeting minutes for October 20, 2021. Ms. Charniak seconded the motion. Roll Call Vote: Lisa Brown-Aye, Becky Charniak-Aye, Julie Moulder-Aye, Heather Morin-Aye and Monique Salvas-Aye.

Third Reading of BEDH – Public Participation at School Committee Meeting

Please see the attached updated policy

-Ms. Brown made a motion to approve policy BEDH as amended. Ms. Charniak seconded the motion. Roll Call Vote: Lisa Brown-Aye, Becky Charniak-Aye, Julie Moulder-Aye, Heather Morin-Aye and Monique Salvas-Aye.

School Business and Operations Manager Report

Transfers and Reclassifications

Ms. Keegan presented the FY2022 Douglas Public Schools Budgetary Transfers Request #1.

-Ms. Moulder made a motion to approve the Douglas Public Schools FY2022 Budgetary Transfers Request #1 at the November 3, 2021 School Committee meeting. Ms. Brown seconded the motion. Roll Call Vote: Lisa Brown-Aye, Becky Charniak-Aye, Heather Morin-Aye, Julie Moulder-Aye and Monique Salvas-Aye.

Ms. Keegan presented the FY2022 Douglas Public Schools Reclassifications #1.

-Ms. Brown made a motion to approve the Douglas Public Schools FY2022 Reclassifications #1 at the November 3, 2021 School Committee meeting. Ms. Charniak seconded the motion. Roll Call Vote: Lisa Brown-Aye, Becky Charniak-Aye, Heather Morin-Aye, Julie Moulder-Aye and Monique Salvas-Aye.

Other Topics

Ms. Moulder wanted to read a quote from Ernie Johnson. His quote is “Make somebody’s life better, there’s value in everybody”. She said there is a 5 minute Youtube video that goes along with this and she thinks everyone should watch it.

Ms. Morin wanted to remind everyone that the December 1st School Committee meeting will be canceled and we are putting a place holder for a meeting on December 8th if a meeting is needed. The next regularly scheduled meeting will be on December 17th.

Adjournment

-At 8:40 p.m. Ms. Charniak made a motion to adjourn the School Committee meeting. Ms. Salvas seconded. Roll Call Vote: Lisa Brown-Aye, Becky Charniak-Aye, Heather Morin-Aye, Julie Moulder-Aye and Monique Salvas-Aye.

Respectfully Submitted,

Lauren Tibbetts
Recording Secretary

BEDH - PUBLIC PARTICIPATION AT SCHOOL COMMITTEE MEETINGS

All regular and special meetings of the School Committee shall be open to the public. Executive sessions will be held as prescribed by the Statutes of the Commonwealth of Massachusetts.

The School Committee desires individuals to attend its meetings so that they may become better acquainted with the operations and the programs of our local public schools. In addition, the Committee welcomes public comment.

Public comment is not a discussion, debate, or dialogue between individuals and the School Committee. It is an individual's opportunity to express an opinion on issues within the School Committee's authority. To ensure compliance with the Open Meeting Law, privacy laws, and other legal obligations, the Committee will not engage with a speaker or with one another in deliberation on comments as they are presented during Public Comment. At its discretion, the Committee may schedule issues raised by a speaker for deliberation at a future meeting.

Pursuant to MGL Chapter 30A Section 20 (g) "no person shall address a meeting of a public body without permission of the chair; and all persons shall, at the request of the chair, be silent. No person shall disrupt the proceedings of a meeting of a public body. If, after clear warning from the chair, a person continues to disrupt the proceedings, the chair may order the person to withdraw from the meeting and if the person does not withdraw, the chair may authorize a constable or other officer to remove the person from the meeting."

To ensure the ability of the School Committee to conduct the District's business in an orderly manner, the following rules and procedures are adopted:

1. At each regularly scheduled School Committee meeting, individuals will be invited for an opportunity to speak during The Public Comment section on the agenda. The total length of Public Comment will typically be limited to 20 minutes, however at the discretion of the chair the length may be adjusted. All speakers are required to present their remarks in a respectful manner.
2. Speakers are only permitted to address the Chair of the Committee when speaking. Each speaker will be allowed up to three (3) minutes to present and must begin their comments by stating their name, address, and city/town. The Chair may permit extension of this time limit at their discretion. The Chair may favor, in no particular order, those speakers who are students, parents or guardians of Douglas students, Douglas residents, or, in appropriate circumstances, a Town of Douglas employee.

3. Topics raised during the Public Comment period shall be limited to items that are within the School Committee's authority. Areas that are within the School Committee's authority are: Douglas Public Schools' educational goals, policies, budget, and the performance of the Superintendent.

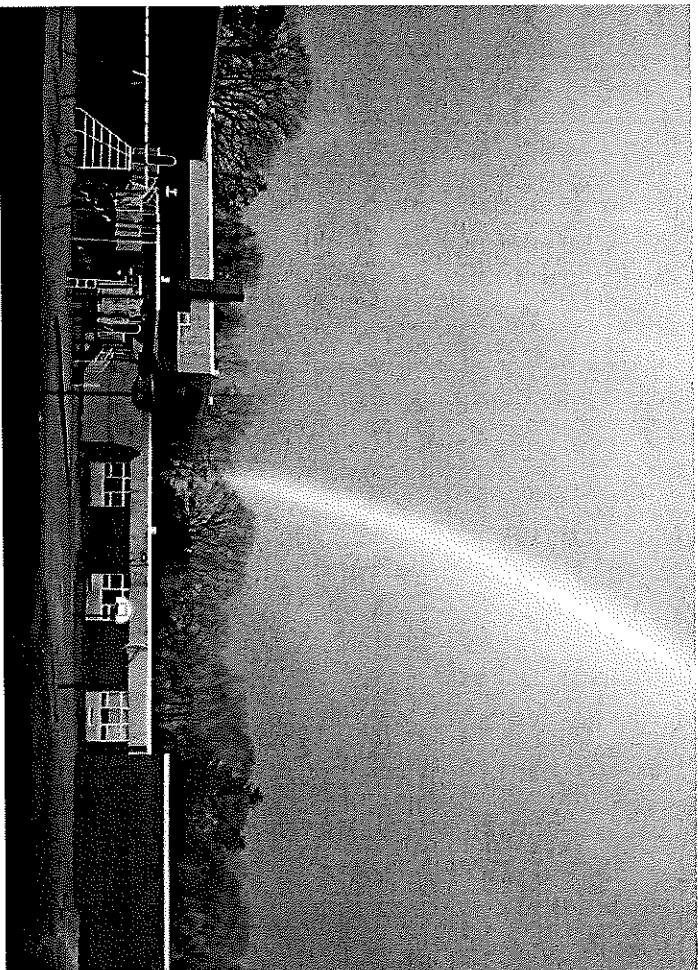
4. The Committee will not hear personal comments or complaints made against individual school personnel or members of the school community. Under most circumstances, administrative channels are the proper means for addressing these issues.

5. The Chair of the meeting, after a warning, reserves the right to end a person's privilege of address if the speaker is deemed to be using threatening language, breaching the peace, inciting lawless conduct or is using obscenities.

Approved:

10/18/2021 Second Reading

**School Improvement Plan
Douglas Primary School
2021-2022**



“Where decisions are made in the best interest of our students.”

**Dr. Paul Vieira, Superintendent
Cindy Socha, Douglas Primary School Principal**

Douglas Public Schools Mission Statement

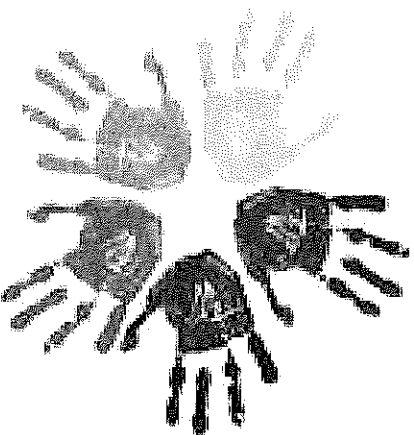
The Douglas Public Schools offer diverse learning experiences that meet the academic, social, physical, and emotional needs of all students. We provide a safe, supportive, and challenging learning environment in which students may achieve academic success and personal growth. Decisions are made in the best interest of our students.

-Approved by District-Wide Faculty and School Committee Vote – Sept. 2006

Douglas Primary School Core Values

Douglas Primary School students are:

Proud Responsible Caring Honest Respectful



-Approved by the Staff and Faculty of Douglas Primary School and also the School Council. 2014-2015

Douglas Primary School
2021-2022
School Improvement Plan

Educational Goal 1 (Assessment): The Primary School promotes the learning and growth of all students by providing high-quality and rigorous instruction, analyzing student performance and growth data to improve instruction, and continuously refining learning objectives. The Primary School will implement the Renaissance STAR Assessment Program, as a benchmarking and progress monitoring tool for Kindergarten and Grade 1.

Objective	Action Steps	Strategies/Resources	Timeline
<p>The Primary School will implement Renaissance Star Assessment tool in both reading and math in all Kindergarten and Grade 1 classes.</p>	<p>The Primary School will:</p> <ul style="list-style-type: none"> • Provide staff with professional development prior to the start of the school year with additional support during the school year. • Implement the assessment tool 3 times a year. • Consistently analyze data and use to make instructional decisions. 	<p>The Primary School:</p> <ul style="list-style-type: none"> • Classroom teachers will administer the benchmarking tool within their classroom three times a year. • Title I math and reading teachers will administer progress monitoring to at-risk students. • Grade level teams will analyze data during common planning time. 	<p>The utilization of Renaissance STAR Assessment will be ongoing throughout the school year. The benchmark assessment will be given at the beginning, middle, and end of the year. At risk students will be progress monitored more frequently on an as needed basis. Data will be used throughout the year.</p>

Educational Goal 2(Literacy): The Primary School will promote the learning and growth of all students by providing high-quality and rigorous instruction, analyzing student performance and growth data to improve instruction, and continuously refining learning objectives by implementing the K-5 Literacy Plan during the 2021-2022 school year.

Objective	Action Steps	Strategies/Resources	Timeline
<p>To successfully implement the K-5 Literacy Plan as a school, in order to improve reading instruction.</p>	<p>The Primary School will:</p> <ul style="list-style-type: none"> • Provide staff with professional development throughout the year on small group instruction, interactive read alouds, and matching books to reader based on their level. • Update curriculum maps with information from resources. • Utilize book room resources within daily reading instruction. 	<p>The Primary School will:</p> <ul style="list-style-type: none"> • Provide weekly common planning time for teachers • Provide class coverage to allow grade level teams to work with Clare Landrigan three times during the year • Have vertical teaming opportunities with grades K-5 to ensure alignment across the district 	<p>The implementation will take place throughout the school year with the expectation that the plan will continue to be used in future years as well.</p>

Administrative Goal 1 (School to School Connection) : The Primary School cultivates a school wide commitment to developing age-appropriate social emotional competencies in all students as they progress academically (self-awareness, self-management, social awareness, relationship skills, and responsible decision-making) by providing supports and resources.

Objective	Action Steps	Strategies/Resources	Timeline
<p>To establish a partnership between the 1st grade at the Primary School and the 5th grade at the Elementary School that will allow the 5th grade students to interact with, mentor, teach, and support the 1st grade students. (CONNECT 5)</p>	<p>The Primary School will:</p> <ul style="list-style-type: none"> • Match two 1st grade students with 2-3 5th grade students to establish a partnership/buddies • Create a schedule that allows the buddies to interact on a monthly basis 	<p>Grade 1 students will connect with their grade 5 buddies during various times throughout the year such as:</p> <ul style="list-style-type: none"> • Lunch groups • STEAM Days • Math games • Reading Buddies • Gym class • Recess • Step up Day 	<p>CONNECT 5 will take place throughout the 2021-2022 school year.</p>

**School Improvement Plan
Douglas Elementary School
2021-2022**



“Where decisions are made in the best interest of our students.”

Paul Vieira, Superintendent

Jon Bell, Douglas Elementary School Principal

Douglas Elementary School

Douglas Public Schools Mission Statement

The Douglas Public Schools offer diverse learning experiences that meet the academic, social, physical, and emotional needs of all students. We provide a safe, supportive, and challenging learning environment in which students may achieve academic success and personal growth. Decisions are made in the best interest of our students.

-Approved by District-Wide Faculty and School Committee Vote – Sept. 2006

Douglas Elementary School
2021-2022
School Improvement Plan

Educational Goal 1 (Assessment): The Elementary School promotes the learning and growth of all students by providing high-quality and rigorous instruction, analyzing student performance and growth data to improve instruction, and continuously refining learning objectives. The Elementary School will implement the STAR Assessment Program as a benchmarking and progress monitoring tool.

Objective	Action Steps	Strategies/Resources	Timeline
<p>To implement the STAR Assessment tool in both reading and math across grades 2-4.</p>	<p>The Elementary School will:</p> <ul style="list-style-type: none"> • Provide staff professional development prior to the start of the school year with additional support during the school year. • Implement the assessment tool 3 times a year. • Consistently analyze data and use to make instructional decisions. 	<p>The Elementary School:</p> <ul style="list-style-type: none"> • Classroom teachers will provide the benchmarking tool within their classroom three times a year. • Title math and reading teachers will provide progress monitoring to at risk students. • Grade level teams will analyze data during common planning time. 	<p>The utilization of STAR Assessment tool will be ongoing throughout the school year. The benchmark assessment will be given at the beginning, middle, and end of the year. At risk students will be progress monitored more frequently. Data will be used throughout the year.</p>

Educational Goal 2 (Literacy): The Elementary School will promote the learning and growth of all students by providing high-quality and rigorous instruction, analyzing student performance and growth data to improve instruction, and continuously refining learning objectives by implementing the K-5 literacy plan during the 2021-2022 school year.

Objective	Action Steps	Strategies/Resources	Timeline
<p>To successfully implement the K-5 literacy plan, as a school in order to improve reading instruction.</p>	<p>The Elementary School will:</p> <ul style="list-style-type: none"> • Provide staff professional development throughout the year on small group instruction, interactive read alouds, and matching books to readers • Update curriculum maps with information from resources • Utilize book room resources within daily reading instruction 	<p>The Elementary School will:</p> <ul style="list-style-type: none"> • Provide weekly common planning time to teachers • Provide class coverage to allow grade level teams to work with Clare Landrigan three times during the year • Have vertical teaming opportunities with grades K-5 to ensure alignment across the district 	<p>The implementation will take place throughout the school year with the expectation that the plan will continue to be used in future years as well.</p>

Administrative Goal 1: The Elementary School cultivates a school wide commitment to developing age-appropriate social emotional competencies in all students as they progress academically (self-awareness, self-management, social awareness, relationship skills, responsible decision-making) by providing appropriate supports and resources.

Objective	Action Steps	Strategies/Resources	Timeline
<p>To establish a partnership between the 1st grade at the primary school and the 5th grade at the elementary school that will allow the 5th grade students to interact with, mentor, teach, and support the 1st grade students called CONNECT 5</p>	<p>The Elementary School will:</p> <ul style="list-style-type: none"> • Pair each 5th grade student with a 1st grade student to establish a partnership/buddy • Create a schedule that allows the buddies to interact on a monthly basis 	<p>Grade 5 students will connect with their 1st grade buddies during various times throughout the year such as:</p> <ul style="list-style-type: none"> • Lunch Groups • STEAM Days • Math Games • Reading Buddies • Gym Class • Recess • Step up Day to Grade 2 	<p>CONNECT 5 will take place throughout the 2021-2022 school year.</p>

**School Improvement Plan
The Douglas Middle School
2021-2022**



“Where decisions are made in the best interest of our students.”

**Dr. Paul Vieira, Superintendent
Robert E. O’Brien, Douglas Middle School Principal
Douglas Public Schools
Mission Statement**

The Douglas Public Schools offer diverse learning experiences that meet the academic, social, physical, and emotional needs of all students. We provide a safe, supportive, and challenging learning environment in which students may achieve academic success and personal growth. Decisions are made in the best interest of our students.

-Approved by District-Wide Faculty and School Committee Vote – Sept. 2006

**Douglas Middle School
2021-2022
School Improvement Plan**

Goal 1 : Douglas Middle School promotes the learning and growth of all students by providing high-quality and rigorous instruction, analyzing student performance and growth data to improve instruction, and continuous improvement.

District Blueprint Improvement Area: Academic Excellence

All students will achieve success through the use of academic, social, and emotional skills such as critical thinking, cooperative learning, problem solving, and creativity. Students will be able to think through complex problems in diverse and innovative ways, apply them to real life situations, and work toward becoming lifelong learners.

Objective	Action Steps	Measure/Responsibility	Timeline
<ul style="list-style-type: none"> To improve learning for all students. 	<ul style="list-style-type: none"> Implement an inclusive second tier intervention (The Academic Resource Center) which has one coordinator along with tutors, teachers, and 	<ul style="list-style-type: none"> Measure: Increase attendance rates and reduce failures and student retention in all grade levels. 	<ul style="list-style-type: none"> Ongoing throughout the 2021-2022 school year.

	<p>paraprofessionals to support students.</p> <ul style="list-style-type: none"> ● Implement a schedule that facilitates collaboration for teams, co-teachers in the inclusion setting and similar content teachers at different grade levels. (CPT: Grade 6 5X per week, Grade 7 5X per week, Grade 8 ≥ 3X per week.) 	<ul style="list-style-type: none"> ● <u>Responsibility:</u> School administrators, personnel assigned to the academic center, school adjustment counselor, all teachers. ● <u>Measure:</u> Inclusion co-teachers address the needs of all students in the class, co-plan, co-assess and co-present lessons. Observations reflect significant use of best practices throughout the school. ● <u>Responsibility:</u> School administration and all teachers. Implement Common Formative Assessments 3-4 per year. ● <u>Measure:</u> Improve NWEA and MCAS scores, attendance, and discipline data. ● <u>Responsibility:</u> School administration and teachers. 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year. (Schedule completed 7/2021.) ● Ongoing throughout the 2021-2022 school year. ● Ongoing throughout the 2021-2022 school year
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	<ul style="list-style-type: none"> Complete 500 official walk-through classroom visits. 	<ul style="list-style-type: none"> Measure: Documentation of visits, all walkthroughs, formative assessments, and summative assessments completed within the specified timeframes. Responsibility: Building Principal. 	<ul style="list-style-type: none"> Ongoing throughout the 2021-2022 school year
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Goal 2: Douglas Middle School will strengthen and enhance local community partnerships.

District Blueprint Improvement Area: Local and Community Partnership

Students, faculty, staff, parents, businesses, and the townspeople will collaborate to foster the ongoing relationships that enhance engagement within our community.

Objective	Action Steps	Measure/Responsibility	Timeline
<ul style="list-style-type: none"> To research and increase partnerships with families, local businesses, faith based organizations and civic agencies. 	<ul style="list-style-type: none"> Create a "Community Partnership Committee" to engage and communicate with the Douglas community. <ul style="list-style-type: none"> Choose one platform (Classdojo or Remind) to communicate with families. Push-out information to local news organizations and multiple social media sites. 	<ul style="list-style-type: none"> Measure: Creation of a Community Partnership Committee and bi-monthly meetings. Responsibility: Community Partnership Committee, school administration. Measure: Increase student attendance and 	<ul style="list-style-type: none"> September 2021 and ongoing throughout the 2021-2022 school year. Ongoing throughout the 2021-2022 school year.

	<ul style="list-style-type: none"> ● Provide professional development opportunities specific to SEL along with resources for effective implementation. ● Create a school wide challenge for community service projects (which homeroom brings in the most canned goods, etc.) ● Create a middle school community garden. 	<p>family/community involvement.</p> <ul style="list-style-type: none"> ● Measure: Creation of SEL curriculum with scope and sequence. ● Responsibility: School administration and all SEL teachers. ● Measure: Frequency and amount of donations. ● Responsibility: School staff, students, parent volunteers. ● Measure: Garden area located and developed. ● Responsibility: Dean of students, students, staff, and parent/community volunteers. ● Measure: Minimum three meetings per year. 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year. ● Ongoing throughout the 2021-2022 school year. ● Ongoing throughout the 2021-2022 school year.
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	administrators, along with wraparound service providers.	<ul style="list-style-type: none"> ● Responsibility: School administration, school nurse, adjustment counselor, outside agencies. 	
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Goal 3: Douglas Middle School will improve the entire school climate and culture for all stakeholders.

District Blueprint Improvement Area: The Well-Being of All:

Students, faculty, and staff will be provided with the tools and resources to understand the importance of mental and physical health in order to maintain a balanced mind and body. Each Douglas Tiger will demonstrate a commitment to implementing strategies to overcome difficulties and actively meet their potential.

Objective	Action Steps	Measure/Responsibility	Timeline
<ul style="list-style-type: none"> ● Improve the overall school climate. 	<ul style="list-style-type: none"> ● Recognize and communicate academic and classroom accomplishments. ● Celebrate student success with Student of the Month breakfast for students and their families/caregivers. ● Conduct Class assemblies and communications to 	<ul style="list-style-type: none"> ● Measure: Celebrations, media, survey students, parents and teachers. ● Responsibilities: School administrators and teachers. 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year. ● Ongoing throughout the 2021-2022 school year.

	<p>recognize students, perfect attendance, and honor roll. Displays throughout the building, published in local newspaper and school website, weekly memos and newsletters. Televised or Zoom activities.</p> <ul style="list-style-type: none"> Expand and promote athletic and co-curricular programs. Survey student interest. 	<ul style="list-style-type: none"> Measure: Samples of events and public communications. Responsibilities: School administrators and teachers, IT specialists. <ul style="list-style-type: none"> Measure: The number of new and expanded athletic and co-curricular programs. The number of students participating in each program. Responsibilities: Athletic director, school administrators, teachers and parents. 	<ul style="list-style-type: none"> Ongoing throughout the 2021-2022 school year. Ongoing throughout the 2021-2022 school year.
<ul style="list-style-type: none"> Decorative murals and positive displays throughout the building. 			

	<ul style="list-style-type: none"> ● Research and attempt to replace the iPass administrative software which is not user friendly and inferior to other programs. A program is needed to interact with other platforms. 	<ul style="list-style-type: none"> ● Provide the entire school community with a simplistic all encompassing mission statement to effectuate a more 	
	<ul style="list-style-type: none"> ● Re-establish the PTO organization to support school programs. 	<ul style="list-style-type: none"> ● Measure: Quantity and quality of new murals and displays. ● Responsibility: Art Teacher and students, building administrators, teachers, and possibly residence or local businesses. ● Measure: Establishment of the PTO ● Responsibility: School council members/parent, additional parents, teachers and building administrators. ● Measure: Progress indicated by research, possible budgeting, acquiring, training and implementation. ● Responsibility: Superintendent, business manager, IT and building administrator. 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year.
	<ul style="list-style-type: none"> ● Research and attempt to replace the iPass administrative software which is not user friendly and inferior to other programs. A program is needed to interact with other platforms. 	<ul style="list-style-type: none"> ● Provide the entire school community with a simplistic all encompassing mission statement to effectuate a more 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year
	<ul style="list-style-type: none"> ● Research and attempt to replace the iPass administrative software which is not user friendly and inferior to other programs. A program is needed to interact with other platforms. 	<ul style="list-style-type: none"> ● Provide the entire school community with a simplistic all encompassing mission statement to effectuate a more 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year

	<p>orderly, positive climate. Example: The 4 R's- Respect, Responsibility, Resilience and Results. These words can be related by building administrators, teachers, students and parents to celebrate achievement and address negativity. Used as a mnemonic device for easy recall, it provides consistency and can be connected to all aspects of school climate.</p>	<ul style="list-style-type: none"> ● Measure: Signs posted and referenced. Logos with the Douglas mascot with RRRR's can be produced for wearing attire. ● Responsibility: All sectors of the school community. 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year
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Goal 4: Douglas Middle School promotes a sense of personal, local, and global responsibility through ethical and empathetic behaviors toward others to impact positive change in the world.

District Blueprint Improvement Area: Local and Global Citizenship

The Douglas Tiger community will demonstrate a sense of personal, local, and global responsibility through ethical and empathetic behaviors toward others to impact positive change in the world.

Objective	Action Steps	Measure/Responsibility	Timeline
<ul style="list-style-type: none"> ● To increase ethical and empathetic behaviors toward others 	<ul style="list-style-type: none"> ● Implement a daily SEL class. 	<ul style="list-style-type: none"> ● Measure: All students enrolled in SEL class. ● Responsibility: School administrators. 	<ul style="list-style-type: none"> ● Summer 2021

	<ul style="list-style-type: none"> ● Provide professional development opportunities specific to SEL along with resources for effective implementation. ● Create a school wide challenge for community service projects (which homeroom brings in the most canned goods, etc.). ● Create a middle school community garden. 	<ul style="list-style-type: none"> ● Measure: Increase student attendance and decrease discipline referrals. ● Responsibility: School administration and all SEL teachers. ● Measure: Frequency and amount of donations. ● Responsibility: School staff, students, parent volunteers. ● Measure: Garden area located and developed. ● Responsibility: Dean of Students, students, staff and parent volunteers. 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year. ● Ongoing throughout the 2021-2022 school year. ● Ongoing throughout the 2021-2022 school year.
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Goal 5: Douglas Middle School students and staff will demonstrate resilience, grit, and perseverance.

District Blueprint Improvement Area: Growth Mindset:

The Douglas Tiger community will demonstrate resilience, grit, and perseverance through challenges. They will embrace curiosity to learn new ideas and linger in ambiguity. Students will have the confidence and the self-awareness to initiate learning and growth.

Objective	Action Steps	Measure/Responsibility	Timeline
<ul style="list-style-type: none"> To instill a growth mindset in students and staff. 	<ul style="list-style-type: none"> Embed year-long PD for staff during scheduled faculty meetings to provide students with the skills for growth mindset and goal setting. Create proactive small group sessions with guidance to meet the needs of students 	<ul style="list-style-type: none"> Measure: Completed professional development, samples of student work. Responsibility: Building administration, classroom teachers. Measure: Weekly small group meetings with guidance. Responsibility: School adjustment counselor. Measure: The addition of a late bus. Responsibility: Business manager 	<ul style="list-style-type: none"> Ongoing throughout the 2021-2022 school year. Ongoing throughout the 2021-2022 school year. Ongoing throughout the 2021-2022 school year.

	<ul style="list-style-type: none"> ● Add late buses for students to have greater access to after school programming ● Introduce school themes and community book reads, focusing on a growth mindset and SEL topics. ● Create more in school enrichment/recognition activities for students (plays, musical 	<ul style="list-style-type: none"> ● <u>Measure:</u> The addition of posted school themes and “book club(s).” ● <u>Responsibility:</u> All sectors of the school community. ● <u>Measure:</u> One or more activities per quarter. ● <u>Responsibility:</u> School administration, music teacher, volunteers. 	<ul style="list-style-type: none"> ● Ongoing throughout the 2021-2022 school year. ● Ongoing throughout the 2021-2022 school year.
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	performances, talent shows, etc.)		
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