



**Pembroke High School**  
**School Improvement Plan**  
**2022/2023**

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**Pembroke High School Council Members**

**Faculty Representatives**

Mrs. Jennifer Campbell

Mrs. Hillary Kniffen

Mrs. Kerran Goff

Mrs. Carolyn Talbot

**Student Representatives**

Brianna Medico (Grade 12)

Matt Willshire (Grade 11)

Camila Fernandes (Grade 10)

Michael Christie (Grade 9)

**Parent Representatives**

Alison Glennon (Grade 9)

Carrie Balasko (Grade 10)

**Community Representative**

Caryn Laframboise Drake

## **Defining SMART Goals:**

A SMART goal is intended to highlight the big picture initiatives while also providing a comprehensive plan that will support the school improvement plans, professional development plans and individual educator plans. All plans, programs and budgets must be explicitly connected to the District Focus Areas and Goals.

**For a goal to be considered SMART, it has to be:**

- **S**pecific and strategically focused on achieving a significant target
- **M**easurable through benchmarks and date
- **A**greed up and achievable with the resources available
- **R**elevant to the overall goals and realistic to the timeframe and resources
- **T**ime based with intermediary benchmarks and completion dates

**Strategies are the specific steps that will be taken to accomplish the goal.**

## **OUR MISSION**

**To ensure student achievement through excellence in teaching and learning.**

## **OUR CORE BELIEFS**

*We believe:*

- In creating and maintaining safe and inviting schools;
- All children can learn and may demonstrate learning in different ways;
- Every student should contribute to our democratic society and the global community;
- In making decisions and acting in the best interest of students;
- Every member of the school community should be valued and respected;
- In a school community that is ethical, civil and respectful of individual differences;
- In strong civic, business and community partnerships that support student achievement.

## **OUR GOALS**

### **1. LEARNING ENVIRONMENT**

To provide a safe physical, emotional, and social environment for teaching and learning.

### **2. ACHIEVEMENT**

To produce high levels of student achievement through the development, coordination and implementation of rigorous curricula delivered through quality instruction.

### **3. INSTRUCTIONAL QUALITY**

To create an environment where educational innovation and best practices are valued, practiced and evaluated.

### **4. DATA DRIVEN**

To plan, monitor and inform instruction through the use of student achievement data.

### **5. COMMUNICATION**

To enhance and strengthen open communication with all members of the community.

## **OUR CRITICAL QUESTIONS**

- *What do students need to know, understand and be able to do?*
- *How will we know they have learned it?*
- *What will we do when they haven't?*
- *What will we do when they already know it?*

# **District-Wide Focus Areas and Goals:**

## **Achievement:**

### **PPS is committed to:**

1. Implementing strategies designed to improve academic achievement.
2. Enhancing opportunities prepare all students for college and career readiness.
3. Providing a safe and inclusive learning environment so that all students can maximize their learning potential.

## **Social Emotional/Health and Wellness:**

### **PPS is committed to:**

1. Creating resources and increase our ability in the identification of students that are at risk socially and emotionally.
2. Using consistent practices and common resources for promoting social and emotional competencies in all students through the exploration of programs, standards and curriculum as well as examination of additional programs.
3. Identifying and using Tier 1 and Tier 2 interventions for targeted support of students.

## **Technology:**

### **PPS is committed to:**

1. Providing consistent, reliable and equitable access to technology that supports student growth and achievement.
2. Impacting student growth practices that will prepare our students for citizenship in a digital world.

## **Communications:**

### **PPS is committed to:**

1. Enhancing and strengthening open communication with all members of the community.

## **Facilities:**

### **PPS is committed to:**

1. Providing school buildings and facilities that support the delivery of curriculum, programs, and services.
2. Providing a safe, secure, and healthy learning environment.

# ACHIEVEMENT - 1

## District Achievement SMART Goal:

**District Achievement Goal:** Implement strategies designed to improve academic achievement.

## 2022-2023 Pembroke High School Achievement SMART Goal:

### Pembroke High School Achievement Goal:

During the 2022-23 school year, PHS administrators and faculty will continue to prepare for Decennial NEASC Accreditation Visit in the fall of 2024.

## 2022-2023 Strategies:

- Continue Standards Committee work (All admin. and faculty - Fall 2022)
  - Gathering evidence of NEASC Accommodations for Accreditation (Sept. 2022)
  - Form committees to develop Vision of Graduate and to review and review Core Values and Beliefs about Learning (Sept.-Oct. 2022)
  - Complete rough drafts, review, revise, and compose final draft of Self-Study (Oct. 2022)
  - Faculty votes to approve Self Study (Nov. 2022)
- Participate in NEASC Collaborative Conference (All admin. and faculty - Dec 2022)
  - Develop Action Plan for full accreditation
- Implement Action Plan (Winter 2022-Spring 2023)

# ACHIEVEMENT - 2

## District Achievement SMART Goal:

**District Achievement Goal:** Implement strategies designed to improve academic achievement.

## 2022-2023 Pembroke High School Achievement SMART Goal:

**Pembroke High School Achievement Goal:** During the 2022-23 school year, PHS teachers will work within their departments and PLCs to ensure high quality teaching and learning.

## 2022-2023 Strategies:

- (August 2022) 9<sup>th</sup> and 10<sup>th</sup> grade ELA and Mathematics as well as Biology PLCs will conduct through MCAS data analysis to identify areas of growth by standard and make adjustments to lesson planning
- (Monthly all year) Teachers across the curriculum will use the PLC model to
  - examine common assessment data, including semester exams
  - track students' progress towards achieving knowledge and skills articulated in state content and skills' standards
  - revise instruction as necessary to meet students' academic needs
  - where appropriate, incorporate these revisions into existing UbD curriculum maps and lesson plans.
- (Daily all year) Offer a variety of enrichment and support classes to foster a sense of self-awareness, determination, and perseverance. For example:
  - Learning Centers, Compass, and ARC will include self-awareness and advocacy lessons in the curriculum
  - The ELA, Science, and Mathematics Departments will continue to offer enrichment classes
  - Daily use of Titan Time, a 40-minute enrichment block, to provide support and/or enrichment opportunities for students.
  - Interrupted Learning Tutors in ELA, Math, and Science – pull out during Titan Time and push in during identified classes
- (Ongoing all year) School counselors will review/collect data from progress reports, quarter grades, attendance, teacher feedback, presentations, college and career readiness seminars, individual meetings and special events to make adjustments to practice and curriculum or identify student supports.

# ACHIEVEMENT - 3

## District Achievement SMART Goal:

**District Achievement Goal:** Enhance opportunities to prepare all students for college and career readiness.

## 2022-2023 Pembroke High School Achievement SMART Goal:

**Pembroke High School Achievement Goal:** During the 2022-23 school year, PHS will develop and implement three certificate-bearing Pathway Programs to provide students with real-life, hands-on skills and learning opportunities to better prepare them for college and career readiness

## 2022-2023 Strategies:

- Identify areas of study within the PHS Program of Studies that could most readily be incorporated into a pathway (Summer 2022)
- Establish minimum course and credit requirements for successful completion of pathway
- Hire a Pathway Coordinator (Summer 2022)
- Recruit students for pathways by Identifying current students in grades 10-12 that are candidates for pathway based on courses successfully completed (Pathway Coordinator, guidance counselors – Sept-Oct. 2022)
- Develop partnerships with local business for potential internship opportunities (Pathway Coordinator – Oct. 2022-June 2023)
- Enhancing marketing and branding of Pathways Programs to increase awareness (PHS administrators, Pathway Coordinator, guidance counselors – Oct. 2022-June 2023)
- Initiate planning for additional pathways for 2023 and beyond (Pathway Coordinator, PHS administrators, guidance counselors – All year).

# ACHIEVEMENT - 4

## District Achievement SMART Goal:

**District Achievement Goal:** Enhance opportunities to prepare all students for college and career readiness.

## 2022-2023 Pembroke High School Achievement SMART Goal:

**Pembroke High School Achievement Goal:** Throughout the 2022-23 school year, PHS will consistently implement a referral process that will identify students in need of academic support and provide a plan to deliver that support.

## 2022-2023 Strategies:

- August 2022 - Review the General Education Accommodations and the District Curriculum Accommodation Plan (DCAP) with staff during August faculty meeting
- September 2022 - Review Academic Support Team (AST) meeting norms with AST members: guidance counselors, assistant principals, principal, and special education team chair
- September 2022 - June 2023
  - conduct weekly AST meetings based on referrals submitted by staff.
  - hold progress meetings with all teachers and student
  - develop DCAPs as necessary
  - monitor student progress and collect data for 4-6 weeks
  - examine data to assess DCAP effectiveness
  - continue with plan or make adjustments, including special education referral if necessary



# SOCIAL EMOTIONAL LEARNING-1

## District Achievement SMART Goal:

**District Social/Emotional Health and Wellness Goal:** Create resources and increase our ability in the identification of students that are at risk social and emotionally.

## 2022-2023 Pembroke High School Social Emotional Learning SMART Goal:

**PHS Social-Emotional Health & Wellness Goal:** During the 2022-23 school year, PHS will enhance and redesign the Compass Program to add additional, consistent, and longer-term support for our most “at-risk” social-emotional learners (Tier 3).

## 2022-2023 Strategies:

### Strategies:

- Hire full-time, licensed educator to serve at the Coordinator/Lead Teacher of the Compass Program (Administration - Summer 2022)
- Provide larger, more suitable learning space to accommodate additional Tier 3 supports (Administration, Compass staff – August 2022)
- Procure additional resources, supplies, materials, and furnishings to accommodate additional Tier 3 supports (Administration, Compass staff – August 2022)
- Conduct planning meetings to develop plans to increase supports for SELs to include a Tier 3 (Admin., guidance, Compass staff – August-September 2022)
- Review/revise Compass tracking forms, exit and entry criteria, and other documents as needed)
- Introduce new Tier 3 supports to faculty (principal – September 2022)
- Implement and refine new protocols to support all three tiers of support (all staff – all year)
- Review BRYT resources to research best practices in SEL (Admin., guidance, Compass staff – all year)

# SOCIAL EMOTIONAL LEARNING-2

## District Achievement SMART Goal:

**District Social/Emotional Health and Wellness Goal:** Using consistent practices and common resources for promoting social and emotional competencies in all students through the exploration of programs, standards and curriculum as well as examination of additional programs.

## 2022-2023 Pembroke High School Social Emotional Learning SMART Goal:

**PHS Social-Emotional Health & Wellness Goal:** During the 2022-23 school year, PHS will continue to implement practices and strategies to promote SEL competencies.

## 2022-2023 Strategies:

### Strategies:

PHS will implement practices and resources that promote SEL competencies through various curricula and other learning opportunities:

- Grade 9 Break Free from Depression workshops
- Grade 9 Health and Wellness classes
- Learning Centers
- ARC
- Compass Program
- Titan Time - utilized by guidance and adjustment counselors
- SST - weekly meetings to identify and develop plans to support SELs
- Bauer the Therapy Dog

# SOCIAL EMOTIONAL LEARNING-3

## District Achievement SMART Goal:

**District Social/Emotional Health and Wellness Goal:** Identify and using Tier 1 and Tier 2 interventions for targeted support of students.

## 2022-2023 Pembroke High School Social Emotional Learning SMART Goal:

**PHS Social-Emotional Health & Wellness Goal:** During the 2022-23 school year, PHS administrators and support staff will review and revise (as needed) building based general education support structures to ensure teachers and students have better knowledge of and more equitable access to Tier 1 and Tier 2 supports for students.

## 2022-2023 Strategies:

### Strategies:

- Seek and receive professional development opportunities around District Curriculum Accommodation Plans (PHS Administrators – Summer 2022)
- Use the “train the trainer” to deliver professional development to PPS 7-12 guidance counselors, adjustment counselors, and other support staff (administrators, guidance counselors, adjustment counselors – August 2022)
- Use faculty meeting time to review DCAP legislation and building based procedures for access to accommodations (September 2022)
- Use department meeting time to review and revise AST Referral Forms, Placement Review Forms, and other building-based documents pertaining to general education supports (September-November 2022).
- Consult with district-wide administrators and other personnel to review and revise the Pembroke Public Schools District Curriculum Accommodation Plan (Winter 2022-Spring 2023)
- Revise building based support documents to ensure they align with new DCAP (Summer 2023)

# TECHNOLOGY INTEGRATION-1

## District Achievement SMART Goal:

**District Technology Goal:** Provide consistent, reliable and equitable access to technology that supports student growth and achievement.

## 2022-2023 Pembroke High School Technology SMART Goal:

**PHS Technology Goal:** During the 2022-23 school year, the PPS Technology Department will work with PHS building administrators and staff to enhance instructional technology resources.

## 2022-2023 Strategies:

### Strategies:

- Complete installation of short throw projectors that began during 2021-22 school year (Fall 2022 – Technology Department)
- Procure and install 85” flatscreen HD TV in library (Fall 2022 – Technology Department)
- Procure and train staff on 75” TouchView interactive flat panel (Fall 2022 – Technology Staff)
- Upgrade auditorium A/V system, including installation of new projector and HDMI inputs (Fall 2022 – Technology Department)
- Installation of Wyebot sensors to monitor WiFi signal and diagnose and troubleshoot interruptions in real time (Fall 2022-Winter 2023 – Technology Department)
- Continue improvements of access points for strong connectivity that began in Spring of 2022 (Fall 2022 – Technology Department)
- Initiate research to replace desktops in Digital Arts and Computer Science classrooms to better align with potential future Pathways in STEM and Project Lead the Way (Spring 2023 – Technology Department)

# TECHNOLOGY INTEGRATION-2

## District Achievement SMART Goal:

**District Technology Goal:** Impact student growth practices that will prepare our students for citizenship in a digital world.

## 2022-2023 Pembroke High School Technology SMART Goal:

**PHS Technology Goal:** During the 2022-23 school year, PHS teachers will continue to research educational technologies to increase opportunities for their students to acquire transferable, college and career ready 21<sup>st</sup> Century learning skills

## 2022-2023 Strategies:

### Strategies:

- Evaluate current subscriptions and device usage to their determine effectiveness and usefulness so that we may determine if they align with the district's needs and goals (Technology Department Staff, teachers, content supervisors, administrators – All year)
- Review and revise the district's Acceptable Use Policy so that it reflects a Responsible Use philosophy aligned with current digital citizenship standards (Summer 2022 – Technology Department staff)
- Across the curriculum, embed the use of instructional technology in lesson planning, instruction, and assessments. In addition to Google:
  - Humanities Department (ELA and Social Studies)
    - NewsELA and No Red Ink to evaluate students' content knowledge and literacy, historical thinking, and critical thinking skills. These tools help design subsequent supports and lessons that improve student achievement (All year).
    - Students in ELA and History/Social Studies will attend at least three seminars per year in concert with the library-media specialist to learn about the library's digital resources and how to navigate them.
      - digital and informational literacy content that help students to learn how to evaluate multiple sources of evidence for validity and reliability.
      - research, write, and speak/present for a variety of purposes in ELA and Social Studies classes.
  - Science Department
    - Use of digital sensors (Pasco) so students can collect and analyze data in real time through their Chromebook.
    - Pivot Interactives (AP Bio)
    - Physics Aviary (Physics)
    - Cengage (Chemistry)

- Postivephysics (Physics and Chemistry)
- HMM online (Biology)
- Savvas Learning (CP Biology)
- VPA
  - The Adobe Suite for Education (Photoshop and Illustrator used most often)
  - Autodesk Maya
  - Tinkercad
  - The Sight Reading Factory
  - WeVideo
  - SMART Music

# LEARNING ENVIRONMENT/FACILITIES-1

## District Achievement SMART Goal:

**District Communication Goal:** Providing school buildings and facilities that support the delivery of curriculum, programs, and services.

## 2022-2023 Pembroke High School Learning Environment SMART Goal:

**Pembroke High School Goal:** During the 2022-23 school year, PHS building administrators and custodial staff will collaborate with district-wide facilities personnel to oversee needed facility improvements.

## 2022-2023 Strategies:

### Strategies:

- Replace seven HVAC Roof-Top Units (RTUs) (Fall 2022 – Facilities Department and contracted services)
- Weatherization evaluation, potentially replacing exterior doors (Fall 2022-Winter 2023 – Facilities Department, contracted services)
- Science Lab evaluation to replace gas fittings and improve hot water regulation in labs (Winter-Spring 2023 – Facilities Department, contracted services)
- Continue classroom painting, year two of a 3-year cycle (June 2023 – Facilities Department)

# LEARNING ENVIRONMENT/FACILITIES-2

## District Achievement SMART Goal:

**District Communication Goal:** Providing a safe, secure, and healthy learning environment.

## 2022-2023 Pembroke High School Learning Environment SMART Goal:

**Pembroke High School Goal:** During the 2022-23 school year, PHS building administrators and custodial staff will collaborate with district-wide facilities personnel to ensure a safe and secure learning environment.

## 2022-2023 Strategies:

### Strategies:

- Enhance resolution of external security cameras (Summer 2022 – Facilities Department, contracted services)
- Replace current lighting to LED lighting in library, hallways, and other high traffic areas (Fall 2022 – Facilities Department)
- Evaluate and replace parking lot lighting to ensure adequate lighting in all parking lots and walkways (Fall 2022 – Facilities Department, contracted services)
- Parking lot evaluation to replace potholes in short term and plan for repaving long-term (Summer-Fall 2022 – Facilities Department, contracted services)
- Repair cafeteria flooring (Winter-Spring 2023 – Facilities Department)



# COMMUNICATION-1

## District Achievement SMART Goal:

To enhance and strengthen open communication with all members of the community.

## 2022-2023 Pembroke High School Communication SMART Goal:

**Pembroke High School Goal:** During the 2022-23 school year, PHS administrators will implement strategies to strengthen communication with students, families, and the community.

## 2022-2023 Strategies:

### Strategies:

- Weekly email blast – school updates (All year – principal, athletic director, lead guidance counselor)
- Open House (September 2022 – All PHS staff)
- Parent Conferences (Nov., Dec., 2022 and March 2023 – All PHS Staff)
- Report Cards and Progress Reports sent to families directly via email (All year – PHS guidance)
- College Planning Evenings (Fall 2022, Spring 2023 – guidance staff)
- Course Selection Night (Feb. 2023 – PHS administrators and guidance staff)
- Parent University – 8<sup>th</sup> Grade Step Up Night (May 2023 – PHS administrators and guidance staff)
- Teacher outreach (all year)
  - Phone
  - Email
  - Google Classroom
  - PowerSchool

# COMMUNICATION-2

## District Achievement SMART Goal:

To enhance and strengthen open communication with all members of the community.

## 2022-2023 Pembroke High School Communication SMART Goal:

**Pembroke High School Goal:** During the 2022-23 school year, PHS administrators will implement strategies to “celebrate community,” ensuring that all stakeholders see themselves as an important part of our school community.

## 2022-2023 Strategies:

### Strategies:

- Provide adequate funding and support to maintain our Unified Sports teams (PHS administrators, teachers – All year)
- Work with PHS Student Council advisors and Executive Board Members to plan and implement Spirit Weeks that raise awareness of and promote inclusivity for all segments of our school community (PHS administrators, teachers, students – All year).
- Work with the various extracurricular clubs and organizations to promote and celebrate the various cultures of the students within our school community (PHS administrators, teachers, students – All year).
  - Student Council
  - Amnesty International
  - Spanish Club
  - French Club
  - Multicultural Club
  - SAGA
- Create a section of the Principal’s Weekly Update entitled “Celebrating Community,” which will highlight the many accomplishments and noteworthy events found within our school community.