

Orange County Public Schools

# Juvenile Detention



## 2021-22 Ungraded Schoolwide Improvement Plan

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## Juvenile Detention

2800 S BUMBY AVE, Orlando, FL 32806

[ no web address on file ]

### Demographics

Principal: William Tovine

Start Date for this Principal: 8/9/2021

<b>2021-22 Status</b> (per MSID File)	Active
<b>School Function</b> (per accountability file)	
<b>School Type and Grades Served</b> (per MSID File)	Combination School KG-12
<b>Primary Service Type</b> (per MSID File)	Alternative Education
<b>2020-21 Title I School</b>	No
<b>2020-21 Economically Disadvantaged (FRL) Rate</b> (as reported on Survey 3)	0%
<b>2020-21 ESSA Subgroups Represented</b> (subgroups with 10 or more students) (subgroups below the federal threshold are identified with an asterisk)	
<b>School Improvement Rating History</b>	
<b>DJJ Accountability Rating</b>	2023-24: No Rating

### School Board Approval

This plan is pending approval by the Orange County School Board.

### SIP Authority

A Schoolwide Improvement Plan (SIP) is a requirement for Comprehensive Support and Improvement (CSI) ungraded schools pursuant to 1001.42 F.S. and the Every Student Succeeds Act (ESSA) and for DJJ schools receiving a rating of Unsatisfactory pursuant to Sections 1003.51 and 1003.52, F.S. and Rule 6A-1.099813, F.A.C.

CSI schools can be designated as such in 2 ways:

1. Have a graduation of 67% or lower; or
2. Have an overall Federal Index below 41%.

DJJ Unsatisfactory Ratings are based on percentages by program type:

- Prevention and Intervention: 0%-50%
- Nonsecure Programs: 0%-59%
- Secure Programs: 0%-53%

SIP Plans for Ungraded CSI schools and DJJ schools receiving an Unsatisfactory rating must be approved by the district and reviewed by the state.

### **Purpose and Outline of the SIP**

The School Improvement Plan (SIP) provides schools and Local Educational Agencies (LEAs) the opportunity to identify the academic and priority goals along with strategies for each school. School leadership teams may refine their SIP annually to define their school's academic and priority goals to increase student achievement.

Schools and LEAs are strongly encouraged to collaborate in the development and implementation of this plan.

## Part I: School Information

### School Mission and Vision

**Provide the school's mission statement.**

With the support of families and the community, we create enriching and diverse pathways that lead our students to success.

**Provide the school's vision statement.**

To ensure every student has a promising and successful future.

**Briefly discuss the population unique to your school and the specific supports provided to meet the mission and vision.**

The Orange Regional Juvenile Detention Center is a Department of Juvenile Justice facility that houses approximately 110 male and female students. Students are adjudicated or awaiting adjudication as directed by the Juvenile Justice Court System. The education department offers academic and elective classes through differentiated instruction for appropriate grade levels to meet the individual needs of students. The education program's primary focus is to reduce recidivism and produce positive students in becoming productive citizens.

### School Leadership Team

**Membership**

Identify the name, email address, position title, and job duties/responsibilities as it relates to SIP implementation for each member of the school leadership team.:

Name	Position Title	Job Duties and Responsibilities
Tovine, William	Principal	The principal is the head of the administrative team within a school and is responsible for overseeing the daily operations of the institution. The responsibilities of the principal include: coordinate staff schedules, oversee the development of curriculum and enforce school policies relating to discipline, safety and mental health. The principal also coordinates staff training days and works directly with students who need help meeting or setting goals. The principal also serves as the direct liaison between the school and the school board and is responsible for ensuring that the school operates according to school board protocols.
McCray, Ima	Assistant Principal	The role of the assistant principal is to assist the building principal in organizing and fostering a positive, safe environment that is conducive to best meeting the needs of all students, staff and parents. The responsibilities include: leading, directing, counseling, and supervising a variety of personnel and programs; creating effective parent, teacher, and child communications; supporting, encouraging, mentoring, and evaluating staff; fostering teamwork between teachers and among staff and parents; and managing discipline, safety, mental health and budget items. The assistant principal acts in the capacity of the principal during the principal's absence from the school.

**Is education provided through contract for educational services?**

Yes

**If yes, name of the contracted education provider.**

Orange County Public Schools

**Demographic Information**

**Principal start date**

Monday 8/9/2021, William Tovine

**Number of teachers with professional teaching certificates?**

10

**Number of teachers with temporary teaching certificates?**

0

**Total number of teacher positions allocated to the school.**

10

**Total number of students enrolled at the school.**

68

**Identify the number of instructional staff who left the school during the 2020-21 school year.**

0

**Identify the number of instructional staff who joined the school during the 2021-22 school year.**

0

**Demographic Data**

**Early Warning Systems**

**2021-22**

**The number of students by grade level that exhibit each early warning indicator listed:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Number of students enrolled	0	0	0	0	0	0	0	1	13	33	45	44	36	172
Attendance below 90 percent	0	0	0	0	0	0	0	0	6	11	17	10	11	55
One or more suspensions	0	0	0	0	0	0	0	0	3	2	3	3	0	11
Course failure in ELA	0	0	0	0	0	0	0	1	4	2	8	14	9	38
Course failure in Math	0	0	0	0	0	0	0	1	5	6	9	14	8	43
Level 1 on 2022 statewide FSA ELA assessment	0	0	0	0	0	0	0	1	4	5	12	8	7	37
Level 1 on 2022 statewide FSA Math assessment	0	0	0	0	0	0	0	0	5	6	11	9	1	32
Number of students with a substantial reading deficiency	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**The number of students with two or more early warning indicators:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Students with two or more indicators	0	0	0	0	0	0	0	1	6	9	19	20	9	64

**The number of students identified as retainees:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Retained Students: Current Year	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Students retained two or more times	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Date this data was collected or last updated**

Monday 8/9/2021

**2020-21 - Updated**

**The number of students by grade level that exhibit each early warning indicator:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Number of students enrolled	0	0	0	0	0	0	0	4	5	11	6	4	10	40
Attendance below 90 percent	0	0	0	0	0	0	0	3	0	8	3	2	3	19
One or more suspensions	0	0	0	0	0	0	0	3	1	3	3	2	2	14
Course failure in ELA	0	0	0	0	0	0	0	1	1	3	1	1	2	9
Course failure in Math	0	0	0	0	0	0	0	1	2	1	1	0	2	7
Level 1 on 2019 statewide FSA ELA assessment	0	0	0	0	0	0	0	0	1	2	4	0	1	8
Level 1 on 2019 statewide FSA Math assessment	0	0	0	0	0	0	0	0	1	2	4	0	1	8

**The number of students with two or more early warning indicators:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Students with two or more indicators	0	0	0	0	0	0	0	3	1	7	4	2	3	20

**The number of students identified as retainees:**

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Retained Students: Current Year	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Students retained two or more times	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Part II: Needs Assessment/Analysis**

**School Data Review**

Please note that the district and state averages shown here represent the averages for similar school types (elementary, middle, high school, or combination schools).

School Grade Component	2021			2019			2018		
	School	District	State	School	District	State	School	District	State
ELA Achievement					62%	61%		60%	60%
ELA Learning Gains					60%	59%		57%	57%
ELA Lowest 25th Percentile					55%	54%		54%	52%
Math Achievement					61%	62%		60%	61%
Math Learning Gains					60%	59%		60%	58%
Math Lowest 25th Percentile					54%	52%		55%	52%
Science Achievement					56%	56%		56%	57%
Social Studies Achievement					74%	78%		74%	77%

**Grade Level Data Review - State Assessments**  
**NOTE: This data is raw data and includes ALL students who tested at the school. This is not school grade data.**

ELA						
Grade	Year	School	District	School-District Comparison	State	School-State Comparison
03	2021					
	2019					
Cohort Comparison						
04	2021					
	2019					
Cohort Comparison		0%				
05	2021					
	2019					
Cohort Comparison		0%				
06	2021					
	2019					
Cohort Comparison		0%				
07	2021					
	2019					
Cohort Comparison		0%				
08	2021					
	2019					
Cohort Comparison		0%				
09	2021					
	2019					
Cohort Comparison		0%				
10	2021					
	2019					
Cohort Comparison		0%				

MATH						
Grade	Year	School	District	School-District Comparison	State	School-State Comparison
03	2021					
	2019					



<b>MATH</b>						
<b>Grade</b>	<b>Year</b>	<b>School</b>	<b>District</b>	<b>School-District Comparison</b>	<b>State</b>	<b>School-State Comparison</b>
Cohort Comparison						
04	2021					
	2019					
Cohort Comparison		0%				
05	2021					
	2019					
Cohort Comparison		0%				
06	2021					
	2019					
Cohort Comparison		0%				
07	2021					
	2019					
Cohort Comparison		0%				
08	2021					
	2019					
Cohort Comparison		0%				

<b>SCIENCE</b>						
<b>Grade</b>	<b>Year</b>	<b>School</b>	<b>District</b>	<b>School-District Comparison</b>	<b>State</b>	<b>School-State Comparison</b>
05	2021					
	2019					
Cohort Comparison						
08	2021					
	2019					
Cohort Comparison		0%				

<b>BIOLOGY EOC</b>					
<b>Year</b>	<b>School</b>	<b>District</b>	<b>School Minus District</b>	<b>State</b>	<b>School Minus State</b>
2021					
2019					

<b>CIVICS EOC</b>					
<b>Year</b>	<b>School</b>	<b>District</b>	<b>School Minus District</b>	<b>State</b>	<b>School Minus State</b>
2021					
2019					

<b>HISTORY EOC</b>					
<b>Year</b>	<b>School</b>	<b>District</b>	<b>School Minus District</b>	<b>State</b>	<b>School Minus State</b>
2021					
2019					

ALGEBRA EOC					
Year	School	District	School Minus District	State	School Minus State
2021					
2019					

  

GEOMETRY EOC					
Year	School	District	School Minus District	State	School Minus State
2021					
2019					

**Subgroup Data Review**

2021 SCHOOL GRADE COMPONENTS BY SUBGROUPS											
Subgroups	ELA Ach.	ELA LG	ELA LG L25%	Math Ach.	Math LG	Math LG L25%	Sci Ach.	SS Ach.	MS Accel.	Grad Rate 2019-20	C & C Accel 2019-20
2019 SCHOOL GRADE COMPONENTS BY SUBGROUPS											
Subgroups	ELA Ach.	ELA LG	ELA LG L25%	Math Ach.	Math LG	Math LG L25%	Sci Ach.	SS Ach.	MS Accel.	Grad Rate 2017-18	C & C Accel 2017-18
2018 SCHOOL GRADE COMPONENTS BY SUBGROUPS											
Subgroups	ELA Ach.	ELA LG	ELA LG L25%	Math Ach.	Math LG	Math LG L25%	Sci Ach.	SS Ach.	MS Accel.	Grad Rate 2016-17	C & C Accel 2016-17

**ESSA Data Review**

This data has been updated for the 2021-22 school year as of 10/19/2021.

ESSA Federal Index	
ESSA Category (TS&I or CS&I)	
OVERALL Federal Index – All Students	
OVERALL Federal Index Below 41% All Students	N/A
Total Number of Subgroups Missing the Target	
Progress of English Language Learners in Achieving English Language Proficiency	
Total Points Earned for the Federal Index	
Total Components for the Federal Index	
Percent Tested	

**Subgroup Data**

**Analysis**

**Data Analysis**

Answer the following analysis questions using the progress monitoring data and state assessment data, if applicable.

**Reflect on the Areas of Focus from the previous school year. What progress monitoring was in place for low performing ESSA subgroups related to the Areas of Focus?**

To increase learning gains and narrow the achievement gap with our ESE and ELL subgroups, we utilized the following high yield strategies:

ESE

- Built a culture of collaboration between professionals (ESE and non-ESE) that increased student success
- Explicitly taught students to maintain and generalize new learning across time and settings
- Built up our system of how we analyzed data, analyzed instructional practices, and made necessary adjustments that improved student outcomes
- Developed and implemented a system of teaching social behaviors ELL
- Frontloaded academic vocabulary by utilizing the 7- step approach adapted from Dr. Calderon's ExCELL (Expediting Comprehension for English Language Learners).
- Activated or built background knowledge.
- Used sentence frames to give students practice with academic language.
- Used as many mediums as possible to convey information: oral, written, videos, teacher demonstration, student demonstration, etc.
- Used Pictures and Realia Manipulatives.
- Used Concept Maps and Graphic Organizers such as: Thinking Maps, Venn diagrams, T-Charts, Compare and Contrast Organizers, Cause and Effect Organizers, Word Sorts.
- Used short simple sentences with clear articulation.
- Used gestures and facial expression.
- Used Cooperative Learning and Collaborative Group Projects.

**Based on ESSA subgroup progress monitoring, which data component showed the most improvement? What new actions did your school take in this area?**

Expressions and equations from the Math PMA Data showed the most improvement. Alternative Education Instructional Coaches applied strategies from the District Professional Learning Community professional development training's to assist teachers with close read strategies while working with students.

**What area is in the greatest need of improvement? What specific component of this area is most problematic? What is your basis (data, progress monitoring) for this conclusion?**

According to the assessment data, 100% (1/1) of the students at JDC scored a level 1 on the Florida Assessment Standards in Math. Progress Monitoring Assessment data for the 2019-2020 school year is limited, however, the available data we have indicates the District's average score on the Algebra Quarter 1 assessment was 40% while the students at JDC scored 16%. On the Quarter 2 assessment, the District's average score was 39.1% while JDC students scored 16%. During Quarter 3 no students were tested due to them not being coded in the specific course.

**What trends emerge across grade levels, subgroups and core content areas?**

According to our 2020-2021 Progress Monitoring Activity (PMA) data, the trends that emerge across grade levels, subgroups and core content area is over ninety percent (90%) of students in grades nine through twelve did not perform at proficiency level of 3 or higher in core content subject areas.

**What strategies need to be implemented in order to accelerate learning?**

We will use the following strategies to assist with accelerating learning:

- Helping Students Interact with New Knowledge
- Help Students Practice and Deepen Knowledge
- Student Engagement
- After school tutoring
- Push-in and pullout services for math and reading/ELA
- Helping Students Review Content

**Based on the contributing factors and strategies identified to accelerate learning, describe the professional development opportunities that will be provided at the school to support teachers and leaders.**

We will provide the following professional development opportunities to support teachers and leaders:

- Coaches will provide content area professional development trainings through our Professional Learning Communities with a focus on effective High Yield strategies.
- Professional development trainings assisting teachers with how to align student tasks to Standards-Based Instruction.
- How to use Common Assessment and Progress Monitoring data to drive instruction.
- Coaches will provide MTSS Professional Development trainings with a focus on Tiered Interventions for our bottom 25% students.
- Targeted progress-monitoring trainings for ESE and ELL students.

## Part III: Planning for Improvement

### Areas of Focus:

**#1. Other specifically relating to Reduce ELA and Math Course Failure**

**Area of Focus**

**Description and Rationale:**

Include a rationale that explains how it was identified as a critical need from the data reviewed.

The Juvenile Detention Center's school data indicates that 24% (11/46) of students exhibited course failure in ELA and Math due to low performance in reading and math, recurring school transition, incomplete coursework and lack of testing and foundational skill knowledge.

**Measurable Outcome:**

State the specific measurable outcome the school plans to achieve. This should be a data based, objective outcome.

By the end of the 2021-2022 school year the percent of course failures in ELA and Math will decrease by 3% (24% to 21%) through the implementation of best teaching practices using instructional strategies such as differentiated instruction, small group instruction and project-based learning activities.

**Monitoring:**

Describe how this Area of Focus will be monitored for the desired outcome.

This area of focus will be monitored through classroom walk-throughs and observations, coaching logs, data discussions with students, professional development trainings through professional learning communities, progress monitoring of assessment data with action steps for Tiered intervention groups.

**Person responsible for monitoring outcome:**

William Tovine (william.tovine@ocps.net)

The high yield evidence-based strategies we will use to enhance instruction are:

- Help students process new content when introducing new ELA standards
- Help students elaborate on new content
- Organize students to practice and deepen new knowledge.

**Evidence-based Strategy:**

Describe the evidence-based strategy being implemented for this Area of Focus.

Data is collected using TABE and iReady results for reading. Pretest results are conducted to determine students' reading levels while post-test results are used to determine student learning gains upon exiting the school program as part of the withdrawal process. This will be achieved through the use of instructional strategies such as content specific word walls, implementation of close reading strategies from informational texts to support vocabulary acquisition, read alouds in all subject areas, and I-ready implementation. We will also utilize remedial push in instructional services for reading and ELA to support our lowest 25%.

Progress reports are used to monitor grades every nine weeks per the OCPS instructional calendar.

Social and emotional goals are addressed within a Culturally Responsive School Plan to meet the needs of students that are challenged with life skills. Students are given an array of strategies to manage emotions, establish relationships, and foster better communication skills.

**Rationale for Evidence-based Strategy:**

Explain the rationale for selecting this specific strategy. Describe the

ELA and Math teachers will meet regularly to review student performance data (mini assessments) and implement research-based instructional strategies to help students improve their level of performance. ELA and Math teachers will also address intervention plans for students who are not achieving proficiency during their time at JDC.

The leadership team and coaches will attend the district professional learning community trainings to assist teachers with evidence-based strategies and interventions to enhance instruction across curricula content. Administrators and coaches will conduct weekly classroom walk throughs, provide actionable feedback to teachers and monitor student learning strengths and weaknesses. Teachers will address areas of concern utilizing progress monitoring and common assessment data. This will be evident with the use of classroom walkthroughs. To increase learning gains and narrow the achievement gap with our ESE and ELL subgroups, we will utilize the following high yield strategies:

**ESE**

- Build a culture of collaboration between professionals (ESE and non-ESE) to increase student success
- Explicitly teach students to maintain and generalize new learning across time and settings
- Build up our system of how we will analyze data, analyze instructional practices, and make necessary adjustments that improve student outcomes
- Develop and implement a system of teaching social behaviors

**ELL**

- Frontload academic vocabulary by utilizing the 7- step approach adapted from Dr. Calderon’s ExCELL (Expediting Comprehension for English Language Learners).
- Activate or build background knowledge.
- Use sentence frames to give students practice with academic language.
- Use as many mediums as possible to convey information: oral, written, videos, teacher demonstration, student demonstration, etc.
- Use Pictures and Realia Manipulatives.
- Use Concept Maps and Graphic Organizers such as: Thinking Maps, Venn diagrams, T-Charts, Compare and Contrast Organizers, Cause and Effect Organizers, Word Sorts.
- Use short simple sentences with clear articulation.
- Use gestures and facial expression.
- Use Cooperative Learning and Collaborative Group Projects.

resources/criteria used for selecting this strategy.

**Action Steps to Implement:**

List the action steps that will be taken as part of this strategy to address the Area of Focus. Identify the person responsible for monitoring each step.

1. Quarterly common writing assessments
2. Academic data will be collected and reviewed during site meetings
3. Remediation intervention groups for students scoring below average
4. Implementation of Khan Academy weekly
5. Academic journal writing

**Person Responsible**

William Tovine (william.tovine@ocps.net)

**Monitoring ESSA Impact:**

If this Area of Focus is not related to one or more ESSA subgroups, please describe the process for progress monitoring the impact of the Area of Focus as it relates to all ESSA subgroups not

1. Monitor quarterly progress monitoring assessments and common assessments.
2. Academic data will be collected and reviewed during weekly site meetings.
4. Collaboration with guidance counselors to monitor the course failure rate.
5. Intervention groups will provide remediation and push in services with math coaches.
6. Khan Academy SAT diagnostic results will be monitored and reviewed to differentiate instruction.

meeting the 41% threshold  
according to the Federal  
Index.

**#2. Instructional Practice specifically relating to Math**

**Area of Focus Description and Rationale:**

Include a rationale that explains how it was identified as a critical need from the data reviewed.

The percentage of students in 2020-2021 making learning gains in math was 10%. Based on the 2020-2021 school data, 10% (1/10) of the students who took the Math FSA scored a level 3 or above. We will use evidence-based strategies to increase student achievement in math standards. In addition, we will use progress monitoring assessment and common assessment data to create intervention groups that will assist with closing achievement gaps in math. We will also create a strategic plan for best instructional practices to support student achievement gains in Math.

**Measurable Outcome:**

State the specific measurable outcome the school plans to achieve. This should be a data based, objective outcome.

For the 2021-2022 school year, the percent of students making learning gains in Math will increase 3% from 10% to 13%.

**Monitoring:**

Describe how this Area of Focus will be monitored for the desired outcome.

This area of focus will be monitored through classroom walk-throughs and observations, coaching logs, data discussions with students, professional development trainings through professional learning communities, progress monitoring of assessment data with action steps for Tiered intervention groups.

**Person responsible for monitoring outcome:**

William Tovine (william.tovine@ocps.net)

**Evidence-based Strategy:**

Describe the evidence-based strategy being implemented for this Area of Focus.

The high yield evidence-based strategies we will use to enhance instruction are:

- Help students process new content when introducing new Math standards
- Help students elaborate on new content
- Organize students to practice and deepen new knowledge.

To increase learning gains in math, we will use a variety of high yield evidence-based and supplemental resources. These may include but are not limited to:

KHAN Academy  
Math Nation

**Rationale for Evidence-based Strategy:**

Explain the rationale for selecting this specific strategy. Describe the resources/criteria used for selecting this strategy.

Close reading activities to assist with word problems  
Interactive notebooks to facilitate teacher-student communication  
Graphic organizers and concept maps  
Frayer Models  
Activating or building on background knowledge  
I do-you do- we do gradual release model of instruction  
Use of manipulatives to facilitate understanding of mathematical concepts  
Cooperative learning activities  
Strategic use of technology and online platforms  
Marzano high yield strategies such as: revising knowledge, examining reasoning, and examining similarities and differences.

**Action Steps to Implement:**

List the action steps that will be taken as part of this strategy to address the Area of Focus. Identify the person responsible for monitoring each step.



1. Monitor quarterly progress monitoring assessments and common assessments.
2. Academic data will be collected and reviewed during weekly site meetings.
3. Conduct child study team meetings to track and monitor student attendance every 9 weeks.
4. Collaboration with guidance counselors to monitor the course failure rate.
5. Intervention groups will provide remediation and push in services with math coaches.
6. Khan Academy SAT diagnostic results will be monitored and reviewed to differentiate instruction.

**Person Responsible**

William Tovine (william.tovine@ocps.net)

**Monitoring ESSA Impact:**

If this Area of Focus is not related to one or more ESSA subgroups, please describe the process for progress monitoring the impact of the Area of Focus as it relates to all ESSA subgroups not meeting the 41% threshold according to the Federal Index.

1. Monitor quarterly progress monitoring assessments and common assessments.
2. Academic data will be collected and reviewed during weekly site meetings.
3. Collaboration with guidance counselors to monitor the course failure rate.
4. Intervention groups will provide remediation and push in services with math coaches.
5. Khan Academy SAT diagnostic results will be monitored and reviewed to differentiate instruction.

**#3. Culture & Environment specifically relating to Social Emotional Learning**

**Area of Focus Description and Rationale:**

Include a rationale that explains how it was identified as a critical need from the data reviewed.

According to the 2019-2020 and our 2020-2021 social emotional learning survey, 62% of the students at Juvenile Detention Center reported they are able to manage their emotions, thoughts and behaviors in different situations in the competency of Self-Management. We will increase their awareness in social and emotional learning in the competency of Self-Management.

**Measurable Outcome:**

State the specific measurable outcome the school plans to achieve. This should be a data based, objective outcome.

By the end of 2021-2022, Juvenile Detention Center students will reflect a 3% increase from 62% to 65% in the competency of Self-Management.

**Monitoring:**

Describe how this Area of Focus will be monitored for the desired outcome.

This area of focus will be monitored through classroom walk-throughs and observations, coaching logs, data discussions with students, professional development trainings with our Social and Emotional Leadership (SEL) team with a focus on Social and Emotional Learning Strategies, professional development trainings and support from Guidance Counselors and ESE team leads with an intense focus on students in need of SEL support.

**Person responsible for monitoring outcome:**

William Tovine (william.tovine@ocps.net)

**Evidence-based Strategy:**

Describe the evidence-based strategy being implemented for this Area of Focus.

We will use distributive leadership and social and emotional learning to strengthen team dynamics and collaboration in order to build academic expertise with all students.

**Rationale for Evidence-based Strategy:**

Explain the rationale for selecting this specific strategy. Describe the resources/criteria used for selecting this strategy.

In order to achieve large-scale and sustainable improvement, it is necessary to invest in the collective capacity of a school building. To create a culture of social and emotional learning with adults and students, it is critical to harness the professional skills and leadership capabilities of everyone in the school. Through a distributive leadership model, our school will strengthen the team dynamics necessary to collectively support positive organizational.

**Action Steps to Implement:**

List the action steps that will be taken as part of this strategy to address the Area of Focus. Identify the person responsible for monitoring each step.

- \* Understand how social and emotional learning is connected to instructional strategies
- \* Establish a common language to support a culture of social and emotional learning at your school with adults and students
- \* Use a process to examine the current school climate and culture
- \* Determine relevant strategies to strengthen team dynamics and collaboration across the school
- \* Implement strategies for social and emotional learning with adults and students to positively impact school climate and culture
- \* Understand the connections between social and emotional learning and instructional strategies
- \* Use cycles of professional learning that integrate academics and social and emotional learning
- \* Monitor, measure, and modify cycles of professional learning that support data-based instructional

decisions that enhance school improvement efforts.

**Person Responsible**

William Tovine (william.tovine@ocps.net)

**Monitoring ESSA Impact:**

If this Area of Focus is not related to one or more ESSA subgroups, please describe the process for progress monitoring the impact of the Area of Focus as it relates to all ESSA subgroups not meeting the 41% threshold according to the Federal Index.

- \* Understand how social and emotional learning is connected to instructional strategies
- \* Establish a common language to support a culture of social and emotional learning at your school with adults and students
- \* Use a process to examine the current school climate and culture
- \* Determine relevant strategies to strengthen team dynamics and collaboration across the school
- \* Implement strategies for social and emotional learning with adults and students to positively impact school climate and culture
- \* Understand the connections between social and emotional learning and instructional strategies
- \* Use cycles of professional learning that integrate academics and social and emotional learning
- \* Monitor, measure, and modify cycles of professional learning that support data-based instructional decisions that enhance school improvement efforts.

**Part IV: Positive Culture & Environment**

A positive school culture and environment reflects: a supportive and fulfilling environment, learning conditions that meet the needs of all students, people who are sure of their roles and relationships in student learning, and a culture that values trust, respect and high expectations. Consulting with various stakeholder groups to employ school improvement strategies that impact the positive school culture and environment are critical. Stakeholder groups more proximal to the school include teachers, students, and families of students, volunteers, and school board members. Broad stakeholder groups include early childhood providers, community colleges and universities, social services, and business partners.

Stakeholders play a key role in school performance and addressing equity. Consulting various stakeholder groups is critical in formulating a statement of vision, mission, values, goals, and employing school improvement strategies.

**Describe how the school addresses building a positive school culture and environment.**

In order to establish a positive school culture and climate, all schools engage in ongoing, district-wide professional learning on leveraging social and emotional learning as well as leadership for student success. Through a distributive leadership model, schools use social and emotional learning to strengthen team dynamics and collaboration in order to build academic expertise in all students. Through this professional learning, schools across the district use the CASEL Core Competencies as a common language to support

a positive culture of social and emotional learning and connect cognitive and conative strategies to support student success.

**Identify the stakeholders and their role in promoting a positive culture and environment at the school.**

A core team of teachers and administrators from each school, which includes a mental health designee, attend this district-wide professional learning throughout the year. The core team works with a broader school team and is charged with personalizing and implementing professional learning for school stakeholders, based on school and community needs. School leadership teams collaborate with stakeholders, through processes such as the School Advisory Council, to reflect on implementation and determine next steps. Development of positive culture and environment is further enhanced through district programs such as the Parent Academy. Schools utilize staff such as Parent Engagement Liaisons to bridge the community and school culture.