

**Florida Ruffin Ridley School Improvement Plan  
2021 - 2024**

# Florida Ruffin Ridley School Improvement Plan 2021 - 2024

## Overview of School/School Summary:

The Florida Ruffin Ridley School is a vibrant K-8 learning community, where we are committed to creating a safe, welcoming, and respectful learning environment for all our students and staff. We strive to support each student on their path to engaged citizenship in our community and society at large. Students learn to respect themselves and others while honoring the diversity of identities and learning differences that are part of the fabric of the Florida Ruffin Ridley School. To that end we support our staff as they provide students with the instructional and social emotional experiences they need to achieve growth and success. As educators at the Florida Ruffin Ridley School, we believe that all students deserve the opportunity to achieve at high levels and feel connected, valued, and respected in our community. As part of this belief, we understand that different students need different supports and approaches to achieve equitable access and outcomes. We believe in fostering citizenship amongst our students that promotes equity and social justice through increasing levels of cultural proficiency. As educators at the Florida Ruffin Ridley School, we believe that through our collaborative practices we will achieve a culture of reflection and action that works towards addressing the structures within our school that result in unintentional bias, structural racism, systems of oppression, and inequitable access and outcomes.

Our three previous School Improvement Plan goals included action items that supported the continuous improvement of literacy and math instruction as well as building and maintaining community cohesiveness as we rejoined our staff and families in our new building after three years separated.

- Literacy: Comprehensive improvement in literacy learning outcomes for all students through an ongoing cycle of professional development, teaching, and assessment as shown by increased proficiency levels and student growth on both state and local assessment measures.
- Math: Improvement in mathematical learning outcomes for all students through implementation of the National Council of Teachers of Mathematics (NCTM) Effective Mathematical Teaching Practices, development of mathematical mindsets for students K-8, and increasing math content knowledge for teachers K-5 alongside strengthening of math content area teachers' practices in 6-8 as shown by increased proficiency levels and student growth on both state and local assessment measures.
- School Climate: Fostering a positive school culture by building and strengthening relationships between and among students, staff, and families through teacher-led and facilitated professional learning groups centered around texts that support the themes of groundwork on racial identity, family engagement, representation & centering students, and relationships.

On March 17, 2020, all elementary and secondary public and private schools in the Commonwealth were ordered to cease in-person instruction, as part of the statewide plan to combat the COVID-19 pandemic and rapidly reduce the transmission of the novel coronavirus. As schools planned to re-open, the Department of Elementary & Secondary Education required districts and schools to prepare a reopening plan that addresses three possible learning models: in-person learning with new safety requirements, a hybrid of in-person and remote learning, and the continuation of remote learning. Throughout the planning process for these re-opening of school scenarios, the Florida Ruffin Ridley used the following as our guiding North stars:

1. Support the health and safety of all our students, families and staff at Florida Ruffin Ridley School
  - a. In person, first to return, remote
  - b. Connecting and providing resources
  - c. Includes physical and mental health and wellness

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2. Ensure that all students, families, and staff feel connected, valued, and respected in our community; grow as critical and engaged learners; and are empowered to become culturally proficient advocates for social justice.
  - a. Access and Equity team work that involves all families, staff, and students

The SY 21 - 24 Florida Ruffin Ridley School Improvement Plan is focused on the very complex work of keeping our school open and community healthy and safe, addressing and healing from the trauma of the COVID-19 pandemic, and evaluating and revising our core values and mission statement so they accurately reflect our commitment to anti-racist education, social justice work, and equity in the face of our school renaming. The reopening goals focus on the areas of:

1. Health & Safety of Students, Staff and Families
2. Student Social-Emotional Wellness
3. Equity
4. Teaching & Learning
5. Professional Growth of Educators

We have intentionally written our goals to span 3 years to help provide a road map for the long, deep, and complex work that we will all engage in with focus and determination over the next three years and beyond. This plan targets a few key areas that we want to focus our energy and efforts for the next three years. It does not preclude all of the other work of our school in support of student connection, growth, and achievement. Our goals are also intentionally connected to the Public Schools of Brookline's district goals. By aligning our goals, we ensure the necessary district resources and supports are in place to achieve our goals in support of student achievement and student success. Additionally, in order to respond effectively to the changing needs of students, educators and families as we emerge from the pandemic, it is essential that our School Improvement Plan is a living document in that it is continuously updated and allows us to make mid-course corrections when needed. The Florida Ruffin Ridley School Council supports the school in refining the plan by asking relevant questions, giving feedback, and then monitoring the implementation and success of the plan.

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## Goal #1 – Physical Health and Safety of Students, Staff, and Families

**Goal:** Maintain the physical health and safety of all students, staff, and families by creating and strengthening protocols, procedures, and systems that are flexible enough to adapt to changing guidance from the Department of Elementary and Secondary Education, The Centers for Disease Control, the Brookline Department of Public Health, and other local, state, and national organizations.

Action	Person(s)/Teams Involved in the work	When	Resources you will use to get this work done - (e.g. release time, PD time, faculty meetings, support from central office, funding, etc)	Indicators of Progress and Success
Update operational protocols and procedures to reflect revised health and safety guidance as it is communicated from DESE, the CDC, and Brookline Department of Public Health, train staff on updates, and communicate revised protocols and procedures to staff, students, and families	Principal Vice Principals School Support Team	Summer 2021		Updated Staff Resource Guide to reflect changes to protocols and procedures for safe in person learning
Create flexible staffing and scheduling solutions that allow for and support various supervision and distancing needs should learning models need to change	Principal Vice Principals	Summer 2021		A clear and comprehensive schedule and staffing assignments that allows for seamless transitions between reduced and increased distancing, masking requirements, cohorting, and other protocols and procedures connected to the mitigation of the COVID-19 pandemic
Review protocols and procedures with staff and families at the start of the school year and continue weekly principal communications with staff and families to inform stakeholders about shifting guidance and implications	Principal	ongoing		Review of updated protocols and procedures with all FRR staff during first two staff days  Updated family resource guide distributed to families prior to the start of the 2021-2022 school year and highlighted at all K-8 Open House events

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				Monday Message (staff) and What's Happening at the Hive (families) communications are distributed weekly and include a section about COVID-19 updates
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## Goal #2 -- Student Mental and Social Emotional Health and Wellness

### *District Goal: Every Student Prepared for Change and Challenge*

Instill in every student the habits of mind and life strategies critical for success in meeting the intellectual, civic, and social demands of life in a diverse, ever-changing, global environment.

**Goal:** Accurately understand students' social-emotional functioning and growth so that we can improve student mental health and social emotional wellness and mitigate the trauma of the COVID-19 pandemic while developing SEL skills across the 5 core competencies (self-awareness, self-management, responsible decision making, relationship skills, social awareness)

<b>Action</b>	<b>Person(s)/Teams Involved in the work</b>	<b>When</b>	<b>Resources you will use to get this work done - (e.g. release time, PD time, faculty meetings, support from central office, funding, etc)</b>	<b>Indicators of Progress and Success</b>
Build and support a school wide schedule that allows for daily SEL instruction	Principal/Vice Principals w/FRR Staff feedback	ongoing	Grade level team meetings  Administrator team meetings	All schedules K-8 have daily protected time for Morning Meeting/Advisory
Develop and implement a comprehensive scope and sequence to teach all students the SEL 5 Core Competencies	SEL Team  Principal  Vice Principals	2021 - 2024	Professional Development funding for SEL team meeting time  District funding for identified curriculum and resources	Identify and assess current practices  Assess curriculum and resources such as Second Step, Zones of Regulation, Responsive Classroom  Creation of an agreed upon SEL scope and sequence for K-8 with accompanying resources
Distribute SEL screeners regularly, review the data in grade level and school wide data teams, and match interventions with areas of growth	Grade level band data teams  School wide data team  Classroom/ Homeroom teachers	Ongoing	Support from Office of Student Services to continue to utilize Panorama SEL screener  School Support Team meetings	Grade level band data teams meet after each survey round to analyze data, determine trends, and identify areas for growth to bring to Ruffin Ridley Team Council (RRTC) and/or Clinical Team  Ruffin Ridley Team Council (RRTC) meets directly after each survey round to help match supports and

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	Clinical Team			<p>interventions to areas of growth brought forward by grade level band data teams</p> <p>Increase in students reporting connectedness, belonging, and positive mental health on Panorama survey</p>
Increase and allocate resources to address rising mental health needs	<p>Principal</p> <p>Central Office Staff</p> <p>Clinical Team</p>	2021 - 2024	Support from Central Office to increase guidance, social workers, and psychologists in the budget	<p>Increase the number of mental health clinicians and providers at FRR</p> <p>Clinical Team supports for Morning Meetings and Advisories</p>
Review PSB Code of Conduct and operationalize for FRR as it aligns with our supportive approach to discipline and commitment to social justice and anti-racist teaching practices	<p>FRR administrators</p> <p>FRR School Council</p> <p>FRR Student Council</p>	2022 - 2023		<p>Decrease in student suspensions and time out of class</p> <p>Development and implementation of student handbook that is reviewed by School Council and Student Council</p>
Examine school behavior data such as office referrals, suspensions/exclusions, identify with transparency any disproportionalities and mitigate	<p>FRR Administrators</p> <p>FRR School Council</p>	2021 - 2022		Data review of of exclusionary practices and disciplinary actions with clear and transparent communication to community coupled with an action plan to mitigate any identified disproportionalities

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## Goal #3 -- Equity

### ***District Goal 2: Every Student Invested in Learning***

Increase every student's ownership of his/her learning and achievement by using rigor, relevance, and relationships to foster a spirit of inquiry and the joy of learning.

**Goal:** Strengthen, repair, and rebuild our community so that all students, staff, and families feel connected, valued, and respected in the Florida Ruffin Ridley school community and align our school mission statement and core values so that they reflect our commitment as a community to anti-racist teaching practice, social justice work, and dismantling systems of oppression.

Action	Person(s)/Teams Involved in the work	When	Resources you will use to get this work done - (e.g. release time, PD time, faculty meetings, support from central office, funding, etc)	Indicators of Progress and Success
Engage in a full year of customized professional development and workshops with the Minor Collective	FRR staff and families	2021 - 2022	PD days Staff meeting time Release time BEF, district, and PTO funding Family Forums	Small group of educators ("seed team") attended summer institute at Lesley with Kass and Cornelius Minor Completion of school culture assessment Creation and development of 3 instructional design teams Completion of 4 family listening, planning, and workshop sessions Administrative team engages in and completes executive coaching with Kass and Cornelius Middle school team and elementary "seed" team engage in professional workshops and apply concepts to everyday classroom work
Continue to develop and support the FRR Access and Equity Team	Access and Equity Team Principal and Vice Principals	ongoing	Summer workshop funding and time	Clear organizational structure of educator leadership within Access and Equity team Clearly articulated and manageable goals for each school year that are



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				communicated with the school community in September
Continue to develop and support FRR Equity PAC	FRR Equity PAC Principal and Vice Principals	ongoing		Clear organizational structure for FRR Equity PAC  Clearly articulated and manageable goals for each school year that are communicated with the school community in September  Monthly check in meetings with FRR administration
Assess and revise the FRR mission and vision statement	FRR Staff and Families	2022 - 2023	Staff meeting time Family Forums	A clear mission and vision statement that aligns with our commitment to social justice and equity and is clearly communicated and posted broadly in the community.
Assess, revise, and provide operational language for the FRR core values	FRR Staff and Families	2023 - 2024	Staff meeting time Family Forums	Clear core values that align with our revised mission and vision statements.  Operational language attached to core values that articulate how these core values are demonstrated and lived within our community.
Establish and maintain a Grades 3-8 student council	Principal, Grades 3-5 and 6-8 vice principals  Student Council Staff Advisors	2021 - 2022	Funding for staff advisor position(s)	Establishment of a Grades 3-8 Student Council that meets monthly as a whole team and weekly as smaller grade band teams  Increase in students reporting voice and agency in school wide decision making and programming  Increase in student leadership opportunities through clubs and organizations

### Goal #4-- Teaching and Learning

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**District Goal: Every Student Achieving**

Ensure that every student meets or exceeds Brookline’s high standards and eliminate persistent gaps in student achievement by establishing educational equity across all classrooms, schools, and programs.

**Goal:** Through the use of instructional strategies that encourage student agency, academic and social emotional instruction is delivered using culturally responsive strategies that honor/recognize students’ identities while providing entry points for all students into the grade level content so that each student experiences growth and achievement.

Action	Person(s)/Teams Involved in the work	When	Resources you will use to get this work done - (e.g. release time, PD time, faculty meetings, support from central office, funding, etc)	Indicators of Progress and Success
Support educators as they adapt to meet the new demands of the district wide Essential Curriculum	FRR administrators  Curriculum Coordinators  Office of Teaching and Learning  Grade Level Teams  Math/Literacy Specialists	Ongoing	District wide professional development workshops, grade level team meetings, staff meetings	Continuous improvement of student academic achievement as measured by: <ul style="list-style-type: none"> <li>● MCAS (grades 3-8)</li> <li>● BAS (K-8)</li> <li>● K-2 Math Assessments</li> <li>● Grades 3-5 End of Unit Investigations Assessments</li> <li>● Grades 6-8 DESMOS Assessments</li> </ul>

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<p>Identify, develop, and support a system and procedure for collecting, analyzing, monitoring and responding to student growth and achievement data</p>	<p>Office of Teaching and Learning FRR administrators  Grade level teams and support staff</p>	<p>2021 - 2023</p>	<p>Grade level team meetings, staff meetings, release time, RRPT meeting times</p>	<p>Identification of students with low to limited engagement, growth, and achievement during 2020-2021 school year and development of individualized support plans</p> <p>A clear outline of data cycle and plan for progress monitoring that is communicated and implemented at each grade level</p> <p>Budget is developed to allocate and advocate resources in response to emerging data trends and identified needs</p>
<p>Assess and potentially revise the middle school model to provide a student centered experience 6-8 that allows for Project Based Learning, cross curricular experiences, and advisory</p>	<p>Grades 6-8 team Principal, Grades 6-8 vice principal  Curriculum Coordinators, OTL, Human Resources</p>	<p>2021 - 2024</p>	<p>Grade level team meeting time  Department meeting time</p>	<p>A middle school structure and schedule that is staffed and allows for all students to participate in authentic project based learning experiences, develop and maintain strong relationships with educators, allows for flexibility of programming between 4 and 5 sections, and provides opportunities for interventions and extensions</p>

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## Goal #5: Professional Growth for All Educators

District Goal : Every Educator Growing Professionally

Foster dynamic professional learning communities that inspire inquiry, reflection, collaboration, and innovation, and use data to improve teaching, advance student learning, and refine the programs and practices of the Public Schools of Brookline.

**Goal:** Support educators at Ruffin Ridley with implementation of content defined in the Essential Curriculum through provision of professional development opportunities that exemplify best practices as well as prepare and support educators to be fluid and effective as they navigate the ever changing educational landscape and diversity of learners in their classes.

Action	Person(s)/Teams Involved in the work	When	Resources you will use to get this work done - (e.g. release time, PD time, faculty meetings, support from central office, funding, etc)	Indicators of Progress and Success
Support and foster the development of strong educator teams	FRR Educators  Principal and Vice Principals	2021 - 2022	Team meeting time	Creation and development of team norms and expectations that are posted publicly and followed for each team meeting  Team meetings with clearly communicated objectives, agendas, and actionable next steps  Creation of a schedule with time built in for team meetings
Support educator collaboration to strengthen professional practices through peer observations	FRR Staff	2022 - 2023	Team meeting time  Staff meeting time  Coverage time/schedule  Support from Office of Teaching and Learning	Procedure and structure communicated for peer observations  Establishment and development of the Ruffin Ridley Planning Team
Provide opportunities for educator professional development and coaching	Curriculum Coordinators  Office of Teaching and Learning	ongoing	Team and individual meeting time	

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	Principal and Vice Principal  District wide and building based coaches		Professional Development budget from the Office of Teaching and Learning  Summer workshop funds and time	
Strengthen and expand Child Study Team	CST Leaders  Principal and Vice Principal  CST Team Members  Academic content educators and interventionists	2021 - 2024	Summer workshop funds and time  Office of Teaching and Learning support and resources  Additional funding for 3rd CST	Well resourced Child Study Teams that align with each grade level band (K-2, 3-5, 6-8) and can support educators in RtI  Professional library of intervention and extension resources and materials (digital and hard copy)