



OLYMPIC HIGH SCHOOL

School Improvement Plan 2016-17

Mission

Central Kitsap School District's Mission is to equip our students with the knowledge and skills to succeed and prosper in an ever-changing global society.

Vision

Central Kitsap School District will be an academically strong, fiscally sound, and safe, positive learning community.

Principal: Rebecca Johnson

Date: September 30, 2016

DEMOGRAPHICS Total Enrollment (April 2016)	Male	Female	FRL	SPED	ELL
1124	56%	44%	35.23%	14.59%	3.11%

ETHNICITY	Asian	Black	Hispanic	Native American	Mixed	Pacific Islander	White
	9%	4%	13%	1%	19%	3%	51%

Objectives	Goal 1: Measures of Student Academic Success	Performance 2014-15	Current Performance 2015-16	Target Performance for 2021
High School Students on Track for Graduation	% of 9th graders earning 6.0 credits	--	60%	95%
	% of 10th graders accumulating 12.0 credits	--	58%	95%
	% of 10th graders meeting or exceeding state standards in ELA	74%	77%*	95%
	% of 10th graders meeting or exceeding state standards in math	79%	81%	95%
High School Students Graduating Future Ready	% graduation rate	on time*	91.7% (2014)	91.2% (2015)
		extended**	96.7% (2013)	92.7% (2014)
	% of graduates passing an AP® exam or earning college credit or equivalent	-	73%	95%
	% of graduates enrolling in post-secondary institution within 2 years of graduation**	49%		95%



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School Goals
1 (ELA) Students at the 10th grade level will demonstrate a 10% increase in meeting or exceeding the state standards in ELA using the College and Career Ready Standard measurement.
2 (MATH) Students at the 10th grade level will demonstrate a 5% increase in meeting or exceeding the state standard in math. This group of students are no longer permitted to meet the state standard using either the Algebra 1 or the Geometry End of Course exam, but are required to take the Math SBA as 11th graders. Therefore, these students will be measured for competency using common assessments developed by OHS teachers in Algebra 1 and Geometry courses. These common assessments will be given two times each semester (mid- and end of each semester). Our target is for 86% of 10th grade students to meet or exceed standard using OHS common assessments.
3 (SCIENCE) Students will demonstrate an increase of 5% in meeting or exceeding state standards in science.
4 (BEHAVIOR) OHS had a total of 212 discipline issues that resulted in a range of consequences from ISS to expulsion (112 students). Of the 212, 32 incidences are federally reported per the CEDARS database (26 students) and include: <ul style="list-style-type: none">● fighting without major injury - 5● violence without major injury - 7● possession of marijuana - 8● possession of drugs (other than marijuana) 3● possession of tobacco - 6● possession of a weapon - 3 For the 2016/17 SY, OHS will demonstrate a 40% reduction in the total number of incidences to total 127 incidences. OHS will demonstrate a 15% reduction in the federally reported incidences to total 27 for the 2016/17 SY.
5 (FRESHMEN) At least 75% of 9th grade students will earn 6.0 credits by the end of the school year.
6 (ON-TIME GRADUATION RATE) OHS on-time graduation rate will increase by 3% to 94%.



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GOAL 1: ALL STUDENTS ENGAGED AND LEARNING

Ensure that all students have the knowledge and skills to prepare for new challenges, both in school and beyond graduation

Objectives	District	School
<p>Learning Success Promote academic success for all students by increasing learning options that develop their unique talents, interests, and abilities</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> ● Instruct with a focus on 21st Century Skills (Critical Thinking, Collaboration, Creativity, & Communication) to enable students to transfer learning to real-world settings ● Engage all students in an extracurricular activity (Grade 4 and up) ● Implement the Middle School Model to improve support for transitions and expand academic & extracurricular options for Grades 6-8 <p>Future Work:</p> <ul style="list-style-type: none"> ● Explore flexible credit-earning opportunities, including internships, community service, and project-based learning ● Research school-of-choice options, such as STEM, Montessori, TEAM, language immersion, and performing arts ● Co-locate middle schools and high schools to increase opportunities for younger students to attempt advanced coursework 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> ● Begin the AVID (Advancement Via Individual Determination) Program at OHS. ● Incorporate active-engagement WICOR (Writing, Inquiry, Collaboration, Organization, Reading) strategies throughout instruction in all content areas. (TPEP) <ul style="list-style-type: none"> ○ AVID Site Team members will instruct teachers in the use of WICOR strategies and will model WICOR strategies in professional development settings. ● Sponsor the creation of new student extracurricular activities and the revitalization of previous clubs and organizations. ● Increase course offerings in STEM-based classes, specifically the addition of an Aviation Program and a new course in digital media. <p>Future Work:</p> <ul style="list-style-type: none"> ● Continue the growth of the Aviation Program to include a manufacturing focus and Aviation Physics. We will work with the new CKSD CTE Director to articulate courses with Green River Community College for college credits. ● Continue growth of the College in the High School Program and expand offerings into more departments.
<p>Technology Integrate technology to enhance curriculum, encourage collaboration, and promote critical thinking so that all students are prepared to thrive in a global community</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> ● Implement Google Applications for Education (GAPE) to increase opportunities for real-time collaboration and teacher-student feedback ● Increase access to online textbook resources 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> ● Increase access to online textbook resources and GAPE strategies with the addition of 13 Chromebook carts. ● Implement two Google Guides for first semester to support staff as they incorporate GAPE strategies and other online resources. ● Add two additional Google Guides for second semester. ● Revise our electronics policies to support the district focus on technology integration.



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<p style="text-align: center;">Technology continued</p>	<p>Future Work:</p> <ul style="list-style-type: none"> ● Implement technology use and social media policies for students and families, including a “Parents’ Guide to Technology in Schools” ● Explore virtual learning opportunities for expanded course offerings and greater exposure to global perspectives ● Complete device deployment to achieve district-wide 1:1 computer-to-student ratios ● Increase project-based learning through online collaboration with peers and mentors 	<p>Future Work:</p> <ul style="list-style-type: none"> ● Increase access to online textbook resources and GAFE strategies with the addition of more Chromebook carts in the 2016-17 school year, moving to a 1:1 ratio. ● Continue expansion of GAFE for increased opportunities for real-time collaboration and teacher-student feedback.
<p>Student Goal Setting Assist students in creating achievable academic goals and in monitoring their own progress toward these goals</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> ● Develop consistent student goal setting frameworks for elementary and secondary levels ● Explore goal monitoring options that encourage self-directed learning and provide alternatives for demonstrating proficiency <p>Future Work:</p> <ul style="list-style-type: none"> ● Implement goal setting frameworks and support guidelines for staff and families 	<p>2016-17 Implementation</p> <ul style="list-style-type: none"> ● Counseling staff will develop a guaranteed guidance program to ensure that all students receive instruction and support in social and emotional issues, bullying, academic achievement and goal setting, and post-high school and career planning. This matrix will be organized by grade level with student goal setting frameworks present at each level. A calendar will be created to facilitate this work with initial classroom visits to occur in early October and continue throughout the year. ● Monitor and assess the guaranteed guidance program. ● The building leadership team will develop a protocol to track individual student goal setting and monitoring timeline. <p>Future Work:</p> <ul style="list-style-type: none"> ● Refine the guaranteed guidance program based on the 2016-17 outcomes. ● Refine the protocol for tracking individual students in the goal setting process. ● Teachers will support the use of the student goal setting protocol in their classes, embedding goal setting and progress monitoring as part of daily instruction. Students will use data to assess their own learning, determine learning goals and monitor progress over time. (TPEP)



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<p><u>Curriculum and Assessment</u> Challenge all students to learn and grow by providing relevant curriculum and assessments</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> ● Build curriculum to satisfy Next Generation Science Standards using online resources and open source content ● Implement adopted curriculum with District-wide required content and flexible optional content ● Provide a systematic approach to English Language Arts (and Math) – instruction to ensure consistent foundations throughout elementary and middle school grades <p>Future Work:</p> <ul style="list-style-type: none"> ● Design common assessments to ensure that students have mastered a subject before progressing to new learning 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> ● PLC Department Teams will refine their processes to ensure the development of common curriculum and assessments by course. This will ensure all students are learning common concepts and skills across common courses. (TPEP) ● Assessments will be aligned to support productive collaborative discussions based on common classroom assessment data to ensure students have mastered content prior to moving on to new learning. (TPEP) ● 9th grade PLC Grade Level Team will work to provide consistency in behavioral and learning expectations from classroom to classroom to support increased achievement for 9th grade students. ● Through Walk-throughs and the formal evaluative processes, admin team will continue to focus on providing staff with feedback for the continued development of relevant curriculum, common assessments and active engagement strategies. (TPEP) <p>Future Work:</p> <ul style="list-style-type: none"> ● Continue to develop Grade Level PLC Teams to support common expectations for behavior and learning processes. ● Continue to refine and develop PLC collaborative practices to support continued growth in common assessment and common learning strategies, learning.
<p><u>College and Career Readiness</u> Provide college and career opportunities to help students and their families make appropriate educational choices</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> ● Expand credit-earning opportunities to address the graduation requirement increase ● Implement AVID (Advancement Via Individual Determination) to support first-generation college candidates <p>Future Work:</p> <ul style="list-style-type: none"> ● Define pathways for high school students to choose electives based on career interests ● Increase internship opportunities ● Provide field trips for all elementary classes that expose students to real-world learning opportunities ● Expand Career & Technical Education (CTE) certifications that define skill levels based on local employment demands 	<p>2016-17 Implementation</p> <ul style="list-style-type: none"> ● Implement AVID (Advancement Via Individual Determination) with fidelity to support first-generation college students and students in underserved groups achieve at their highest levels. ● Continue the intentional focus on the, “It’s Your Future” fair and other activities to lead students to positive choices about their college and career opportunities. ● Implement new courses in Career and Technical Education, specifically in the areas of aviation and digital media. ● Expand college credit-bearing offerings within the school day, such as CWU College in the High School, Tech Prep Credits, Advanced Placement courses, etc. <p>Future Work:</p> <ul style="list-style-type: none"> ● Expand the Aviation Program to include courses in manufacturing technology and physics of aviation. ● Work with the new CKSD CTE Director to refine our focus and expand our offerings to include coursework that will prepare students in 21st century high-demand careers.



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GOAL 2: SAFE AND SUPPORTIVE SCHOOLS

Promote positive learning environments that are secure, welcoming, and culturally respectful

Objectives	District	School
<p><u>Safe Facilities</u> Design and maintain educational facilities that are safe for students, staff, and the community</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> Plan capital project improvements to add keyless access control, security cameras, and interior doors Implement industry safety standards for sightline clearing <p>Future Work:</p> <ul style="list-style-type: none"> Implement technology improvements for integrated lockdown capabilities Evaluate effectiveness of security plans and emergency drills Evaluate threat assessment models to improve each school's ability to adjust to an evolving security threat Improve emergency communication plans to provide consistent and appropriate information with families 	
<p><u>Supportive Environments</u> Foster a supportive school environment that values the well-being, integrity and character development of each student</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> Implement student-to-student transition programs to help students adjust to new school environments Increase participation in extracurricular activities and athletics to promote social growth <p>Future Work:</p> <ul style="list-style-type: none"> Implement "Digital Citizenship" to encourage respectful online commenting and prevent cyber bullying Expand programs designed to build character and empathy, such as mentoring, peer mediation, restorative justice and community service Expand opportunities to positively acknowledge students for academic and social growth 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> Continue to utilize LINK Crew process to support positive school culture. Continue to promote student participation in after school activities and athletics. Work to adjust current electronic device policy to "meet students in their culture." Implement guaranteed guidance program from the counseling department that addresses both academic needs and social/emotional health and well-being. <p>Future Work:</p> <ul style="list-style-type: none"> Implement "Digital Citizenship" to support appropriate and respectful use of online tools, including social media. Investigate comprehensive behavior plans (i.e. PBIS) that are appropriate for high school age students. Review and re-evaluate current "peer mediation" program to determine necessary adjustments to support positive peer to peer discussions that support students in conflict. Develop processes/activities to recognize student academic and social success.
<p><u>Welcoming Offices</u> Ensure that front office staff welcomes visitors, supports volunteers, and monitors building access</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> Evaluate the front-office experience, including overall atmosphere, sign-in procedures, directions, volunteer information, and access to resources 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> Evaluate the front-office experience, including overall atmosphere, sign-in procedures, directions, volunteer information, and access to resources Evaluate the counseling office experience, including overall atmosphere, access to resources and helpfulness of staff. Create a plan to address the office spaces in the 2017-18 school year during construction. Current office spaces will be demolished in June of 2017.



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<p>Welcoming Offices continued</p>	<p>Future Work:</p> <ul style="list-style-type: none">● Plan monitoring stations for security cameras in main office areas● Provide incentives for creating a welcoming front office, including community comment cards and an annual award for "Most Welcoming Front Office"	<p>Future Work:</p> <ul style="list-style-type: none">● Create a plan to address the office spaces in the 2017-18 school year during construction. Current office spaces will be demolished in June of 2017.● Enact plan to address office spaces in the 2017-18 school year.
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GOAL 3: A Well Developed, Highly Skilled and Effective Staff

Build a foundation for quality instruction and personalized learning

Objectives	District	School
<p>Highly Qualified Staff Successfully recruit, support, and retain an exceptional staff that is passionate about learning</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> • Expand recruitment efforts to include a larger geographic pool • Negotiate competitive compensation packages • Refine interview process <p>Future Work:</p> <ul style="list-style-type: none"> • Develop student internships for high school students in elementary classroom teaching, technology integration, and advanced food sciences/catering • Develop university partnerships to create early relationships with students interested in the education field and student teaching opportunities • Develop a technology-based tool for students and parents to provide staff recognition and positive feedback 	
<p>Professional Development Provide relevant, timely, and effective professional development opportunities for staff</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> • Empower staff to adjust instructional strategies so that students experience multiple opportunities to learn core concepts • Introduce a new-to-the-profession certificated support program to improve supervision, ensure accountability, and reward exceptional efforts • Provide specialized trainings for classified staff • Provide trainings to support strategic objectives, including virtual classroom instruction, customer service, safe schools training, and special programs training (e.g., STEAM, Montessori, AVID) • Provide training on 21st Century Skills to support critical thinking and the transfer of knowledge and beyond the classroom 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> • Begin the AVID (Advancement Via Individual Determination) Program at OHS. This required extensive training at the AVID Summer Institute in the summer of 2016. Training will continue throughout the school year for the AVID Site Team. • Incorporate active-engagement WICOR (Writing, Inquiry, Collaboration, Organization, Reading) strategies throughout instruction in all content areas. <ul style="list-style-type: none"> ◦ AVID Site Team members will instruct teachers in the use of WICOR strategies and will model WICOR strategies in professional development settings. • Implementation of district-directed Professional Learning Days. • Staff will engage in content-specific professional development including but not limited to: Read 180, System 44, My Perspectives, AVID, WICOR • Implement the CKSD mentorship model for new-to-the-profession certificated staff members.



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<p>Professional Development continued</p>	<p>Future Work:</p> <ul style="list-style-type: none"> Evaluate online professional certifications as an option for subject-matter experts to obtain teaching credentials Explore funding options for sabbaticals for staff to pursue academic passions 	<p>Future Work:</p> <ul style="list-style-type: none"> Continue professional development for the AVID Site Team and expand the team to include new members. AVID Site Team members will need to once again attend the AVID Summer Institute in 2017. Continue to send staff members to professional development opportunities such as AVID Elective and Path training, AP Institutes, Project Lead the Way training, etc.
<p>Leadership Encourage staff leadership, professional collaboration, and skill development throughout the district</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> Implement job-embedded professional development. Support leadership teams and provide accountability by ensuring that school and district improvement plans align with the strategic plan Increase incentives for staff to innovate by creating grants for new programs & classroom supplies <p>Future Work:</p> <ul style="list-style-type: none"> Provide pathways to classified certification and/or department level skill development Explore alternatives for increasing professional collaboration without reducing class time 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> Staff will work closely with district and building “Google Guides” to support increased student engagement strategies as well as more efficient collaboration between staff members. Continue to encourage staff leadership through encouraging staff participation in building leadership teams including: Department Chairs, PLC Steering, Site Shared Decision Making, Response to Intervention Team, as well as Counseling/Administrative Team. To support NGSS implementation, science department staff will attend workshops and conferences including: NSTA Conference, Regional NGSS Implementation Conference, as well as the Laser/Science Fellows Conference. <p>Future Work:</p> <ul style="list-style-type: none"> Building CTE Teachers will work closely with district CTE Director as well as building admin to develop comprehensive plan for CTE course offerings for new facility. Continue to build capacity within the staff for the use of GAFE and other technology resources.



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GOAL 4: FAMILY AND COMMUNITY

Cultivate community support for our schools, and school support for our community

Objectives	District	School
<p><u>Community Partnerships</u> Build collaborative community partnerships to offer real-world learning opportunities, mobilize resources, and encourage students to give back to our community</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> Expand career pathways for students through community and regional partnerships that provide access to professional mentors, work-related experiences, internships, volunteer opportunities, Career & Technical Education (CTE) credits, and workforce certifications upon graduation <p>Future Work:</p> <ul style="list-style-type: none"> Establish a community liaison to increase district visibility in the community Improve community access to school facilities and school access to community facilities for educational, cultural, and athletic event 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> Continue the mentorship program present at OHS that pairs students with positive community members to help them achieve success. Continue the partnerships with Olympic College and West Sound Technical Skills Center to give students access to earning college credits through taking Career and Technical Education courses. Create opportunities for growth in student activities, specifically within groups that promote service such as Key Club, DECA, and National Honor Society. <p>Future Work:</p> <ul style="list-style-type: none"> Partner with CKSD community liaison to increase the positive visibility of Olympic High School in our community.
<p><u>Family Support</u> Promote effective communication between home and school to strengthen family support for student learning</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> Provide timely and consistent student learning information to families that supports student learning. <p>Future Work:</p> <ul style="list-style-type: none"> Continue efforts to streamline teacher-friendly communication Create centralized application procedures, deadlines and enrollment criteria for all schools and special programs Expand efforts to help families select the best learning environments for their students 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> Continue our current model for conferences in the fall. We use an arena-style model that gives parents an opportunity to meet with all of their child's teachers. We offer specific times within a 3 day window that all teachers will be available and parents may come to conference with them at their convenience. Continue Open House in the fall where information regarding the school program is presented. The administrators, counselors and teaching staff are available to answer questions. Continue encouragement of Parent Access and build capacity for more teacher initiated contact to parents about academics and behaviors. The counseling staff will provide several opportunities such as "It's Your Future Fair" and FAFSA Completion Night to encourage families to come to OHS and engage with staff about their students' academic futures. <p>Future Work:</p> <ul style="list-style-type: none"> Continue efforts to streamline teacher-friendly communication using digital resources. Develop strategies based on information gleaned from the Closing the Achievement Gap conference to more fully engage families of all students in the educational process. Explore the creation of a parent center on-site at Olympic High School. In this space, parents could access a computer, gather information about things happening at school and with their students and engage with OHS administrators, counselors and teachers in a more natural way.



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<p><u>Communication Tools</u> Develop communication tools to present data, provide transparency, share stories, and encourage community involvement in our schools</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> • Continue building a responsive social media presence <p>Future Work:</p> <ul style="list-style-type: none"> • Increase use of storytelling elements that relate to strategic objectives and capital project progress • Provide timely district progress reports • Provide consistency across school websites and notification to parents 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> • Launch new Olympic High School website as part of the new CKSD website. • Create an Olympic High School Twitter and Facebook account to disseminate information and share stories about what is happening at OHS. • Send out a weekly newsletter, Trojan Times, that includes information about upcoming events, required testing, calendar items, and other important information. <p>Future Work:</p> <ul style="list-style-type: none"> • Refine our process in the use of digital communication including but not limited to the OHS website, electronic newsletters, Twitter, Facebook and Instagram. • Create a process by which we engage families and community members to learn the best possible ways to communicate and learn about their students. We want to more fully engage families and community and reduce barriers to participation. <ul style="list-style-type: none"> ○ Provide food and child care options for evening events. ○ Go to local community gathering spaces during the school day to meet parents where they are (ie: Starbucks, community centers, local apartments, etc.).
<p><u>Community Input</u> Provide ongoing opportunities for community input and feedback to help inform major decisions</p>	<p>2016-17 Implementations:</p> <ul style="list-style-type: none"> • Conduct a Fall Community Survey to allow for data comparisons and trend analysis across school years <p>Future Work:</p> <ul style="list-style-type: none"> • Schedule an ongoing combination of engagement activities • Increase community support and financial sponsorships • Encourage community participation in classrooms or programs • Consider a tracking study to evaluate survey responses and strengthen correlations between strategy implementation and results 	<p>2016-17 Implementation:</p> <ul style="list-style-type: none"> • Conduct a Fall Community Survey to allow for data comparisons and trend analysis across school years. • Continue community meetings for feedback and suggestions regarding the remodeling of Olympic High School. <p>Future Work:</p> <ul style="list-style-type: none"> • Create a process by which we engage families and community members to learn the best possible ways to communicate and learn about their students. We want to more fully engage families and community and reduce barriers to participation. <ul style="list-style-type: none"> ○ Provide food and child care options for evening events. ○ Go to local community gathering spaces during the school day to meet parents where they are (ie: Starbucks, community centers, local apartments, etc.).