

# Whaling City Jr/Sr High School

## Plan Overview 2020 to 2022

September 2021

John Tweedie, Principal

<b>Mission</b>				
<p>We are committed to developing a community of life-long learners who are academically proficient, demonstrate strong character, exhibit self-confidence, and respect for others. Students WILL be supported to stretch their academic potential, develop life skills, explore career pathways, engage in real-world work experiences, and establish healthy relationships in order to achieve their future goals.</p>				
<b>Vision</b>				
<p>Our vision at The Whaling City Jr./Sr. High School is to provide a safe and positive learning environment that serves and supports at-risk students by addressing the whole child. Students will be provided with a rigorous education that is aligned to state standards and given close support in self-regulation in order to provide them with the tools necessary to be prepared to transition back into mainstream schools, college, the military, or into the workforce.</p>				
<b>Core Values</b>				
<ul style="list-style-type: none"> <li>● Whaling City will maintain high academic expectations for all students which will be reflected in challenging experiences and opportunities for individual growth through differentiated instruction that will meet them where they are and provide the support each student needs to stretch their progress.</li> <li>● Whaling City believes, encourages, and guides all of our students to aim and succeed beyond their potential.</li> <li>● Whaling City believes that students have a right to a positive and safe learning environment, and students learn best when they feel safe, both emotionally and physically. Therefore, we believe in fostering an environment of acceptance of all individuals and embrace restorative practices.</li> <li>● Whaling City believes in promoting positive, respectful relationships among students, staff, families, and the greater community through modeling these relationships with all interactions with our students and others in the community.</li> <li>● Whaling City believes that all of the negative behaviors our students come to us with are manifestation of bigger issues and believe in supporting our students to work toward learning and preparing for a successful transition to mainstream schools, college, the military, or into the workforce.</li> <li>● We believe in modeling and teaching students appropriate boundaries and social skills to improve and strengthen their relationships with adults and peers inside and outside of school.</li> </ul> <p>We believe in helping students improve self-esteem and increase their confidence by improving attitudes about school as a place where they can have positive and meaningful experiences.</p>				
<b>Theory of Action</b>				
<p>We will provide all students at Whaling City Jr/Sr High School the support needed to maximize their potential to effectively transition from grade to grade, to post-secondary educational and career pursuits and constructively contribute to their communities and society. Through collaboration and shared responsibility, all staff will implement a continuum of integrated services (educational, social, emotional, and health) that respond to individual strengths, needs, and goals, and provide access to a personalized curriculum in a supportive and therapeutic environment.</p>				
<b>Strategic Objectives</b>				
<p><b>1. High Quality Instruction Increase student achievement by strengthening teaching and learning.</b></p>	<p><b>2. Effective Student Support Systems: Create an inclusive, culturally responsive learning environment.</b></p>	<p><b>3. Strong Family /Community Relationships: Empower families and the community through collaboration.</b></p>	<p><b>4. Organizational Team Excellence: Cultivate and recruit a highly skilled workforce.</b></p>	<p><b>5. Enhance Positive Public Profile: Implement effective strategies to raise the profile</b></p>

				<b>and reputation of Whaling City</b>
<b>Strategic Initiatives</b>				
<i>1.1 Develop curriculum that enhances problem solving, critical and creative thinking, and collaboration skills Project-based learning; real-life application; Academic and experiential learning Integration</i>	<i>2.1 Build the Whaling City community: Senior class leaders; increased activity period length; school-wide assemblies; improved cultural events through Lower Deck; Whaling Museum graduation</i>	<i>3.1 Maintain Community Involvement Identify and develop New Bedford community facilitated events with the purpose of maintaining community involvement for students, adults, and community partners</i>	<i>4.1 Provide Technology-specific PD in Personalized Learning for 1:1 Student Laptop Instruction</i>	<i>5.1 Create a new symbol for Whaling City Jr/Sr High School to reflect a move away from the old name of the school of Whaling City Alternative</i>
<i>1.2 Improve career awareness and career skill development programming: Promote internships/co-ops for credit, increase college exposure, continued partnerships with military, and increase exposure to the arts through the MassGrad Grant</i>	<i>2.2 Refine Building Based Support Teams (BBST) through Grade Level Teams and Established Protocols</i>	<i>3.2 Increase and Maintain Student and Family Communication Parent/guardian orientation; invite and inform; current events; website; email</i>	<i>4.2 Build capacity through induction and mentor programs for new teachers, and onboarding opportunities with NE Basecamp for Summit Learning training for new teachers</i>	<i>5.2 Utilize the new school symbol to create and order new t-shirts showing pride and a more modern design</i>
<i>1.3 Development and implementation of a collaborative teaching model in targeted classrooms in the middle school. Focus will be on literacy and math</i>	<i>2.3 Implement annual student staff climate and culture surveys: Administer part two of the survey to help inform growth from 18-19 school year and support the school-wide professional goal. This survey will be conducted yearly to measure growth</i>	<i>3.3 Develop and share best practices school-wide for intake and exit of students; internal transition planning for “exit upon entry”; communication with sending schools; align criteria and develop protocol for students referred to Whaling City</i>	<i>4.3 Provide PD Choice: NE Basecamp and Summit Learning</i>	
<i>1.4 Assess participation and opportunities for alternative educational pathways; restructure the Afternoon School; utilize APEX for credit recovery</i>	<i>2.4 Provide team building for middle school students develop appropriate activities to establish commitment and respect for learning goals</i>	<i>3.4 Refine the process of new students welcomed into Whaling City; emphasis will be placed on student background and data to inform teaching, learning, and behavior</i>	<i>4.4 Refine Professional Learning Communities (PLC) through Grade Level Teams and Established Protocols</i>	
<i>1.5 Effectively use data to inform curriculum and instruction</i>	<i>2.5 Continue in year two of the PBIS cohort; refine areas of identified growth from 18-19 data; expand school-wide</i>	<i>3.5 Assess current summer programming and conduct a needs assessment for expansion of summer program opportunities</i>	<i>4.5 Network to provide Opportunities to Work Collaboratively with Other</i>	

			Alternative Schools in Urban Districts	
<b>Outcomes</b>				
<i>Increase the 4 year graduation by 10%; Decrease the annual dropout rate by 5% by 2021-2022</i>	<i>During the 2021-2022 school year, the climate and culture survey will show a 25% positive growth on the Likert scale results overall</i>	<i>Increase the amount of students who enter Whaling City due to behavioral challenges return to their sending schools by 25% by 2021-2022</i>	<i>Technology embedded PD will be offered by NE Basecamp during the two district PD days during the 2019-2020 school year</i>	<i>Create new symbol/emblem/design and order t-shirts as part of a fundraiser to support the student activities account</i>
<i>Increase the percent of students demonstrating proficient reading for comprehension by the end of grade 3 to 80%recovery</i>	<i>Decrease incident conduct reports by 10% year over year throughout the school</i>	<i>Create a family committee of involved parents/guardians by the 2019-2020 school year</i>	<i>The new TLS will hold running PDs on Summit Learning and technology integration beginning during the 2019-2020 school year</i>	
<i>Place 25 students yearly in internship/co-op opportunities in local businesses and community organizations by 2020-2021</i>	<i>Middle school will see an increase in grade level promotions, with and increase of 15% for each grade from 2019-2020 to 2021-2020</i>	<i>Utilize summer programming as a credit-recovery opportunity for students close to graduation with experiential learning and career awareness opportunities</i>	<i>PLCs will run weekly for each of the grade level teams beginning during the 2019-2020 school year</i>	

## Whaling City Jr/Sr High School Action Plan Template, 2021-22

(While the Plan Overview is a 3-year outlook, this Action Plan is specifically a 1-year outlook for this SY.)

**Strategic Objective: High Quality Instruction Increase student achievement by strengthening teaching and learning.**

### Monitoring Progress

<b>Process Benchmark</b> <i>What will be done, when, and by whom?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
1.1 Hire Teaching and Learning Specialist (TLS) to help with curriculum, data, assessments, and Summit Learning	John Tweedie  Principal	Summer 2020	Completed
1.2 TLS will support and strengthen in-depth lesson planning and class preparation that includes: rigorous lessons aligned with district curriculum, assessing student progress on a frequent basis that will help to real-time decision making. The TLS will also provide coaching opportunities and direct peer feedback on practice that will lead to improvements that will support the academic process.	Thomas Rafferty  TLS	Summer 2020	Ongoing
1.3 Implement and support collaborative teaching and collaborative planning in the middle school and high school. Create a guide for effective collaborative teaching/planning-utilization of DESE My CAP curriculum	John Tweedie  Principal	Fall 2020	Ongoing
1.4 Apply for Mass Grad Promising Practices Grant to build upon and expand vocational/career opportunities through community-based internships and/or co-ops	John Tweedie  Principal	Fall 2020	Completed
1.5 Redesign the Afternoon School with more blended learning opportunities to build interest and engagement with students, i.e. HiSET, tutoring, student check-ins, etc.	John Tweedie	Fall 2020	Completed

	and SILT Members		
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### Measuring Impact

<b>Early Evidence of Change Benchmark</b> <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
1.1 The TLS will help support teachers and facilitate the PLCs in order for teaching to be more aligned with data informed planning and decision making. (I-Ready )	Thomas Rafferty  TLS	Ongoing	Ongoing
1.2 Through the PLC process, teachers will be exposed to UDL principles, which they can utilize in their lesson planning to support all students.	Thomas Rafferty  TLS	Ongoing	Ongoing
1.3 Through the collaborative teaching and planning model in the middle school, teachers will be able to be more supportive of the needs of colleagues and students	John Tweedie  Principal	Fall 2020	Ongoing
1.4 The MassGrad Promising Practices Grant will allow for Whaling City to expand the classroom into the community and target at-risk students who have limited opportunities after graduation	John Tweedie  Principal	Fall 2020	Completed  (embedded)
1.5 The Afternoon School will be restructured to be a more appealing alternative that as it currently stands. The Afternoon School will be a true alternative for students who are unable to be successful during the day school	John Tweedie  Principal	June 2020	Completed

**Strategic Objective: Effective Student Support Systems - Create an inclusive, culturally responsive learning environment.**

**Monitoring Progress**

<b>Process Benchmark</b> <i>What will be done, when, and by whom?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
2.1 Develop and sustain a student leadership group from a core senior cohort. The senior group will be student leaders of the school, promote activities, community connections, and celebrations.	<del>Alcidio Correia-Wraparound Coordinator</del>  Vince Duane- Guidance	Fall 2020	Ongoing
2.2 Develop protocols, timelines, roles/responsibilities, expectations, supports, and forms for the WCST process every other week (2x per month)	John Tweedie  Principal	Fall 2020	Ongoing
2.3 Continue with the student/staff school in an effort to embed school culture and welcoming learning environments into the school-wide goals for the year. Measure successes/challenges through data from the surveys.	John Tweedie  Principal	Summer 2020	Ongoing
2.4 School behavior staff will hold meeting each morning/afternoon led by the behavior lead. This will aim to help develop team building, mutual respect, and focus for the day.	Cheryl Antil  Lead Behaviorist	Fall 2020	Ongoing
2.5 PBIS will expand school-wide during the 2020-2021 from a pilot developed in the middle school from the 2018-2019 school year. The successes/challenges will be taken into account and the feedback from an evaluation will help support a successful launch for a PBIS informed school.	Alcidio Correia- Wraparound Coordinator  Lynne Markey-SAC	Fall 2020	Ongoing

**Measuring Impact**

<b>Early Evidence of Change Benchmark</b> <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>

2.1 The senior leadership group/cohort will help develop and produce the following: year book, graduation ceremony, school pride weeks, luncheons, etc.	Dora Alexandre  Admin Assistant	Fall  2021	Ongoing
2.2 Students identified as needing interventions/supports will be discussed during WCST meetings. A data collection tool will be used (ASPEN) to help measure successes of interventions/supports.	Lynne Markey  School Adjustment Counselor	Summer 2020	Ongoing
2.3 The student and staff school culture surveys will show positive growth on the Likert Scales.	John Tweedie  Principal	End of School Year 2021	Ongoing
2.4 Middle school will see an increase in grade level promotions, with an increase of 15% from the previous year.	Thomas Rafferty-TLS	End of School Year 2022	Ongoing
2.5 Student negative behaviors will decrease and attendance will increase in a positive direction from practices and policies implemented as part of the PBIS frameworks in year 2. Data will be collected and presented in visual/pie chart format for staff.	Alcidio Correia & Ryan Saucier  Wraparound Coordinator  Attendance Officer	Fall 2020	Ongoing

**Strategic Objective: Strong Family /Community Relationships: Empower families and the community through collaboration.**

**Monitoring Progress**

<b>Process Benchmark</b> <i>What will be done, when, and by whom?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
3.1 Build upon relationships with community businesses, such as the Whaling Museum, National Guard, Army, New Bedford	John Tweedie	Ongoing	Ongoing

Police, Bristol Community College, UMass Dartmouth, South Coast Chamber of Commerce, etc.	Principal		
3.2 Create a monthly newsletter (hard form and Face Book) to send out to students, staff, families, and others. Inform stakeholders of happenings in an asset-based approach	John Tweedie Principal	Fall 2020	Completed  (Ongoing Effort)
3.3 Develop an “exit upon entry” philosophy to support students’ plans and goals, whether that be a return to their sending schools or graduation from Whaling City	John Tweedie Principal	Fall 2020	Ongoing
3.4 Refine the intake process to include a process which better utilize acute student better data to inform staff on a new student’s background, interests, and needs	John Tweedie Principal	Fall 2020	Completed
3.5 Creatively think and develop a summer program for retained students and students interested in extra credit opportunities. Develop a summer program that is engaging, constructivist, and experiential	John Tweedie Principal	Summer 2020	Completed

### Measuring Impact

<b>Early Evidence of Change Benchmark</b> <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
3.1 Sustain and increase business and community organizations relationships for the purposes of experiential learning opportunities, internships/co-ops, school sponsored events, and transition planning	John Tweedie Principal	Ongoing	Ongoing
3.2 Send out/update a monthly newsletter created and maintained by the senior student cohort once a month	John Tweedie Principal	Fall 2020	Ongoing
3.3 Students will have an Individual Learning Plan (ISP), which will detail the students’ and families’ goals and plans for the future. This ISP will be revisited to see how the student is achieving his or her future vision ** Adjusted to WCST	John Tweedie Principal	Fall 2020	Ongoing
3.4 The intake process will be refined to better understand students new or returning to Whaling City. The information and data contained in the background information and be	John Tweedie	Fall 2020	Complete



available for analyzation for staff members to utilize in PLCs and possible BBSTs	Principal		
3.5 The summer school programming will utilize APEX learning as a means for credit recovery in addition to in person instruction in an effort to accelerate the academic footprint for over aged under credited students.	Sherri Craig SPED Facilitator	Summer 2020	Ongoing

**Strategic Objective: Organizational Team Excellence: Cultivate and recruit a highly skilled workforce.**

**Monitoring Progress**

<b>Process Benchmark</b> <i>What will be done, when, and by whom?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
4.1 The two district PD days will be facilitated by Principal in a coordinated collaboration with the Department of Children and Families, Juvenile Court, and the South Coast Chamber of Commerce.	John Tweedie  Principal	Winter 2021	Completed
4.2 The TLS will help support new teacher or teachers at Whaling City, specifically with a focus on academic instruction and engagement. The TLS will provide coaching opportunities and direct peer feedback on practice that will lead to improvements in engagement and academic success.	Thomas Rafferty  TLS	Fall 2020	Ongoing
4.3 Professional development will be differentiated based on teacher needs for support for the two district PD days. Principal will focus school management and operation procedures, as well as meeting the needs of the whole student, eg. Student Background, history, custody status, etc.	John Tweedie  Principal	Winter 2021	Ongoing
4.4 The recently created TLS position will facilitate weekly PLCs and support in PD creation and implementation based on identified targeted needs from learning walks, student IEPs, observations and I-Ready assessment results.	Thomas Rafferty  TLS	Fall 2020	Ongoing
4.5 Continue with the partnership of sharing best practices with similar districts across the state alternative program and expand to include other urban alternative schools (Fall River, Worcester, Lawrence, Brockton, etc.)	John Tweedie  Principal	Winter 2021	Ongoing

## Measuring Impact

<p align="center"><b>Early Evidence of Change Benchmark</b></p> <p align="center"><i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i></p>	<p align="center"><b>Person Responsible</b></p>	<p align="center"><b>Date</b></p>	<p align="center"><b>Status</b></p>
<p>4.1 The November and January district PD days will be facilitated TBD. The principal will work with representatives from the community and district to develop differentiated PD opportunities</p>	<p align="center">John Tweedie  Principal</p>	<p align="center">Winter 2021</p>	<p align="center">Completed</p>
<p>4.2 The TLS will work primarily on assisting teachers to shift delivery of instruction from being teacher-centered to being student centered. This includes placing more time and planning on the “you do” portion of the release of responsibility. TLS will also support teachers in implementing differentiation, SEI strategies and other best practices in Special Education to meet the needs of individual students.</p>	<p align="center">Thomas Rafferty  TLS</p>	<p align="center">Fall 2020</p>	<p align="center">Ongoing</p>
<p>4.3 The differentiated PD will be based on identified targeted needs from learning walks, student IEPs, observations and I Ready assessment results. Principal will assist TLS in analyzing progress monitoring data that will help drive instruction and reteach plans.</p>	<p align="center">John Tweedie  Principal  &amp; Thomas Rafferty  TLS</p>	<p align="center">Winter 2021</p>	<p align="center">Ongoing</p>
<p>4.4 Adjusted protocols for the PLC will be created and implemented to help guide and facilitate the process. The protocols will help the TLS fine tune the process and allow teachers to better understand the purpose and structure of the PLC process. Focus in on three pillars of classroom instruction: Differentiation, Student Engagement, and Classroom management</p>	<p align="center">John Tweedie Principal  &amp; Thomas Rafferty  TLS</p>	<p align="center">Fall 2020</p>	<p align="center">Ongoing</p>
<p>4.5 During the 2020-2021 school year, Whaling City and Brockton Public Schools’ Keith Center Alternative programs collaborated and shared best practices. The partnerships will be expanding by reaching out to other alternative schools in urban districts close by to New Bedford</p>	<p align="center">John Tweedie  Principal</p>	<p align="center">Winter  2021</p>	<p align="center">Completed</p>

**Strategic Objective: Enhance Positive Public Profile: Implement effective strategies to raise the profile and reputation of Whaling City**

### Monitoring Progress

<b>Process Benchmark</b> <i>What will be done, when, and by whom?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
5.1 Design, create, and establish new symbol for Whaling City. Collaboration with local artists, student participation/contest, and use of STARS Residency Grant. Application to be submitted.	John Tweedie Principal	Fall 2020	Complete
5.2 Utilize the new school symbol on t-shirt (and other clothing) for school pride purposes	John Tweedie Principal	Fall 2020	Complete

### Measuring Impact

<b>Early Evidence of Change Benchmark</b> <i>What changes in practice, attitude, or behavior will you see if the initiative is having its desired impact?</i>	<b>Person Responsible</b>	<b>Date</b>	<b>Status</b>
5.1 Symbol will be designed that reflects for the city of New Bedford's cultural and historical narratives	John Tweedie Principal	Fall 2020	Complete
5.2 Order t-shirts for beginning of the beginning of the 2021 calendar year. Use t-shirts for fundraising for the Student Activity Account. Allow for specialty orders for sweatshirts and other apparel	John Tweedie Principal	Fall 2020	Complete