

***NORTH ATTLEBOROUGH
PUBLIC SCHOOLS***



SCHOOL IMPROVEMENT PLAN

North Attleborough High School

2017-2020

**North Attleboro High School
School Improvement Plan
2017-2020**

Introduction:

The NAHS School Improvement Plan is the high school's commitment to fulfilling the goals and objectives set forth in the 2017 – 2020 NAPS District Improvement Plan and to generate improvement as it relates to areas of growth that are specific to North Attleboro High School. The format for this plan uses the same key areas for goals and objectives articulated in the District Improvement Plan, which includes Curriculum, Instruction, and Assessment, Climate and Culture, Facilities, and Financial Sustainability.

The process for identifying areas of needed improvement at NAHS is collaborative and ongoing. The NAHS 2017-2020 School Improvement Plan was created using data sources including, the NEASC report from the spring of 2017, standardized test results, and input from teachers and students. While specific areas of improvement were identified and articulated in this plan, it will be the ongoing work of students, staff, and school leadership that will generate the improvement. A major component of the first phase of improvement will be based on leveraging teacher voice through a range of Task Forces that will focus on specific areas of needed improvement throughout the school. Task Forces, comprised of teachers, will exist on behalf of specific topics including the following:

- NAHS Program of Studies
- NAHS Mission Statement, Vision, Values, Beliefs, and Learning Expectations for all Students
- Graduation Requirements
- Achievement Gaps
- The NAHS Culture and Climate as it relates to student and faculty satisfaction, voice, ownership, pride, and spirit
- The NAHS Master Academic Schedule
- NAHS Building and Grounds needs to support and improve culture, climate, and safety at NAHS

Introduction:

Specific and ongoing time will be dedicated to ensure that plans for improvement are made and implementation is achieved. As mentioned in the District Improvement Plan, the use of data and ongoing analysis and measurement of progress may create additions, deletions, and modifications to our plan.

Contributors:

- NAHS School Council
- NAHS Curriculum and Instructional Leadership Team
- NAHS Faculty
- NAHS Students

Mission, Vision, and Core Values

North Attleborough High School is committed to the intellectual, emotional, physical and civic growth of its students in a safe and secure environment. We strive to develop life-long learners in collaboration with students, parents and the community. We also expect NAHS students to think, communicate, and solve problems effectively. In addition, we maintain high standards of achievement while supporting the diversity of student learning styles. Finally, we teach the skills and knowledge necessary for our students to become contributing members of society.

Our core values are what drive us to develop in all students the qualities they need to achieve excellence, emphasizing:

- respect
- collaboration
- hard work
- accountability
- independence

Key Areas, Goals & Objectives

- a. **Curriculum, Instruction & Assessment** – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.
 - i. Develop a 21st Century Curriculum.
 - ii. Embed social emotional core competencies within our school.
 - iii. Increase and enhance communication.
 - iv. Expand and enhance the use of technology tools to maximize student achievement, curriculum delivery and assessments.
 - v. Enhance administrative instructional leadership.
 - vi. To evaluate and update the current NAHS graduation requirements in order to better prepare all students for post-secondary success.
 - vii. To identify areas in which achievement gaps exist and to create and implement strategies to close the existing achievement gaps.
 - viii. To analyze and address the number of limitations that the current academic schedule imposes on teachers and students that impede the ability for students to select courses of interest and which may serve as the basis for inequities between content areas.

- b. **Culture and Climate** – NAHS will provide its students with a supportive environment to foster academic, social, emotional and physical needs.
 - i. Promote the academic, social and emotional welfare of all NAHS students.
 - ii. Expand and enhance professional development opportunities and leadership opportunities for staff.
 - iii. Expand community involvement
 - iv. Implement practices and protocols to improve faculty and student satisfaction (see NEASC report) via activities to leverage voice in order to generate a greater sense of ownership, pride, and school spirit. (VOPS)

- c. **Facilities** – NAHS will provide a well-maintained healthy, safe/secure environment to optimize student learning and support of 21st Century Teaching & Learning.
 - i. Develop a Facilities Master Plan
 - ii. Increase, and upgrade technology at NAHS
 - iii. Increase security measures at NAHS

- d. **Financial Sustainability** – NAHS will continue efficient operations that are transparent and aligned with educational priorities.
 - i. Develop a budget that is student- and classroom teacher-centered
 - ii. Work with town departments and officials to secure adequate funding to ensure educationally appropriate staffing, programs, and facilities
 - iii. Explore grant opportunities and other non-traditional revenue sources that align with our priorities

Key Area – Curriculum, Instruction & Assessment

Goal – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective – Develop a 21st Century Curriculum.

| Actions | Evidence | Responsibility | Timeline |
|---------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------------------------------------------------------|---------------|
| 1. Use common template for curriculum in all NAHS courses and content areas | Curriculum Documents | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017 – Beyond |
| 2. Continue to provide professional development and training on UBD – Understanding By Design | Agendas, Notes, Documents | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017 – Beyond |
| 3. Initiate Curriculum Revision Process in all content areas and subjects beginning with Science in 2017-2018 | Curriculum Documents | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017 - Beyond |

Key Area – Curriculum, Instruction & Assessment

Goal – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective – Embed social emotional core competencies in all courses and content areas at NAHS.

| Actions | Evidence | Responsibility | Timeline |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------|---------------|
| 1. Introduce the five core competencies of Social Emotional Learning to NAHS Administration, Faculty, and Paraprofessionals | Agendas, Notes & Meeting Minutes | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017-2018 |
| 2. Imbed Social Emotional Learning Core Competencies into the taught and written curriculum | Curriculum Units, Lesson Plans, and follow up lessons by classroom teachers | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017-Beyond |
| 3. Imbed the Social Emotional Learning Core Competencies into NAHS Report Cards | Revised Report Cards | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017-Beyond |
| 4. Health Teachers cover SEL topics by semester | Lesson Plans and Assessments | Health Teachers | 2017- Beyond |
| 5. Adopt and review Massachusetts Guidelines for comprehensive counseling through the SEL lens | Written Curriculum | Counselors, Principal, Support Staff | 2018 - Beyond |

Key Area – Curriculum, Instruction & Assessment

Goal – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective – NAHS will develop practices aligned with district objectives to increase and enhance communication across throughout the school and school community

| Actions | Evidence | Responsibility | Timeline |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------|
| 1. Administration/Staff will utilize Office 365 in all meeting, team, and group activity | Shared documents, meeting agendas, PD agendas, PLC topics and products | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017- Beyond |
| 2. Parents: Parents are notified about curriculum, instruction, and assessment via periodic newsletters (EPack), Connect Ed, social media, school webpages, parent conferences, PTO meetings, School Council meetings, building presentations, School Committee meetings | Delivered and posted information in a variety of venues | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017 - Beyond |

| Actions | Evidence | Responsibility | Timeline |
|----------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------|
| 3. Continue to foster community partnerships | Project-based learning, grant opportunities, no cost programs within the high school | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017- Beyond |

Key Area – Curriculum, Instruction & Assessment

Goal – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective – Expand and enhance the use of technology tools to maximize student achievement, curriculum delivery and assessments.

| Actions | Evidence | Responsibility | Timeline |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------|
| 1. Introduce Digital Literacy and Computer Science Standards (DLCS) to school administration, faculty, and paraprofessionals | Agendas, notes, and meeting minutes | Principal, Assistant Principals, Curriculum and Instruction Leaders | 2017- Beyond |
| 2. Imbed digital literacy standards into the taught and written curriculum. | Curriculum Units, Lesson Plans and follow up lessons by classroom teachers | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017- Beyond |
| 3. Imbed digital literacy standards into the school report cards | Revised report cards | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017 - Beyond |

| Actions | Evidence | Responsibility | Timeline |
|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------|--------------|
| 4. Establish curriculum and courses to continue instructing students on the use of Office 365 | Creation of courses, curriculum documents, instruction and assessments | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017- Beyond |
| 5. Transition to use available programs/apps to develop online assessments to enhance/expedite feedback to students | Increased opportunities to incorporate technology into the curriculum | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017- Beyond |

Key Area – Curriculum, Instruction & Assessment

Goal – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective – Enhance administrative instructional leadership.

| Actions | Evidence | Responsibility | Timeline |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------|
| 1. Calibration among school leadership team on expectations, use of, and implementation of instructional practices, evaluation protocols, and district policy via Instructional Rounds or similar learning walks | Shared meeting minutes, development of points of emphasis for each area | Principal, Assistant Principals, Curriculum and Instruction Leaders | 2017- Beyond |
| 2. Review, revise, and implement continuous improvement cycles for key areas (Curriculum, SEL, Technology) | Documents displaying progress in each cycle, established focus areas and priorities | Principal, Assistant Principals, Curriculum and Instruction Leaders | 2017 – Beyond |
| 3. Implement cycles of data inquiry and review at building level | Identified areas of strength and need in curriculum and instruction | Principal, Assistant Principals, Curriculum and Instruction Leaders | 2017- Beyond |

| Actions | Evidence | Responsibility | Timeline |
|----------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------|--------------|
| 4. Establish best practice sharing sessions among teachers and staff | Increased participation in teacher collaboration | Principal, Assistant Principals, Curriculum and Instruction Leaders, Faculty | 2017- Beyond |

Key Area – Curriculum, Instruction & Assessment

Goal – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective – To evaluate and update the current NAHS graduation requirements in order to better prepare all students for post-secondary experiences.

| Actions | Evidence | Responsibility | Timeline |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------|
| <p>1. Create a Graduation Requirement Task Force to review current graduation requirements, research and identify MassCore requirements (NEASC, DESE, area high schools)</p> | <p>An established and informed Task Force, documentation of current requirements with historical rationale</p> | <p>Principal, Assistant Principal, Curriculum Instructional Leaders, Task Force</p> | <p>2017- Beyond</p> |
| <p>2. Based on faculty feedback, NAHS will propose new NAHS graduation requirements that align with school’s mission, values, and vision. Revisions will occur as necessary.</p> | <p>Creation of new NAHS graduation requirements document based on feedback results and notes including a final draft to submit for SC approval</p> | <p>Principal, Assistant Principal, Curriculum Instructional Leaders, Task Force</p> | <p>2017 - Beyond</p> |

| Actions | Evidence | Responsibility | Timeline |
|-------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------|--------------|
| 3. Create Implementation Plan | District and School Committee approval and placement into NAHS Program of Studies | Principal, Assistant Principal, Curriculum Instructional Leaders | 2017- Beyond |

Key Area – Curriculum, Instruction & Assessment

Goal – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective – To identify areas in which achievement gaps exist and to create and implement strategies to close the existing achievement gaps.

| Actions | Evidence | Responsibility | Timeline |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------|
| 1. Review and analyze existing student learning and standardized testing data | Developed data resources | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017 – Beyond |
| 2. Identify and prioritize achievement gaps | Documents indicating achievement gaps | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017 – Beyond |
| 3. Determine instructional and assessment strategies for all faculty to use to close or eliminate achievement gaps | Written lessons, curriculum, assessments | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force, Faculty | 2017 – Beyond |
| 4. Implement instructional and assessment strategies | Create UBD based curriculum documents that address achievement gaps | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force, Faculty | 2017 - Beyond |

| Actions | Evidence | Responsibility | Timeline |
|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------|
| 5. Measure student learning results as a result of targeted instructional strategies designed to close achievement gaps | Data highlighting student learning outcomes showing improvement | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force, Faculty | 2017- Beyond |
| 6. Adjustment to instructional practices as required. | Revised lesson plans and assessments | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force, Faculty | 2017 - Beyond |

Key Area – Curriculum, Instruction & Assessment

Goal – NAHS will provide rigorous and relevant learning opportunities to develop college and career readiness while maximizing individual achievement.

Objective – To analyze and address limitations the current academic schedule imposes on teachers and students impeding the ability for students to select courses of interest and serving as the basis for inequities between content areas.

| Actions | Evidence | Responsibility | Timeline |
|-----------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------|---------------|
| 1. Identify scheduling conflicts and inequities | Analysis of current schedule and documents | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017 – Beyond |
| 2. Research alternative schedule models | Related documents | Task Force | 2017- Beyond |
| 3. Identify or create an academic schedule that is optimal for all students | Draft proposal | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017 - Beyond |
| 4. Evaluate chosen schedule for efficacy | Aspen X2 scenarios | NAHS Counseling office, Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017- Beyond |

| Actions | Evidence | Responsibility | Timeline |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------|
| 5. Solicit teacher feedback | Survey results | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017- Beyond |
| 6. Revise as necessary | Related documents showing edits and changes in proposed schedule | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017 – Beyond |
| 7. Gain District Administration, NAFT, School Council, and School Committee approval | Meeting minutes and outcomes | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017- Beyond |
| 8. Implement new master academic schedule | New Master schedule | Principal, Assistant Principal, Curriculum and Instructional Leaders, Faculty | 2017 - Beyond |

Key Area – Culture and Climate

Goal – NAHS will provide students with a supportive environment to foster academic, social, emotional and physical needs.

Objective – Promote the academic, social, and emotional welfare of all NAHS students.

| Actions | Evidence | Responsibility | Timeline |
|----------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------|---------------|
| 1. Incorporate SEL Core Competencies into the NAHS report card | Report Card revision | Principal, Assistant Principal, Curriculum and Instructional Leaders, Faculty | 2017 – Beyond |
| 2. Pilot Social, Emotional Learning Curriculum Program | Agendas, Notes, Feedback Forms | Principal, Assistant Principal, Curriculum and Instructional Leaders, Faculty | 2017 – Beyond |
| 3. Expand CARE program (Child/Adult Relationship Training) | Agendas, Notes, Feedback Forms | Principal, Assistant Principal, Curriculum and Instructional Leaders, Faculty | 2017- Beyond |
| 4. Curriculum Review Cycle for all academic areas | Documents of cycle | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017- 2018 |

| Actions | Evidence | Responsibility | Timeline |
|------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------|---------------|
| 5. Promote District Core Values: CARES- Collaboration, Achievement, Respect, Excellence, and Support | Agendas, Notes, Feedback Forms | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017 - Beyond |

Key Area – Culture and Climate

Goal - NAHS will provide students with a supportive environment to foster academic, social, emotional and physical needs.

Objective - Expand and enhance professional development opportunities and leadership opportunities for staff.

| Actions | Evidence | Responsibility | Timeline |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------|---------------|
| 1. Utilize the IPDP – Individualized Professional Development Plan form from the State to focus PD on District and School goals | IPDP Forms | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017 – Beyond |
| 2. Additional training for UbD, CARE, SEL Teams in PLC development/refinement, RTI development/refinement | Agendas, Notes, Feedback Forms | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017- Beyond |
| 3. Provide Professional Development opportunities for staff using train the trainer model | Agendas and Notes | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017- Beyond |

| Actions | Evidence | Responsibility | Timeline |
|----------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------|---------------|
| 4. Provide Internet Safety Training | Agendas, Notes, Feedback Forms | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017 – Beyond |
| 5. Train staff on Digital Literacy Standards during PD days and other days | Agendas, Notes, and Feedback Forms | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017 - Beyond |

Key Area – Culture and Climate

Goal - NAHS will provide students with a supportive environment to foster academic, social, emotional and physical needs.

Objective - Expand community involvement

| Actions | Evidence | Responsibility | Timeline |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------|
| 1. Provide community-at-large with the opportunity to access Social Emotional Speakers and information provided to staff and students | Speakers, taped speakers to post online, community night agendas, additional sections on website | Principal, Assistant Principal, Curriculum and Instructional Leaders | 2017- Beyond |
| 2. Invite community to Demo Days at NAHS | Agendas, promotional materials for North Public Schools Week, community signs | Principal, Assistant Principal, Art Department | 2017 - Beyond |

| Actions | Evidence | Responsibility | Timeline |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------|---------------|
| 3. Include Parents in NAHS promotional events and activities (eg. Open House, 8 th Grade Parent Night) – Parents helping Parents | Agendas, communication, notes | Principal, Assistant Principals | 2017 – Beyond |
| 4. Invite Parents to support fundraising or pursuit of grant opportunities to support school safety measures and climate and culture improvements | Agendas, Notes, Meeting Minutes | Principal, Assistant Principals | 2017 - Beyond |

Key Area – Culture and Climate

Goal – NAHS will provide its students with a supportive environment to foster academic, social, emotional and physical needs

Objective – Implement practices and protocols to improve faculty and student satisfaction (see NEASC report) via activities to leverage Voice in order to generate a greater sense of Ownership, Pride, and school Spirit. (VOPS)

| Actions | Evidence | Responsibility | Timeline |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------|
| 1. Create Faculty Life Task Force and related mission and purpose goals | Existing Task Force | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017 – Beyond |
| 2. Design methods to improve communication between and among faculty and administration to increase collegiality, trust, and, confidence | Use of communication models, survey results, measurement of faculty attitudes in comparison to TELL Survey results | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017 – Beyond |
| 3. Design a plan for continued staff input in school direction and decision making including ongoing Task Forces that meet regularly to problem solve and generate improvement | Meeting agendas, notes, and minutes reflecting staff involvement, Task Forces | Principal, Assistant Principal, Curriculum and Instructional Leaders, Task Force | 2017 - Beyond |

| Actions | Evidence | Responsibility | Timeline |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------|
| 4. Create Student Voice Summit process to generate more inclusive and representative form of student government | Student Voice Summit (SVS) agendas, calendar, minutes | Principal, Assistant Principal, Student Council Advisors, NAHS volunteer Climate and Culture Committee | 2017 – Beyond |
| 5. Create homeroom representation system to generate opportunities for student led discussion to inform student government and SVS meetings to effect change and improvement in student culture for all students | Model of homeroom representation system, agendas, documents containing homeroom discussion results | Principal, Assistant Principal, Student Council Advisors | 2017 – Beyond |
| 6. Leverage Student Voice to create pathways for students to participate in school wide decision making | Documents displaying student contribution to school wide decision making | Principal, Assistant Principal, Student Council Advisors | 2017 – Beyond |

Key Area – Facilities

Goal – NAHS will provide a well-maintained, healthy, safe/secure environment to optimize student learning and support of 21st Century Teaching & Learning.

Objective – Develop a Facilities Master Plan

| Actions | Evidence | Responsibility | Timeline |
|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------|
| 1. Align building and grounds maintenance, repair, and preventative measures with district expectations | Work orders are entered via School Dude Software | Principal, Assistant Principals, NAHS Custodial Staff | 2017 – Beyond |
| 2. Improve aesthetics of building and grounds to represent students, staff, and the values of the NA community | Improved use of wall space, art displays, coordinated interior signage and communication process | Principal, Assistant Principal, Extracurricular Advisors, Curriculum and Instructional Leaders, Faculty, Students | 2017 – Beyond |
| 3. NAHS school building feasibility study | Ongoing work related to Massachusetts School Building Authority (MSBA) Feasibility study | Principal, Assistant Principals, Curriculum and Instructional Leaders | 2018 - 2020 |

| Actions | Evidence | Responsibility | Timeline |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------------|---------------|
| 4. Improved communication, understanding, and implementation of safety and security response systems at NAHS as it relates to NAHS school building and grounds | Creation of MOU between NAHS, NAPD, and NAFD. | Superintendent, Principal, Assistant Principals | 2017 – Beyond |
| 5. Identify and improve Safety and Security response protocols within NAHS building and campus. | Existence of publicized protocols and periodic school wide emergency response training | Principal, Assistant Principals | 2017 - Beyond |

Key Area – Financial Sustainability

Goal – NAHS will continue efficient operations that are transparent and aligned with educational priorities.

Objective – Develop a Budget that is Student- and Classroom Teacher-Centered

| Actions | Evidence | Responsibility | Timeline |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------|
| 1. Analyze data to identify areas of need as it pertains to student achievement gaps | Test results, data disaggregation, notes | Principal, Assistant Principals, Curriculum and Instructional Leaders, Faculty | 2017-2020 |
| 2. Ongoing meetings with NAHS Administrators, Curriculum and Instructional Leaders, and teachers to identify areas of need as it pertains to specific needs of students of differentiated populations | Agendas, notes, test results | Principal, Assistant Principals, Curriculum and Instructional Leaders, Faculty | 2017-2020 |
| 3. Ongoing departmental meetings with goal to identify the individual classroom and schoolwide needs at NAHS. | Agendas and notes, annual submission of NAHS Budget proposal to District Administration | Principal, Assistant Principals, Curriculum and Instructional Leaders, Faculty | 2017-2020 |

Key Area – Financial Sustainability

Goal – NAHS will continue efficient operations that are transparent and aligned with educational priorities.

Objective – Explore grant opportunities and other non-traditional revenue sources that align with NAHS and district priorities

| Actions | Evidence | Responsibility | Timeline |
|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------------------------------|-------------|
| 1. Research and apply for grants to supplement the school budget to provide additional educational opportunities for students and staff | New grant applications | Principal, Assistant Principals, Curriculum and Instructional Leaders, Faculty | 2017-Beyond |
| 2. Explore expanding educational offerings to the community, staff and families | New programs such as adult education | Principal, Assistant Principals, Curriculum and Instructional Leaders, Faculty | 2017-Beyond |