



Norfolk Public Schools  
Comprehensive School Improvement Plan 2023-2024

Name of School: Ruffner School (3-8)

School Division: Norfolk Public Schools

Area of Focus: English (Reading & Writing)

**SMART Goal: By June of 2023, we will increase the pass rate for all students in English (reading & writing combined) to 80% and reduce the achievement gap for SWD (students with disabilities), economically disadvantaged, and black students by 15% respectively as measured by the Virginia Standards of Learning assessments.**

**Essential Action/ Evidence-based Intervention/Research-based Strategy: Provide direct and explicit vocabulary instruction and writing across the curriculum instruction to implement the written, taught, and tested curriculum with clear objectives in every classroom, every day, for every student.**

XX Academic Review Finding

Develop and implement a plan to provide written feedback to teachers on the planning and delivery of aligned lessons within daily instruction (connecting all classroom activities to the aligned objective/s).

Monitor the implementation of the written, taught, and tested curriculum framework in writing and delivering aligned lessons that include clear learning objectives that include conditions, behaviors, and criteria.

Monitor the implementation of the written, taught, and tested curriculum by focusing on evidence-based feedback using coaching questions to support teachers on alignment to the Standards of Learning Curriculum Framework in both content and cognition.

Consistently monitor and provide evidence-based feedback on implementation of professional development to teachers with an explicit focus on student learning outcomes.

Adjust existing practices, programs, and strategies as needed to focus on analyzing assessment data to ensure alignment, attainment, and proficiency on the Virginia Standards of Learning with a specific focus on all student groups.

**Action Plan**

Action Steps (Place in sequential order) One must be related to family engagement.	Position(s) Responsible for Implementation	Implementation Frequency	Evidence/ Artifacts: Implementation and Impact	Position(s) Responsible for Monitoring	Monitoring Frequency	Budget (Title I, SIG, other funding sources)	Title I Measurable Objective	Alignment to NPS Strategic Plan Goal (name goal)
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<p>1. Consistently monitor and provide evidence-based feedback on implementation of professional development to teachers with an explicit focus on student learning outcomes. <b>(AR)</b></p>	<p>Reading Specialist          District Level Instructional Coach          Department Chair          Administration          Deans of Students</p>	<p>September 2023-June 2024</p>	<p>Observation schedule          Informal Walkthroughs          Formal observations</p>	<p>Principal          Assistant Principal          Sr. Coordinator</p>	<p>Quarterly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)</p>	<p>Accountability</p>
<p>2. Develop and implement a plan to provide written feedback to teachers on the planning and delivery of aligned lessons within daily instruction (connecting all classroom activities to the aligned objective/s). <b>(AR)</b></p>	<p>Instructional Leadership Team (ILT)          Administration</p>	<p>September 2023-June 2024</p>	<p>Lesson planning protocol that supports alignment to the written, taught, and tested curriculum  <u>Collaborative Planning Guides</u>  <u>Administration Lesson Plan Feedback Log</u>  <u>RMS Lesson Plan Feedback Form</u></p>	<p>Principal          Assistant Principal          Title 1 Interventionist          Deans of Students          Reading Specialist</p>	<p>Biweekly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)</p>	<p>Accountability</p>

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<p>3. Monitor the implementation of the written, taught, and tested curriculum framework in writing and delivering aligned lessons that include clear learning objectives that include conditions, behaviors, and criteria. <b>(AR)</b></p>	<p>Instructional Leadership Team  Administration</p>	<p>September 2023-June 2024</p>	<p>Observation schedule Informal Walkthroughs  Formal observations</p>	<p>Principal  Asst. Principal  Deans of Students  Department Chairs</p>	<p>Weekly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)</p>	<p>Accountability</p>
<p>4. Ensure students have enough opportunities each day to use new vocabulary in a variety of contexts through activities like discussion, writing, and extended reading.</p>	<p>Teachers University Instructors Reading Specialists Title 1 Teacher ILT Part Time Tutors</p>	<p>September 2023-June 2024</p>	<p>Lesson Plans (NPS Templates)  Student Work Samples  Supplemental program student reports</p>	<p>Title 1 Teachers  Reading Specialists  District Instructional Coach</p>	<p>Weekly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)</p>	<p>Literacy</p>
<p>5. Monitor student progress weekly through</p>	<p>Teachers</p>	<p>September 2023-June 2024</p>	<p>STAR Reports Lexia and iLit Reports</p>	<p>Principal</p>	<p>Monthly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)</p>	<p>Accountability</p>



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<p>formative assessments and quarterly using STAR universal screener and next steps for intervention</p>	<p>Reading Specialist Title I teacher</p>		<p>Intervention Plans  STAR DATA</p>	<p>Assistant Principal  District Instructional Coach  Reading Specialist Title 1 Teachers</p>				
<p>6. Monitor the implementation of the written, taught, and tested curriculum by focusing on evidence-based feedback using coaching questions to support teachers on alignment to the Standards of Learning Curriculum Framework in both content and cognition. <b>(AR)</b></p>	<p>Principal Assistant Principals District Instructional Coach Reading Specialist</p>	<p>September 2023-June 2024</p>	<p>Observation schedule  Informal walkthroughs utilizing the NPS Instructional Walk-Through Document  Utilization of the "Six Steps for Effective Feedback Process" in conjunction w/the NPS protocol  Formal observations  <u>Six Step Protocol</u></p>	<p>Principal  Asst. Principals  Deans of Students</p>	<p>Weekly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)</p>	<p>Accountability</p>



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<p>7. Implement the intervention literacy block daily with fidelity to ensure direct instruction of identified student needs from progress monitoring.</p>	<p>Teachers          University Instructors          Title I teacher          Reading Specialist          Part Time Tutors</p>	<p>September 2023-June 2024</p>	<p>Intervention Plans           Informal walkthroughs utilizing the NPS Instructional Walk-Through Document           Supplemental program Student Reports           Intervention bell framework</p>	<p>Administration           Sr. Coordinator of English           Reading Specialist           District Level Instructional Coach</p>	<p>Weekly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)</p>	<p>Literacy</p>
<p>8. Provide parents with information on and offer workshops on Parent Vue to monitor grades to increase parental awareness of academic standing &amp; importance of school attendance.</p>	<p>Family Engagement Specialist</p>	<p>September 2023-June 2024</p>	<p>Information Documentation           Workshop Agendas</p>	<p>Principal          Assistant Principal          Attendance Tech</p>	<p>Monthly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)          Family Engagement (MO4)</p>	<p>Accountability &amp; Attendance</p>

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<p>9. Adjust existing practices, programs, and strategies as needed to focus on analyzing assessment data to ensure alignment, attainment, and proficiency on the Virginia Standards of Learning with a specific focus on all student groups. <b>(AR)</b></p>	<p>Teachers          ILT          District Instructional Coach          Title 1 Math Coach</p>	<p>September 2023-June 2024</p>	<p>Data Team Minutes  <u>Collaborative Planning Guides</u>  <u>Administration Lesson Plan Feedback Log</u>  <u>RMS Lesson Plan Feedback Form</u></p>	<p>Principal          Assistant Principals          Deans of Students</p>	<p>Monthly</p>	<p>SIG, Title I</p>	<p>Literacy (MO1)</p>	<p>Accountability</p>
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**Norfolk Public Schools  
Comprehensive School Improvement Plan 2023-2024**

**Name of School: Ruffner School (3-8) School Division: Norfolk Public Schools**

**Area of Focus: Mathematics (Numeracy)**

**SMART Goal: By June of 2024, we will increase the pass rate in math to 75% for all students, increase the participation rate of SWD to 95%, and reduce the achievement gap for SWD, economically disadvantaged, and black students by 15%, respectively as measured by the Virginia Standards of Learning assessments.**

**Essential Action /Research-based Strategy/Evidence-based Intervention: Implement and monitor a process to review and provide feedback and guidance to teachers to ensure lessons & lesson delivery contains explicit (modeling) & systematic instruction and engages students in the mathematics process goal with problem solving.**

**XX Academic Review Finding**

Develop and implement a plan to provide written feedback to teachers on the planning and delivery of aligned lessons within daily instruction (connecting all classroom activities to the aligned objective/s).

Monitor the implementation of the written, taught, and tested curriculum framework in writing and delivering aligned lessons that include clear learning objectives that include conditions, behaviors, and criteria.

Monitor the implementation of the written, taught, and tested curriculum by focusing on evidence-based feedback using coaching questions to support teachers on alignment to the Standards of Learning Curriculum Framework in both content and cognition.

Consistently monitor and provide evidence-based feedback on implementation of professional development to teachers with an explicit focus on student learning outcomes.

Adjust existing practices, programs, and strategies as needed to focus on analyzing assessment data to ensure alignment, attainment, and proficiency on the Virginia Standards of Learning with a specific focus on all student groups.

**Action Plan**

<b>Action Steps (Place in sequential order) One must be related to family engagement.</b>	<b>Position(s) Responsible for Implementation</b>	<b>Implementation Frequency</b>	<b>Evidence/ Artifacts: Implementation and Impact</b>	<b>Position(s) Responsible for Monitoring</b>	<b>Monitoring Frequency</b>	<b>Budget (Title I, SIG, other funding sources)</b>	<b>Title I Measurable Objective</b>	<b>Alignment to NPS Strategic Plan Goal (name goal)</b>
1. Screen all students quarterly using STAR Math to determine areas of need for support to	Math Teachers  Instructional Coach	September 2023-June 2024	STAR Reports Department Agendas Edmentum Data	Department Chair	Bi-Weekly	SIG, Title I	Math (MO2)	Accountability

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students and professional development.			<a href="#">STAR Data</a>	Assistant Principal				
2. Consistently monitor and provide evidence-based feedback on implementation of professional development to teachers with an explicit focus on student learning outcomes. <b>(AR)</b>	Title 1 Math Coach  Department Chair  Administration  Deans of Students	September 2023-June 2024	Observation schedule  Informal walkthroughs  Formal observations	Principal  Assistant Principal  Sr. Coordinator	Quarterly	SIG, Title I	Math (MO2)	Accountability
3. Develop and implement a plan to provide written feedback to teachers on the planning and delivery of aligned lessons within daily instruction (connecting all classroom activities to the aligned	Instructional Leadership Team (ILT)  Administration	September 2023-June 2024	Lesson planning protocol that supports alignment to the written, taught, and tested curriculum  <a href="#">Collaborative Planning Guides</a>  <a href="#">Administration Lesson Plan Feedback Log</a>	Principal  Assistant Principal  Math Department Chair  Title 1 Math Instructional Coach	Bi Weekly	SIG, Title I	Math (MO2)	Accountability



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objective/s). (AR)			<u>RMS Lesson Plan Feedback Form</u>					
4. Monitor the implementation of the written, taught, and tested curriculum framework in writing and delivering aligned lessons that include clear learning objectives that include conditions, behaviors, and criteria. (AR)	Instructional Leadership Team  Administration  District Instructional Coach  Title 1 Math Coach  Title 1 Teacher	September 2023-June 2024	Observation schedule  Informal walkthroughs  Formal observations	Principal  Asst. Principals  Deans of Students  Department Chairs	Weekly	SIG, Title I	Math (MO2)	Accountability & Literacy
5. Monitor the implementation of the written, taught, and tested curriculum by focusing on evidence-based feedback using coaching questions to support teachers	Department Chair  Administrators  Title I Teacher  Title I Math Coach  District Instructional Coach	September 2023-June 2024	Observation schedule  Informal walkthroughs utilizing the NPS Instructional Walk-Through Document  Utilization of the "Six Steps for Effective	Principal  Assistant Principals  Deans of Students  Title 1 Math Coach  District Instructional Coach	Weekly	SIG, Title I	Math (MO2)	Accountability

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<p>on alignment to the Standards of Learning Curriculum Framework in both content and cognition. <b>(AR)</b></p>			<p>Feedback Process” in conjunction w/the NPS protocol</p> <p>Formal observations</p> <p><u>Six Step Protocol</u></p>					
<p>6. Develop, implement, and monitor a mathematics block structure to include direct instruction and modeling, differentiated small group instruction, and use of on-line instructional programs to meet the needs of all students.</p>	<p>Teachers</p> <p>University Instructors</p> <p>Department Chair</p> <p>District Instructional Coach</p> <p>Title 1 Math Coach</p> <p>Part Time Tutors</p>	<p>September 2022-June 2023</p>	<p>Informal walkthroughs &amp; feedback data</p> <p>Formal observations</p> <p>Edmentum Data</p> <p>Edmentum Skill Data</p>	<p>Principal</p> <p>Assistant Principals</p> <p>Deans of Students</p> <p>District Instructional Coach</p> <p>Title 1 Math Coach</p>	<p>Bi-weekly</p>	<p>SIG, Title I</p>	<p>Math (MO2)</p>	<p>Literacy &amp; Accountability</p>
<p>7. Implement the intervention numeracy block daily with fidelity to ensure direct</p>	<p>Teachers</p> <p>University Instructors</p> <p>Title 1 Math</p>	<p>September 2022-June 2023</p>	<p>Intervention Plans</p>	<p>Administration</p> <p>Sr. Coordinator of Mathematics</p>	<p>Weekly</p>	<p>SIG, Title I</p>	<p>Math (MO2)</p>	<p>Literacy</p>

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instruction of identified student needs from progress monitoring.	Coach Part Time Math Tutors Title 1 Math Teacher		Informal walkthroughs & feedback data  Formal observations  Edmentum Data  Edmentum Skill Data	Department Chair  District Level Instructional Coach  Title 1 Math Coach				
8. Provide parents with information on and offer workshop on Parent Vue to monitor grades to increase parental awareness of academic standing & the importance of daily attendance.	Family Engagement Specialist	September 2023-June 2024	Information Documentation  Workshop Agendas	Principal Assistant Principal  Family Engagement Specialist	Monthly	SIG, Title I	Math (MO2) Family Engagement (MO4)	Accountability & Attendance
9. Adjust existing practices, programs, and strategies as needed to focus on analyzing assessment data	Teachers ILT District Instructional Coach	December 2022-June 2023	Data Team Minutes  <u>Collaborative Planning Guides</u>	Principal Assistant Principal Deans of Students	Monthly	SIG, Title I	Math (MO2)	Accountability



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<p>to ensure alignment, attainment, and proficiency on the Virginia Standards of Learning with a specific focus on all student groups. <b>(AR)</b></p>	<p>Title 1 Math Coach  Title 1 Math Teacher</p>		<p><u>Administration Lesson Plan Feedback Log</u>  <u>RMS Lesson Plan Feedback Form</u></p>					
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Norfolk Public Schools  
Comprehensive School Improvement Plan 2023-2024

Name of School: Ruffner School (3-8)

School Division: Norfolk Public Schools

Area of Focus: Science

SMART Goal: : By June of 2024, we will increase the pass rate to 75% for all students taking the Science Standards of Learning Assessment.

**Essential Action/ Evidence-based Intervention/Research-based Strategy:** Implement and monitor a process to review and provide feedback and guidance to teachers to ensure lessons & lesson delivery contains explicit & systematic instruction and engages students in The 5E Instructional Model for Scientific Inquiry.

XX Academic Review Finding

Develop and implement a plan to provide written feedback to teachers on the planning and delivery of aligned lessons within daily instruction (connecting all classroom activities to the aligned objective/s).

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**Action Plan**

Action Steps (Place in sequential order) One must be related to family engagement.	Position(s) Responsible for Implementation	Implementation Frequency	Evidence/ Artifacts: Implementation and Impact	Position(s) Responsible for Monitoring	Monitoring Frequency	Budget (Title I, SIG, other funding sources)	Title I Measurable Objective	Alignment to NPS Strategic Plan Goal (name goal)
1. Consistently monitor and provide evidence-based	Reading Specialist  District Level Instructional	September 2023-June 2024	Observation schedule	Principal	Quarterly	SIG, Title I	Science (MO3)	Accountability

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<p>feedback on implementation of professional development to teachers with an explicit focus on student learning outcomes. <b>(AR)</b></p>	<p>Coach          Department Chair          Administration          Deans of Students</p>		<p>Informal Walkthroughs            Formal observations</p>	<p>Assistant Principals            Sr. Coordinator</p>				
<p>2. Develop and implement a plan to provide written feedback to teachers on the planning and delivery of aligned lessons within daily instruction (connecting all classroom activities to the aligned objective/s). <b>(AR)</b></p>	<p>Instructional Leadership Team (ILT)            Administration</p>	<p>September 2023-June 2024</p>	<p>Lesson planning protocol that supports alignment to the written, taught, and tested curriculum    <u>Collaborative Planning Guides</u>    <u>Administration Lesson Plan Feedback Log</u>    <u>RMS Lesson Plan Feedback Form</u></p>	<p>Principal            Assistant Principal            Title 1 Interventionist            Deans of Students            Reading Specialist</p>	<p>Biweekly</p>	<p>SIG, Title I</p>	<p>Science (MO3)</p>	<p>Accountability</p>
<p>3. Monitor the implementation of the written, taught, and tested</p>	<p>Instructional Leadership Team            Administration</p>	<p>September 2023-June 2024</p>	<p>Observation schedule          Informal Walkthroughs</p>	<p>Principal            Asst. Principal</p>	<p>Weekly</p>	<p>SIG, Title I</p>	<p>Science (MO3)</p>	<p>Accountability</p>

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<p>curriculum framework in writing and delivering aligned lessons that include clear learning objectives that include conditions, behaviors, and criteria. <b>(AR)</b></p>			<p>Formal observations</p>	<p>Deans of Students</p> <p>Department Chairs</p>				
<p>4. Incorporation of inquiry-based activities that are structured around the 5E Learning Cycle</p>	<p>Teachers</p> <p>Department Chair</p> <p>University Instructor Tutor</p>	<p>September 2023-June 2024</p>	<p>Lesson Plans</p> <p>Lesson Plan Feedback</p> <p>Classroom Observations</p> <p>Walkthroughs</p>	<p>Department Chair</p> <p>District Instructional Coach</p> <p>Dean of Students</p> <p>Principal</p> <p>Assistant Principal</p>	<p>Weekly</p>	<p>SIG, Title I</p>	<p>Science (MO3)</p>	<p>Literacy</p>
<p>5. Monitor the implementation of the written, taught, and tested</p>	<p>Principal</p> <p>Assistant Principals</p> <p>District</p>	<p>September 2023-June 2024</p>	<p>Observation schedule</p> <p>Informal walkthroughs utilizing the NPS</p>	<p>Principal</p> <p>Asst. Principals</p>	<p>Weekly</p>	<p>SIG, Title I</p>	<p>Science (MO3)</p>	<p>Accountability</p>

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<p>curriculum by focusing on evidence-based feedback using coaching questions to support teachers on alignment to the Standards of Learning Curriculum Framework in both content and cognition. <b>(AR)</b></p>	<p>Instructional Coach</p>		<p>Instructional Walk-Through Document</p> <p>Utilization of the “Six Steps for Effective Feedback Process” in conjunction w/the NPS protocol</p> <p>Formal observations</p> <p><u>Six Step Protocol</u></p>	<p>Deans of Students</p>				
<p>6. Provide parents with information on and offer workshops on Parent Vue to monitor grades to increase parental awareness of academic standing &amp; importance of school attendance.</p>	<p>Family Engagement Specialist</p>	<p>September 2023-June 2024</p>	<p>Information Documentation</p> <p>Workshop Agendas</p>	<p>Principal Assistant Principal Attendance Tech</p>	<p>Monthly</p>	<p>SIG, Title I</p>	<p>Science (MO3) Family Engagement (MO4)</p>	<p>Accountability &amp; Attendance</p>
<p>7. Adjust existing practices,</p>	<p>Teachers</p>	<p>September 2023-June 2024</p>	<p>Data Team Minutes</p>	<p>Principal</p>	<p>Monthly</p>	<p>SIG, Title I</p>	<p>Science (MO3)</p>	<p>Accountability</p>



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<p>programs, and strategies as needed to focus on analyzing assessment data to ensure alignment, attainment, and proficiency on the Virginia Standards of Learning with a specific focus on all student groups. <b>(AR)</b></p>	<p>ILT          District Instructional Coach          Title 1 Math Coach</p>		<p><u>Collaborative Planning Guides</u>  <u>Administration Lesson Plan Feedback Log</u>  <u>RMS Lesson Plan Feedback Form</u></p>	<p>Assistant Principals          Deans of Students</p>				
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