SY 2026-2027 School Performance Plan

School Name 407-Western High School **Principal Name:** Brittany Horne

School's Mission:	School's Vision:
It is our desire that all of our students will be encouraged to continue the rich and rewarding traditions of integrity and high academic standards that are associated with our school. We continue to model the examples of achievement and community service, which have won us the respect that we so cherish. Through continuing determination and adhering to the traditions and policies of the school, we are able to hold high the banner that proclaims our slogan, "Western, Only the Best."	It is our desire that all of our students will be encouraged to continue the rich and rewarding traditions of integrity and high academic standards that are associated with our school. We continue to model the examples of achievement and community service, which have won us the respect that we so cherish. Through continuing determination and adhering to the traditions and policies of the school, we are able to hold high the banner that proclaims our slogan, "Western, Only the Best."

School Name 407-Western High School **Principal Name:** Brittany Horne

THIS DATA IS FOR INTERNAL USE ONLY GOAL AREA: LITERACY					
Data Point(s)	**SY2021-22 Result**	**SY2022-23 Result**	**SY2023-24 Result**	**SY2024-25 Result**	**SY2025-26 Result**
MCAP ELA Proficiency (Achievement)	73.5%	69.8%	54.0%	66.3%	71.4%
MCAP ELA Avg Performance Level (Growth)	2.76	2.72	2.55	2.69	2.75

STRATEGY: Steps for improving student literacy outcomes	1. **Utilize 9-week literacy data cycles to engage in consistent progress monitoring of Tier I instruction and ensure HQIM implementation integrity:** a. Identify metrics for progress monitoring (e.g., diagnostics and curriculum-based assessments, MCAP, English Language Proficiency). Map out progress monitoring calendar based on metrics and assessment windows (e.g., DIBELS progress monitoring data pulled every six weeks) and establish teams and meeting schedules (e.g., meet every week at 3pm). Utilize PDSA to progress monitor outcomes and adjust to ensure improvement on targeted outcomes. b. Meet at least bi-weekly and utilize a data-based decision-making protocol to identify areas for improvement 2. **Monitor reteaching and reassessing for Fundations (K-3)** for students and sections below 80% proficient. Be strategic about skills & content to re-teach. 3. **Implement the identified Tier II or Tier III program/intervention.** Utilize district-approved Tier II or Tier III program/intervention (e.g., OG+) for identified students. Intervention tracking and progress monitoring should be captured in Panorama Student Success Platform. Refer to MTSS Guidance. 4. **Prioritize Writing in Every Classroom:** Embed meaningful opportunities for students to articulate and defend thinking through writing across content areas, leveraging student work as a key measure of instructional effectiveness and academic growth analyzed regularly through academic planning or other PLC structures where direct feedback is given to students to improve their written responses. **5.** **Implement cycles of professional learning** aligning them to cyclical instructional walks, observations, and collaborative planning.

EVIDENCE: What specific data points will you use to determine if your strategy is making progress toward your SPP goal?	Western will monitor both adult implementation data and student outcome data, including: English II MCAP - Increase in students meeting/exceeding expectations Common Formative Assessments - Increased mastery of identified priority standards 9-Week Assessment Data - Growth from cycle to cycle Student Writing Samples - Improvement in evidence, reasoning, organization, and written expression Curriculum-Based Assessments- Increased percentage of students demonstrating proficiency Reteaching/Reassessment Data - Increased mastery following reteaching Panorama Intervention Data- Growth among students receiving Tier II/III interventions PLC Artifacts- Evidence of consistent data analysis, action planning, and follow-up Instructional Walk Data- Increased implementation of schoolwide literacy strategies Observation Data - Evidence of rigorous reading, writing, questioning, and student discourse across content areas
EQUITY CONSIDERATIONS	

School Name 407-Western High School Principal Name: Brittany Horne

THIS DATA IS FOR INTERNAL USE ONLY GOAL AREA:MATHEMATICS					
Data Point(s)	**SY2021-22 Result**	**SY2022-23 Result**	**SY2023-24 Result**	**SY2024-25 Result**	**SY2025-26 Result**
MCAP Math Proficiency (Achievement)	<=5%	8.9%	12.9%	24.0%	27.4%
MCAP Math Avg Performance Level (Growth)	1.68	1.70	1.90	2.17	2.17

STRATEGY: Steps for improving student math outcomes	1. **Utilize 9-week mathematics data cycles to engage in consistent progress monitoring of Tier I instruction and ensure HQIM implementation integrity:** a. Identify metrics for progress monitoring (e.g., diagnostics and curriculum-based assessments (K-8: Numeracy Development Framework; HS: Algebraic Reasoning), MCAP). Map out progress monitoring calendar based on metrics and assessment windows. Data cycles should occur at the end of each unit/module of study for each grade. Utilize PDSA to progress monitor outcomes and adjust to ensure improvement on targeted outcomes. b. Meet at least bi-weekly and utilize a data-based decision-making protocol to identify areas for improvement 2. **To support the internalization of lessons and units in Reveal Math, schools should use the Unit and Lesson Planning Protocols during academic planning throughout the year**. Teachers must prepare for student discourse opportunities through deliberately planned questions. Schools establish and communicate for the mathematics instructional block to ensure consistency and high-quality instruction. 3. **Implement the identified Tier II or Tier III program/intervention.** Utilize district-approved Tier II or III program/intervention (e.g, Number Worlds) for identified students. Capture intervention tracking and progress monitoring in Panorama Student Success Platform. Refer to MTSS Guidance. 4. **Implement cycles of professional learning aligned to cyclical instructional walks, observations, and collaborative planning.**
EVIDENCE: What specific data points will you use to determine if your strategy is	Data Point Algebra I MCAP- Increase in percentage of students meeting/exceeding expectations

making progress toward your SPP goal?	Algebraic Reasoning Assessment- Growth in foundational algebraic reasoning skills Reveal Math Unit/Module Assessments- Increased percentage of students demonstrating mastery Common Formative Assessments- Increased mastery of priority standards across each 9-week cycle 9-Week Data Cycle Results- Increased percentage of students on track for proficiency Reteaching/Reassessment Data- Students demonstrate increased mastery following targeted reteaching Student Work Samples- Increased evidence of mathematical reasoning, justification, and conceptual understanding Panorama Intervention Data- Students receiving Tier II/III interventions demonstrate measurable growth PLC/Data Meeting Artifacts- Evidence that data are being analyzed and resulting in specific instructional actions Instructional Walk Data- Increased implementation of HQIM, student discourse, checks for understanding, and rigorous mathematical tasks Observation Data- Increased consistency in standards-aligned instruction and student-centered mathematical practices
EQUITY CONSIDERATIONS	

School Name 407-Western High School Principal Name: Brittany Horne

THIS DATA IS FOR INTERNAL USE ONLY GOAL AREA: GRADUATION – Grad Rate / DIBELS					
Data Point(s)	**SY2021-22 Result**	**SY2022-23 Result**	**SY2023-24 Result**	**SY2024-25 Result**	**SY2025-26 Result**
HS: High School 4-Year Graduation Rate	>=95%	91.5%	90.9%	93.4%	pending

STRATEGY: Steps for improving student graduation outcomes	• **K-5 DIBELS Composite % At or Above:** See Literacy strategies above. • **Grade 6-8 GPA Less Than 2.0:** Follow the "Create data cycles (PDSA)"guidance outlined in the High School Graduation section below, adapting as appropriate for middle school. • **High School Graduation:** 1. **In alignment with the City Schools Program of Study and COMAR 13A.03.02:** a. Develop school-based course offerings. b. Create a 4-year graduation plan for every student to ensure accurate course scheduling, credit attainment, assessment completion, and Service-Learning Hours (MYAP). c. Quarterly monitor progress using the On-Track-to-Graduation dashboard for potential graduates. 2. **Create data cycles (PDSA) to engage in consistent progress monitoring:** a. Establish dedicated monitoring teams and set consistent meeting schedules: i. E.g., meeting weekly at 3 p.m. 9th Grade On-Track-to-Graduate Coordinator should lead efforts to monitor and support 9th grade cohort, schools should create parallel tracking for 10th graders. b. Identify metrics and timing: ii. OTG: Conduct BOY review of course scheduling for 9th and 12th graders. Quarterly, review progress reports, weekly teacher grades, teacher notes, empathy interviews, and SLPs (Student Learning Plans) to monitor performance. Identify supports for students missing OTG requirements, interventions for students off grade level, and reengagement paths for inactive students with the On-Track-to-Graduation dashboard, particularly the new cohort student page. Identify appropriate interventions based on student needs, such as Tier I instructional supports, e.g., coach class, Saga math tutoring, and, when needed, advance to credit recovery. iii. **CCR: Use the CCR Dashboard to map out and continuously monitor SLPs for all students to ensure personalized support and planning and a viable track to one of the 4 E's (Enrollment, Employment, Enlistment, and Entrepreneurship). Check for CCR readiness by 10th grade and, if not yet ready, utilize SLPs to create plans for students off-**

	track and ensure schools are informing families on plans.
EVIDENCE: What specific data points will you use to determine if your strategy is making progress toward your SPP goal?	4-Year Graduation Rate- Maintain/improve Western's graduation rate toward the established SPP target Grade 9 OTG Rate- Increased percentage of Grade 9 students meeting OTG requirements Grade 10 OTG Rate- Increased percentage of students remaining on track after Grade 9 Potential Graduate Rate- Increased percentage of seniors meeting all graduation requirements Course Pass Rates- Decrease in students receiving failing grades each quarter Credit Accumulation- Increased percentage of students earning expected credits by grade level Chronic Absenteeism- Reduction in chronic absenteeism among students identified as graduation risks Service-Learning Completion- Increased percentage completing required hours before senior year CCR Dashboard- Increased percentage of students meeting CCR readiness requirements Student Learning Plans- 100% of students have current, actionable SLPs Credit Recovery- Percentage of identified students successfully recovering required credits Intervention Data- Percentage of off-track students returning to OTG status following intervention Family Engagement- Documentation of family contact/conferences for students identified as off-track
EQUITY CONSIDERATIONS	

School Name 407-Western High School Principal Name: Brittany Horne

THIS DATA IS FOR INTERNAL USE ONLY GOAL AREA: WHOLENESS					
Data Point(s)	**SY2021-22 Result**	**SY2022-23 Result**	**SY2023-24 Result**	**SY2024-25 Result**	**SY2025-26 Result**
Chronic Absentee Rate	53.7%	49.5%	43.4%	52.4%	46.8%

STRATEGY: Steps for improving student wholeness outcomes	1. **Implement four-week data cycles (PDSA) to consistently progress monitor attendance:** a. Attendance team (attendance reps, climate leads, Community School Coordinators, Student Wellness Support Team members, administrators) conducts weekly data reviews to identify students and groups at risk of chronic absenteeism (Panorama) or requiring additional supports (e.g., target approximately 18 reviews by the end of Semester 1). b. Identify students for targeted outreach and diligence with key reports (Consecutive Absence Report in IC; Data Cleansing Reports 12, 37, 112, and especially 63 - No Show Student List) to ensure families are re/engaged and resolve data cleansing errors. c. Develop a Pre-K family engagement plan to support positive growth in attendance, social-emotional development, and school connectedness. d. Develop and implement targeted interventions for identified students leveraging Student Learning Plans (SLPs) to determine root causes, improve student connectedness, and support attendance. e. On a monthly basis, monitor the progress and effectiveness of interventions, attendance rates, and PDSA change ideas using Infinite Campus and Panorama to assess individual and aggregate impact and inform continuous improvement. 2. **Engage families consistently to build school-family connections and belonging:** a. Leverage existing technology (i.e., IC-Parent Portal, Thrill Share, Class Dojo) and personalized strategies (e.g., SLPs, letters, home visits) to initiate, encourage, and maintain two-way communication with families and students. b. Communicate clear procedures for families to follow when their child is absent from school. Identify the best form of communication to families. 3. **Create environments to promote belonging and engagement for all students:** a. The Climate Leadership Team will develop and implement a comprehensive Climate Action Plan aligned to the four district climate domains (Nurturing Relationships, High-Quality Stakeholder Experience, Supportive Behavior Approaches, Schoolwide Norms & Routines),

	meeting regularly to progress monitor Tiers I-III supports. b. Implement identified Tier I universal supports to promote positive behavior, strong relationships, and safe inclusive learning environments. Refer to MTSS Guidance. c. Implement identified Tier II or III programs and interventions for identified students with significant/persistent behavior and/or social emotional needs. Intervention tracking and progress monitoring should be captured in Panorama Student Success Platform. Refer to MTSS Guidance.
EVIDENCE: What specific data points will you use to determine if your strategy is making progress toward your SPP goal?	Chronic Absenteeism Rate- Reduction in percentage of students chronically absent Average Daily Attendance- Increase in schoolwide and grade-level attendance Students Approaching Chronic - Absence Reduction in students moving into chronic absenteeism Four-Week Attendance Cycles- Percentage of identified students demonstrating improved attendance following intervention Attendance Success Meetings- Number completed and percentage resulting in improved student attendance Panorama Intervention Data- Percentage of students demonstrating progress toward intervention goals Student Climate Survey- Increased favorable responses related to belonging, safety, relationships, and engagement Student Belonging Data- Increase in students reporting they have a trusted adult at Western Behavior Data- Reduction in repeated referrals and serious incidents Suspension Data- Reduction in exclusionary discipline and repeat suspensions Family Engagement- Increased family participation in conferences, events, Parent Portal, and intervention meetings Extracurricular Participation- Increased percentage of students participating in clubs, athletics, leadership, or activities Student Voice- Documentation of student recommendations and resulting school actions
EQUITY CONSIDERATIONS	