

Duval County Public Schools

# Highlands Middle School



2015-16 School Improvement Plan

## Highlands Middle School

10913 PINE ESTATES RD E, Jacksonville, FL 32218

<http://www.duvalschools.org/hms>

### School Demographics

<b>School Type</b>	<b>2014-15 Title I School</b>	<b>2015-16 Economically Disadvantaged (FRL) Rate</b> (As Reported on Survey 2)
Middle	Yes	72%

<b>Alternative/ESE Center</b>	<b>Charter School</b>	<b>2015-16 Minority Rate</b> (Reported as Non-white on Survey 2)
No	No	90%

### School Grades History

<b>Year</b>	<b>2014-15</b>	<b>2013-14</b>	<b>2012-13</b>	<b>2011-12</b>
<b>Grade</b>	F*	F	D	C

*\*Preliminary Informational Baseline School Grade*

**Note:** The school grades calculation was revised substantially for the 2014-15 school year to implement statutory changes made by the 2014 Legislature and incorporate the new Florida Standards Assessments. The 2014-15 school grades serve as informational baseline data that schools can use to improve in future years.

### School Board Approval

This plan was approved by the Duval County School Board on 12/7/2015.

### SIP Authority and Template

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a school improvement plan (SIP) for each school in the district.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F, or with a grade of F within the prior two years. For all other schools, the district may use a template of its choosing. All districts must submit annual assurances that their plans meet statutory requirements.

This document was prepared by school and district leadership using the Florida Department of Education's school improvement planning web application located at <https://www.floridaCIMS.org>.

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## Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. A corollary at the district level is the District Improvement and Assistance Plan (DIAP), designed to help district leadership make the necessary connections between school and district goals in order to align resources. The Florida Department of Education encourages schools to use the SIP as a “living document” by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the “Date Modified” listed in the footer.

### Part I: Current School Status

Part I organizes the current status of the school around five domains inspired by the 5Essentials framework: Supportive Environment, Family and Community Involvement, Effective Leadership, Public and Collaborative Teaching, and Ambitious Instruction and Learning. Questions regarding the school’s Multi-Tiered System of Supports have been embedded throughout this part to demonstrate how data is used by stakeholders to understand the needs of all students and allocate appropriate resources in proportion to those needs.

### Part II: Needs Assessment

Part II requires the school to review performance and early warning systems data in order to develop strategic goals and associated data targets (i.e., “SMART goals”) for the coming school year in context of the school’s greatest strengths and needs. An online tool was developed, which includes data visualizations and processing questions to support problem identification, problem analysis and strategic goal formulation.

### Part III: 8-Step Planning and Problem Solving for Implementation

Part III enables the school to develop implementation plans for its highest-priority goals. With the overview of the current state of the school in mind and the strategic goals identified through the needs assessment, the planning team engages in a facilitated planning and problem-solving process, through which they

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify resources available to support the goals and barriers that could hinder achieving those goals (Step 2)
- Select high-priority barriers they want to address initially (Step 3)
- Design implementation and monitoring plans for strategies to resolve selected barriers (Steps 4-7)
- Determine how they will monitor progress toward each goal (Step 8)

### Appendices

The following appendices, automatically-generated from content entered in Part III, are included in this document:

- Appendix 1 is a timeline of all action steps and monitoring activities
- Appendix 2 is an outline of all professional development opportunities and technical assistance items
- Appendix 3 is a report of the budget needed to implement the strategies

## Differentiated Accountability

Florida’s Differentiated Accountability (DA) system is a statewide network of strategic support, differentiated by need according to performance data, and provided to schools and districts in order to improve leadership capacity, teacher efficacy and student outcomes. DA field teams collaborate with district and school leadership to design, implement and refine improvement plans, as well as provide instructional coaching, as needed.

### DA Regions

Florida’s DA network is divided into five geographical regions, each served by a field team led by a regional executive director (RED).

### DA Categories

Traditional public schools are classified at the start of each school year, based upon the most recently released school grades (A-F), into one of the following categories:

- Not in DA – currently A or B with no F in prior three years; charter schools; ungraded schools
- Monitoring Only – currently A, B or C with at least one F in the prior three years
- Focus – currently D
  - Planning – two consecutive grades of D (i.e., DD), or a grade of F immediately followed by a grade of D in the most recent grades release (i.e., FD)
  - Implementing – two consecutive grades of D in the most recent grades release preceded by a grade below C (i.e., FDD or DDD)
- Priority – currently F
  - Planning – declined to a grade of F in the most recent grades release and have not received a planning year or implemented a turnaround option during the previous school year
  - Implementing – two consecutive grades of F (i.e., FF), or three consecutive grades below C with an F in the most recent grades release (i.e., FDF or DDF)

### DA Turnaround and Monitoring Statuses

Additionally, schools in DA are subject to one or more of the following Turnaround and Monitoring Statuses:

- Former F – currently A-C with at least one F in the prior three years; SIP is monitored by FDOE
- Planning – Focus Planning and Priority Planning; district is planning for possible turnaround
- Implementing – Focus Implementing and Priority Implementing; district is implementing the Turnaround Option Plan (TOP)

### 2015-16 DA Category and Statuses

DA Category	Region	RED
Priority	2	<a href="#">Wayne Green</a>
Former F	Turnaround Status	
No		





## Part I: Current School Status

### Supportive Environment

#### School Mission and Vision

##### **Provide the school's mission statement**

The mission of Highlands Middle School is to ensure individual student success by providing a safe and supportive environment that focuses on academics while guiding students to become accountable for their behavior. We encourage personal responsibility and academic values which we believe will lead our students to success in both school and life. We strive to provide educational excellence in every classroom, for every student, every day.

##### **Provide the school's vision statement**

Every student is inspired and prepared for success in college or a career, and life.

#### School Environment

##### **Describe the process by which the school learns about students' cultures and builds relationships between teachers and students**

The faculty conducts student inventories to learn about students, their interests and families. The school hosts Open House and numerous family and parent meetings throughout the year to engage students and their families.

##### **Describe how the school creates an environment where students feel safe and respected before, during and after school**

The school has developed a school-wide discipline plan with emphasis on interventions that focus on preventing bullying and physical altercations. The Restorative Justice program was implemented to provide a positive, proactive, an instructional way of dealing with misbehavior. Additional security staff were added last year. Grade level assemblies were conducted and students were introduced to various resources to whom they can seek out if they are having problems (Admin; SRO; counselors; AFL, BIGS, Jewish Family Services, Americorps members (City Year) & CIS advocates/staff, etc.). Students are encouraged to participate in TEAM UP, sports, and clubs to foster trusting and lasting relationships with the coaches, sponsors, mentors, teachers, and other faculty & staff.

##### **Describe the schoolwide behavioral system in place that aids in minimizing distractions to keep students engaged during instructional time. This may include, but is not limited to, established protocols for disciplinary incidents, clear behavioral expectations, and training for school personnel to ensure the system is fairly and consistently enforced**

The school's Positive Behavior Plan is infused with classroom & teacher interventions that redirect undesirable and reinforce positive behaviors by students to keep them engaged and focused on the lessons. The Districts Student Code of Conduct outlines numerous steps/interventions that must be implemented, giving students opportunities to meet the schools behavior expectations; school personnel have been properly trained on the new dispensation of discipline. This year the HERO is being implemented at HMS. This programs focusing on rewarding students for improvements in the areas of behavior, attendance, decision making, and academic growth.

Americorps members/City Year will also play an integral part in our school-wide behavioral plan by providing interventions via mediation or one-one-one counseling.



**Describe how the school ensures the social-emotional needs of all students are being met, which may include providing counseling, mentoring and other pupil services**

The school's counseling department is staffed with highly qualified counselors trained to meet the needs of students. Highlands Middle has partnered with a variety of community organizations that are housed within the building for immediate accessibility to students. These programs include: Achievers For Life, Big Brother/Big Sisters, Communities In Schools, Jewish Family Services, City Year (Americorps), school Psychologist, and a full time Behavioral Specialist. All of these individuals also serve as mentors for students.

**Early Warning Systems**

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(B)(ii)(III), (b)(1)(B)(iii)(I), and (b)(1)(I).

**Describe the school's early warning system and provide a list of the early warning indicators used in the system**

Highland's early warning system consists of quickly determining the needs of targeted students. The system addresses academic, behavioral, and emotional needs. Teacher and/or subject area coach identifies student with one or more of the issues listed below (attendance, missing Core credits, suspensions, etc.) Indicators to be used are daily attendance, low test grades, low class grades, low grades in Focus, discipline referrals, or ISSP referrals. Some students have already been predetermined to have additional services upfront. Once the student is identified, he/she will attend a meeting with parent, student, core teacher, guidance, and Assistant principal. Collaboratively a plan (Saturday school, tutoring, weekly status sheets, bi-weekly attendance checks, progress monitoring, one-to-one counseling, etc) will be developed to help student improve in one or multiple areas. Attendance- AIT meetings are held monthly. Any student missing 5 or more days is identified to attend along with parent. The school social worker is included and provides aggressive follow up to ensure that attendance improves and parents are aware of the ramifications. Students who enter into an attendance contract then are closely monitored by a multitude of sources- Social worker, counselor, dean, teachers, and administrators.

School staff will utilize the PBIS HERO system to reward students when they show improvements in their attendance.

Low Performing/ Low Level students- In school safety nets are in place to ensure they receive adequate support services. Team UP is available to students who staff after school to increase academic performance. Team UP staff consists of highly certified teachers enforcing strategies taught during normal class hours. Students will receive individualized instruction in core areas according to need. Coaches will work with these students in increments as support measure for our low performing students. For struggling ESE students, our Lead teacher has a multitude of safety nets set up for the students. She provides professional development where she shares strategies, accommodation ideas, and helpful tips in maximizing student achievement.

City Year members are assigned to Reading/ELA & Math classes to offer additional support and assistance with small groups of students to increase student achievement.

Failing Cores (Math/ ELA)- Counselors will monitor progress reports through Focus and Report cards. A list of students in jeopardy of failing one of the above mentioned courses is developed. Guidance conferences with the student and the parent are held to provide them with recovery options.

Counselors then follow up on their performance by collaborating with teachers and close monitoring of Oncourse for incremental growth. Counselors will also conduct Credit checks to ensure classes from previous years are not missed for recovery opportunities.

Suspensions- Students receive progressive discipline; Out of School suspension is a last resort. These students meet with Guidance bi-weekly by way of teacher, coach, administrator referrals.

Those students participate in group and individual counseling to learn desired behaviors through the guidance office; Counselors work with teachers on various strategies that can be utilized to curtail behavior problems. Guidance will implement intervention strategies such as: Referrals to Restorative

Justice (level 2 students), Achievers for Life (Level 1 students) Jewish Family Services, and Communities in Schools. And most importantly, consistent parent communication.

School-wide Interventions include the following:

PBIS program is being implemented to increase acknowledgment of positive behaviors student are presenting. This program will increase productivity in the classroom and decrease negative incidents school wide.

Achievers for Life provides 6th grades students and opportunity to increase their grades and decrease absences. Students will be provided in-school tutoring, mentoring and counseling services. The School Climate Transformation Grant is being implemented to provide staff with professional development and technical assistance. This will also assist teachers with making decisions around behavior and mental health.

**Provide the following data related to the school's early warning system**

***The number of students by grade level that exhibit each early warning indicator:***

Indicator	Grade Level			Total
	6	7	8	
Attendance below 90 percent	0	0	0	
One or more suspensions	6	6	8	20
Course failure in ELA or Math	0	0	0	
Level 1 on statewide assessment	98	138	138	374

***The number of students identified by the system as exhibiting two or more early warning indicators:***

Indicator	Grade Level	Total
Students exhibiting two or more indicators		

**Describe all intervention strategies employed by the school to improve the academic performance of students identified by the early warning system**

Administrators (Jackie Simmons, Stephanie Johnson-Hart, and Dr. Esther Seward) provide a common vision for the use of data-based analysis and instruction, ensure the school-based team is implementing and monitoring MTSS, conduct assessments and ensure implementation of intervention support and documentation, collaborate in the design and delivery of professional development, communicate with parents and the community regarding school-based MTSS plans and activities, and create opportunities to have celebrations.

Department Specialists (ELA/Reading/Math/Social Studies/Science): Department Specialists Letecia Schwander, Michelle Knapp, Dawnetta Lawrence, Chanel Ray and Angie Heidinger lead classroom teachers to begin intentional responses when reflecting on student performance, behavior, and attendance. Emphasis is on supporting collaboration with colleagues to constantly evaluate and review students' performances, providing curriculum instruction for students that include reflective practices, analyzing student data, and implementing instruction and intentional intense interventions for Tier 1, Tier 2, and Tier 3.

Exceptional Student Education (ESE) Liaison: (Cerissa Heffner) Leads teacher support in the implementation of Tiered instruction for students with disabilities; develops Tier 3 intervention and supports content area teachers in the implementation intervention; helps teachers initiate and design instruction for students who show low content area skills or lack of progress over time.

Instructional Coaches (Reading and Math ): Instructional Coaches, Myra Bolden and Sue Wrye along with Reading Interventionist, Donna Durden-Walter serve as liaisons between teachers, students, and parents; support targeted instruction and monitor implementation; model teaching and reflective practices for all school-based educators; collect and analyze data; design and deliver professional

development.

Data Assessment Contact: (Tracy Hundley) Develops and leads the school in data collection and in analyzing the data; helps provide professional development and data assistance regarding data-based instructional planning and interventions.

School Counselors and School Psychologist: (Chauncey Nelson and Jennifer Jackson) Provide direct contributions/presentations to teachers in order to address students' behaviors and ways to help teachers and students manage distractions that hinder the learning environment; participates to work proactively to respond to individual students' social/emotional behaviors, academic deficiencies, attendance, and overall student performance. In addition to providing interventions, counselors link child-serving and community agencies to the school and families to support students' academic, emotional, behavioral, and social success. School counselors provide Early Warning Signs training to faculty and staff to build awareness of potentially problematic behaviors.

## Family and Community Involvement

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(B)(iii)(I)(aa).

**Describe how the school works at building positive relationships with families to increase involvement, including efforts to communicate the school's mission and vision, and keep parents informed of their child's progress**

Title I schools use the Parent Involvement Plan (PIP) to meet the requirements of 20 U.S.C. § 6314(b)(1)(F).

### Will the school use its PIP to satisfy this question?

Yes

#### **PIP Link**

The school completes a Parental Involvement Plan (PIP), which is available at the school site.

#### **Description**

Increase parental access to meaningful educational information;

Provide various strategies to help support parents at home;

Increase parent/community awareness and involvement regarding the events/activities at HMS; students have a greater opportunity to be successful when there are more stakeholders involved in their educational experiences

Increase parent and student understanding about the graduation requirements for high school;

**Describe the process by which the school builds and sustains partnerships with the local community for the purpose of securing and utilizing resources to support the school and student achievement**

The school has partnered with Achievers For Life, Jewish Families & Community Services, Big Brothers/Big Sisters, Communities In Schools, TEAM-UP, City Year (Americorps), and the Highlands Branch Library to offer additional academic support via tutoring and mentoring. Moreover, family advocates provided through these agencies are available on campus daily to offer additional support to families connecting them with various community resources.

## Effective Leadership

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(H).

### School Leadership Team

#### Membership:

Name	Title
Simmons, Jackie	Principal
Johnson-Hart, Stephanie	Assistant Principal
Bibbins, Darrell	Dean
Hundley, Tracy	Teacher, K-12
Seward, Esther	Assistant Principal

### Duties

***Describe the roles and responsibilities of the members, including how they serve as instructional leaders and practice shared decision making***

Administrators (Jackie Simmons, Stephanie Johnson-Hart, and Dr. Esther Seward) provide a common vision for the use of data-based analysis and instruction, ensure the school-based team is implementing and monitoring MTSS, conduct assessments and ensure implementation of intervention support and documentation, collaborate in the design and delivery of professional development, communicate with parents and the community regarding school-based MTSS plans and activities, and create opportunities to have celebrations.

Department Specialists (ELA/Reading/Math/Social Studies/Science): Department Specialists Letecia Schwander, Michelle Knapp, Dawnetta Lawrence, Chanel Ray, and Angie Heidinger lead classroom teachers to begin intentional responses when reflecting on student performance, behavior, and attendance. Emphasis is on supporting collaboration with colleagues to constantly evaluate and review students' performances, providing curriculum instruction for students that include reflective practices, analyzing student data, and implementing instruction and intentional intense interventions for Tier 1, Tier 2, and Tier 3.

Exceptional Student Education (ESE) Liaison: (Cerissa Heffner) Leads teacher support in the implementation of Tiered instruction for students with disabilities; develops Tier 3 intervention and supports content area teachers in the implementation intervention; helps teachers initiate and design instruction for students who show low content area skills or lack of progress over time.

Instructional Coaches (Reading, Math and Science): Instructional Coaches, Myra Bolden, Sue Wrye, and Reading Interventionist Donna Durden-Walter serve as liaisons between teachers, students, and parents; support targeted instruction and monitor implementation; model teaching and reflective practices for all school-based educators; collect and analyze data; design and deliver professional development.

Data Assessment Contact: (Tracy Hundley) Develops and leads the school in data collection and in analyzing the data; helps provide professional development and data assistance regarding data-based instructional planning and interventions.

School Counselors and School Psychologist: (Chauncey Nelson and Jennifer Jackson) Provide direct contributions/presentations to teachers in order to address students' behaviors and ways to help teachers and students manage distractions that hinder the learning environment; participates to work proactively to respond to individual students' social/emotional behaviors, academic deficiencies, attendance, and overall student performance. In addition to providing interventions, counselors link child-serving and community agencies to the school and families to support students' academic, emotional, behavioral, and social success. School counselors provide Early Warning Signs training to faculty and staff to build awareness of potentially problematic behaviors.

Dean of Discipline (Darrell Bibbins) provides positive behavior supports and interventions that focus on keeping students in class and school. He assists with the implementation of CHAMPS, HERO and Foundations to create a safe and civil learning environment.

***Describe the process through which school leadership identifies and aligns all available resources (e.g., personnel, instructional, curricular) in order to meet the needs of all students and maximize desired student outcomes. Include the methodology for coordinating and***

**supplementing federal, state and local funds, services and programs. Provide the person(s) responsible, frequency of meetings, how an inventory of resources is maintained and any problem-solving activities used to determine how to apply resources for the highest impact**

A variety of data sources are utilized to determine students' academic and behavioral needs. In academic areas, assessments and data sources include Achieve 3000, Curriculum Guide Assessments (CGAs), Science Florida Comprehensive Assessment Test (FCAT) 2.0 2014, Florida State Assessments, District Timed Writing Assessment, and student portfolios including self assessments and reflections. The results of these assessments are obtained through Performance Matters. With regard to behavior, data is obtained from Focus. Based on data, students will be identified for interventions and scheduled appropriately. The effectiveness of core instruction will be assessed through coaching cycles with academic coaches and observations by administrators. In order to determine resource allocation, student data is examined to determine the number of sections and teachers needed for intervention courses (enrichment reading and enrichment math). Teacher support systems include common planning, mentoring for early-career teachers, and the coaching cycle with academic and district coaches. Small group and individual needs are addressed through individual data chats, working with the reading interventionist, and individual and small group academic counseling/advising with school counselors.

In compliance with IDEA, Exceptional Education teachers will provide assistance to the parents of students with disabilities based on the specified needs in their IEP or 504 plan.

The school will host Parent Reading Nights. Parents will be contacted and invited to attend. These meetings will be designed to give parents tools/strategies they can use at home to help their children study.

### School Advisory Council (SAC)

#### Membership:

Name	Stakeholder Group
Felicia Bridgewater	Parent
Ashail Everett	Parent
Jackie Simmons, Jr.	Principal
Stephanie Johnson-Hart	Education Support Employee
Tracy Hundley	Education Support Employee
Melanice Smith	Parent
Alyseia Roberts	Student
Hongying Song	Business/Community
Carla Matthew	Parent
Dr. Esther Seward	Education Support Employee

#### Duties

**Provide a description of the SAC's involvement with the following activities, as required by section 1001.452(2), Florida Statutes**

*Evaluation of last year's school improvement plan*

The School Advisory Council worked with the Leadership Team in developing goals for the school. The SAC reviewed the School Improvement Plan and offered input before approving the plan.

*Development of this school improvement plan*

The School Advisory Council will work with the Leadership Team in developing goals for the school. The SAC will review the School Improvement Plan and offer input before approving the plan.

*Preparation of the school's annual budget and plan*

We do not receive any school improvement funds.

***Describe the use of school improvement funds allocated last year, including the amount budgeted for each project***

We did not receive any school improvement funds last school year.

***Verify that the school is in compliance with section 1001.452, Florida Statutes, regarding the establishment requirements and duties of the SAC***

Yes

*If the school is not in compliance, describe the measures being implemented to meet SAC requirements*

We are currently recruiting a diverse group of parents, students, and additional community partners to participate with the School Advisory Counsel.

**Literacy Leadership Team (LLT)**

**Membership:**

Name	Title
Simmons, Jackie	Principal
Johnson-Hart, Stephanie	Assistant Principal
Heidinger, Angie	Teacher, K-12
Hundley, Tracy	Teacher, K-12
Wrye, Sue	Instructional Coach
Nelson, Chauncey	Guidance Counselor
Seward, Esther	Assistant Principal
Durden-Walter, Donna	Other
Bolden, Myra	Teacher, K-12

**Duties**

***Describe how the LLT promotes literacy within the school***

The major function this year will be to meet and discuss how we are incorporating Reading and Writing across all contents. We will focus on cross-curricular lessons. The major initiative this year for the LLT is to increase writing across content areas by building a literacy culture through collaboration. The school reading targets are to increase the number of students meeting high standards in Reading, increase the number of students making learning gains in reading and increase the number of proficient students by 25% making learning gains in reading. LLT will promote literacy through various school wide activities that will motivate students to read. These initiatives will be accomplished through:

- ongoing, job-embedded, researched-based professional development
- highly effective teachers in every content area that model and provide explicit instruction to improve comprehension, and strategic and accelerated intervention.

**Public and Collaborative Teaching**

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(D).

**Describe the school's strategies to encourage positive working relationships between teachers, including collaborative planning and instruction**

All teachers have been provided with common planning time and are required to plan together at least once per week. New and novice teachers have been paired with Mentors for the MINT program, which provides a support system for them. In addition, teachers have the opportunity to work together collaboratively during Early Release Professional Development.

**Describe the school's strategies to recruit, develop and retain highly qualified, certified-in-field, effective teachers to the school**

Our Principal and Assistant Principals recruit at Teach for America. We also interview and screen other highly qualified candidates and/or applicants.

New teachers attend an orientation at the school prior to pre-planning. The session includes information on the use of lesson/unit plan template, classroom rituals and routines, standards based instruction, school and district policies and other faculty handbook information. Persons responsible are the Assistant Principals and Academic Coaches.

Regular meetings with new teachers to provide information on classroom strategies, certification, and MINT requirements. New teachers are partnered with MINT mentors. Persons responsible: professional development facilitator and Assistant Principals.

Teacher input for training needs is solicited through a faculty survey. Topics for Early Release, IPDP and planning period training reflect teacher needs as indicated through the survey, classroom observations, focus walks and self assessments. Persons responsible: Academic coaches; Assistant Principals; Professional Development Facilitator

Reading endorsement training will be provided on-site. Person responsible: District

**Describe the school's teacher mentoring program, including the rationale for pairings and planned mentoring activities**

Monthly MINT meetings are held to provide information on professional development, certification requirements, and other district and school requirements. During the meetings, time is provided for new teachers to meet with their mentor to discuss observations, issues with which the new teacher needs support, and to ask questions. Professional development may also be provided during the meetings to address areas of need that have been identified by the new teachers.

Mentees Mentors Reason

Joshua Grant Bryant 6th (Social Studies) Both teachers taught the same subject.

Jennifer Jackson Nelson (Counselor) Both are counselors

Bridget Byers Wrye (Reading Coach) Returning mentor and mentee.

Aisha Gordon Sideris (ELA) Both teachers are ELA teachers.

Lindsey Strasser Hundley (Testing Coordinator) Returning mentor and mentee.

Cheryl Boykins Knapp (Math Teacher) Mentor and mentee are core math teachers.

Malik Jackson Watford (United States History) Mentor and mentee teach the same content area.

Cerissa Heffner Hundley (Testing Coordinator) Returning mentor and mentee.

Keith Coffey Knapp (Math Teacher) Mentor and mentee are core math teachers.

Arielis Marcano Lawrence (World History) Mentor and mentee work well together.

Sonja Colyer Ray (Comprehensive Science) Mentor and mentee taught the same core subject.

Chelsea Steiner Heidinger (STEM Coach) Both teachers use to co-teach the previous year.

Celena Jenkins Wrye (Reading Coach) Mentor and mentee work well together.

Vellangi Stringos Sideris (ELA) Mentor and mentee work well together.

**Ambitious Instruction and Learning**

## Instructional Programs and Strategies

### Instructional Programs

***Describe how the school ensures its core instructional programs and materials are aligned to Florida's standards***

The school utilizes the curricula and instructional materials that have been approved and provided by the District. Instructional programs and materials are aligned to meet the state standards.

### Instructional Strategies

***Describe how the school uses data to provide and differentiate instruction to meet the diverse needs of students. Provide examples of how instruction is modified or supplemented to assist students having difficulty attaining the proficient or advanced level on state assessments***

Data is used to determine what levels students are at and what growth areas they need to work on in each core class. Baseline CGA's are given and students receive individual data chats regarding which benchmarks they need to work on in order to reach proficiency. Students are also grouped in their core classes and rotate through stations based on various data sets; targeted instruction is given in each station to meet the needs of the students. Mini-assessments, additional CGA's and teacher assessments are administered in regular intervals to assess student growth and groups are modified accordingly. The school uses the Florida Continuous Improvement Model, iReady & Achieve3000 data to regularly assess student progress.

***Provide the following information for each strategy the school uses to increase the amount and quality of learning time and help enrich and accelerate the curriculum:***

**Strategy:** After School Program

**Minutes added to school year:** 150

The Team Up teachers will consult with the core academic instructors to gather data about the areas of weaknesses for students enrolled in Team Up.

***Strategy Rationale***

The Team Up teachers (who are also core teachers) can work on targeted areas of deficiencies during the extended learning time; this will increase the opportunity for students to be successful in their core classes.

***Strategy Purpose(s)***

- Core Academic Instruction

***Person(s) responsible for monitoring implementation of the strategy***

Hundley, Tracy, hundleyt@duvalschools.org

***Data that is or will be collected and how it is analyzed to determine effectiveness of the strategy***

The Team up coordinator will monitor instruction; increase/decline in academic performance of students and share the information with the core instructors and well as the administration.



**Strategy: Weekend Program**

**Minutes added to school year: 1,440**

Saturday School will offer additional academic assistance in core academic areas

**Strategy Rationale**

Saturday School teachers (who are also core teachers) can work on targeted areas of deficiencies during the extended learning time; this will increase the opportunity for students to be successful in their core classes and on the FSA.

**Strategy Purpose(s)**

""

**Person(s) responsible for monitoring implementation of the strategy**

Simmons, Jackie, simmonsj@duvalschools.org

**Data that is or will be collected and how it is analyzed to determine effectiveness of the strategy**

The academic coaches and administration will monitor the effectiveness of the strategies and make necessary adjustments when necessary. They will also be responsible for gathering data (CGA, DAR, SRA, Writing samples, teacher assessments, etc.) to determine if these strategies are effective.

**Student Transition and Readiness**

**PreK-12 Transition**

The school's response to this question may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(G).

**Describe the strategies the school employs to support incoming and outgoing cohorts of students in transition from one school level to another**

The school offers a College/Career component taught through the American History classes for all 8th grade students. The school counselors are an integral part of this component and make students aware of the academic (credit requirements) and career (industry certification requirements) associated with High School.

**College and Career Readiness**

**Describe the strategies the school uses to advance college and career awareness, which may include establishing partnerships with business, industry or community organizations**

At the 6th, 7th, and 8th grade level school counselors are tasked with meeting and discussing with each student about their personal, social, and career goals. These goals are then (where applicable) integrated into the students course of study. Each year these goals are revisited.

**Identify the career and technical education programs available to students and industry certifications that may be earned through those respective programs**

N/A

**Describe efforts the school has taken to integrate career and technical education with academic courses (e.g., industrial biotechnology) to support student achievement**

N/A

**Describe strategies for improving student readiness for the public postsecondary level based on annual analysis of the [High School Feedback Report](#), as required by section 1008.37(4), Florida Statutes**

## Needs Assessment

### Problem Identification

#### Data to Support Problem Identification

##### Portfolio Selection

Portfolio selection is not required by the Florida Department of Education but is offered as a tool for needs assessment.

##### Data Uploads

Data uploads are not required by the Florida Department of Education but are offered as a tool for the needs assessment. In this section, the school may upload files of locally available data charts and graphs being used as evidence of need.

The following documents were submitted as evidence for this section:

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#### Problem Identification Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the points of strength and areas of need that have been identified in the data.

### Problem Analysis Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the underlying “why” or root causes for the areas of need identified in the data, as determined by situational awareness of, and research conducted by, the stakeholders involved in the needs assessment.

## School Improvement Goals

The following key is intended to help readers understand how the sections of this document correspond to the steps of the 8-step planning and problem-solving framework used in the School Improvement Plan. The Quick Key numbers can help registered users go directly to the point of entry for any given goal, barrier and strategy within the online survey.

### Problem Solving Key

**G** = Goal

**B** =  
Barrier

**S** = Strategy

**1** = Problem Solving Step     S123456 = Quick Key

## Strategic Goals Summary

- G1.** If the school can increase positive perceptions/feelings of students about the school, then there will be a more positive school climate and culture.
- G2.** If the school implements the four pillars of instruction (which include student engagement, demonstrating understanding, taking ownership of work, and rigorous instruction), then the percentage of proficient students should increase, as well as the percentage of students who make gains on all state assessments; including those in the bottom quartile.

## Strategic Goals Detail

*For each strategic goal, this section lists the associated targets (i.e., "SMART goals"), resources available to support movement toward the goal, barriers to achieving the goal, and the plan for monitoring progress toward the goal*

**G1.** If the school can increase positive perceptions/feelings of students about the school, then there will be a more positive school climate and culture. 1a

G071829

**Targets Supported** 1b

Indicator	Annual Target
District Parent Survey	70.0

**Resources Available to Support the Goal** 2

- HERO Positive Behavior Intervention System; City Year Incentive Program

**Targeted Barriers to Achieving the Goal** 3

- Negative actions taken by students which lead to negative perceptions of the school by parents and the community.

**Plan to Monitor Progress Toward G1.** 8

Results from the District Parent Survey

**Person Responsible**

Jackie Simmons

**Schedule**

On 5/31/2016

**Evidence of Completion**

The District Parent Surveys, the Gallup Survey, and reports from the HERO system will be collected.

**G2.** If the school implements the four pillars of instruction (which include student engagement, demonstrating understanding, taking ownership of work, and rigorous instruction), then the percentage of proficient students should increase, as well as the percentage of students who make gains on all state assessments; including those in the bottom quartile. 1a

G071830

**Targets Supported** 1b

Indicator	Annual Target
FCAT 2.0 Science Proficiency	35.0
FSA Mathematics - Achievement	36.0
FSA English Language Arts - Achievement	38.0

**Resources Available to Support the Goal** 2

- Academic coaches and lead teachers
- Common planning with Professional Learning Communities.
- School-wide professional development on Early Release days.
- District specialist support.
- Title I funds.

**Targeted Barriers to Achieving the Goal** 3

- Teachers do not scaffold higher-order questions effectively in all lessons.
- .Lack of student motivation
- High percentage of new and novice teachers every year.
- Knowledge and implementation of new curricula.

**Plan to Monitor Progress Toward G2.** 8

Increase student achievement from Curriculum Guide Assessment baselines to interim Curriculum Guide Assessment from September to May 2016.

Increase student achievement on weaker benchmarks using the Florida Continuous Improvement Model as measured by focus lesson mini-assessments; iReady Data; Achieve3000 data; from September to May 2016.

**Person Responsible**

Jackie Simmons

**Schedule**

Quarterly, from 8/24/2015 to 6/10/2016

**Evidence of Completion**

Curriculum Guide Assessment data, iReady Data; Achieve3000 data; focus lesson data

## Action Plan for Improvement

For each strategy selected in the plan to reduce a targeted barrier to a strategic goal, this section lists the rationale for that strategy (i.e., why the school believes it will reduce the barrier) and the action steps that have been identified as necessary to implementing the strategy, including details such as the point person, timing and duration, and evidence of completion. At the end of each set of action steps is the plan for monitoring the implementation and effectiveness of the respective strategy.

### Problem Solving Key

**G** = Goal                      **B** =  
Barrier                      **S** = Strategy

**1** = Problem Solving Step       S123456 = Quick Key

**G1.** If the school can increase positive perceptions/feelings of students about the school, then there will be a more positive school climate and culture. **1**

 G071829

**G1.B1** Negative actions taken by students which lead to negative perceptions of the school by parents and the community. **2**

 B187248

**G1.B1.S1** Implement the use of a positive behavior intervention system, such as the HERO system to reinforce positive behaviors. **4**

 S198715

### Strategy Rationale

If students are rewarded for positive behaviors then they will be more likely to reduce the number of negative behaviors. In addition, other students will take notice of those being rewarded for positive behaviors and begin to do the same to receive rewards. This will in turn reduce the number of negative actions taken by students and eliminate the negative perceptions of the school by parents and the community.

### Action Step 1 **5**

Implement a positive behavior intervention system, such as HERO, and train teachers on its purpose and how to effectively use the system.

#### Person Responsible

Darrell Bibbins

#### Schedule

On 6/3/2016

#### Evidence of Completion

Mr. Bibbins will conduct training for teachers on the HERO system and have teachers sign in. Mr. Bibbins will also monitor the number of HERO points given to students and rewards will be given to students based on those points.

**Plan to Monitor Fidelity of Implementation of G1.B1.S1** 6

Keep track of HERO points for each student and set up rewards to give to students on a periodic basis.

**Person Responsible**

Darrell Bibbins

**Schedule**

Monthly, from 9/14/2015 to 6/3/2016

***Evidence of Completion***

Keep a log of what rewards students received.

**Plan to Monitor Effectiveness of Implementation of G1.B1.S1** 7

Monitor the number of discipline referrals written

**Person Responsible**

Darrell Bibbins

**Schedule**

Monthly, from 9/14/2015 to 6/3/2016

***Evidence of Completion***

Keep a log of the number of discipline referrals written and graph that information to determine the trend.

**G2.** If the school implements the four pillars of instruction (which include student engagement, demonstrating understanding, taking ownership of work, and rigorous instruction), then the percentage of proficient students should increase, as well as the percentage of students who make gains on all state assessments; including those in the bottom quartile. 1

G071830

**G2.B1** Teachers do not scaffold higher-order questions effectively in all lessons. 2

B187249

**G2.B1.S1** During common planning have teachers use Webb's Depth of Knowledge to select higher-order questions that have been included in the curriculum guides. 4

S198716

### Strategy Rationale

Research shows that effective questioning techniques improves comprehension.

### Action Step 1 5

Reading Coach will model how to effectively use Webb's DOK in professional development.

#### Person Responsible

Stephanie Johnson-Hart

#### Schedule

On 5/25/2016

#### Evidence of Completion

Scripted higher-order thinking questions on teacher lesson plans

### Plan to Monitor Fidelity of Implementation of G2.B1.S1 6

Monitor lesson plans; conduct classroom walkthroughs and observations

#### Person Responsible

Jackie Simmons

#### Schedule

Monthly, from 9/23/2015 to 5/25/2016

#### Evidence of Completion

Lesson plans; classroom walkthrough observation forms, Accountable talk; Shared Inquiry



**Plan to Monitor Effectiveness of Implementation of G2.B1.S1** 7

Achieve 3000 scores; interim CGA results/data; and focus lesson mini assessments

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Quarterly, from 9/2/2015 to 5/25/2016

**Evidence of Completion**

To increase the level of mastery on the Diagnostic Assessment of Reading (DAR) interim Curriculum Guide Assessments; and the FSA.

**G2.B1.S2** School-wide professional development on how to scaffold higher-order questions. 4

 S198717

**Strategy Rationale**

This would ensure that teachers have the tools necessary to plan higher-order questions for their lessons.

**Action Step 1** 5

Plan and implement professional development on how to scaffold higher-order questions.

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

On 5/25/2016

**Evidence of Completion**

sign-in sheet; exit slip;; feedback forms

**Plan to Monitor Fidelity of Implementation of G2.B1.S2** 6

lesson plans; classroom walkthroughs

**Person Responsible**

Jackie Simmons

**Schedule**

Quarterly, from 8/24/2015 to 6/10/2016

**Evidence of Completion**

Lesson plans; classroom walkthrough observation forms; admin-teacher feedback forms; faculty discourse

**Plan to Monitor Effectiveness of Implementation of G2.B1.S2** 7

Teacher feedback/evaluation of professional development

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Biweekly, from 9/9/2015 to 5/25/2016

**Evidence of Completion**

Feedback forms

**G2.B1.S3** Content area teachers will engage in collaborative planning. 4

S198718

**Strategy Rationale**

Collaborating with content-area teachers provides an opportunity for brainstorming and ensures that all teachers are using higher-order questions and strategies to stretch students' thinking.

**Action Step 1** 5

Collaborative planning

**Person Responsible**

Jackie Simmons

**Schedule**

Weekly, from 8/24/2015 to 6/10/2016

**Evidence of Completion**

Professional Learning Community Agendas, administrator, and coach attendance.

**Plan to Monitor Fidelity of Implementation of G2.B1.S3** 6

Academic coaches will participate in and facilitate common planning weekly; administrators will visit common planning on an as-needed basis.

**Person Responsible**

Jackie Simmons

**Schedule**

Weekly, from 8/18/2014 to 6/5/2015

**Evidence of Completion**

PLC agendas, lesson plans and observation of common planning; exit slips

**Plan to Monitor Effectiveness of Implementation of G2.B1.S3 7**

Review lesson plans for evidence of common planning; Look at CGA baseline data

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Monthly, from 8/18/2014 to 6/5/2015

**Evidence of Completion**

Lesson plans aligned to state standards and demonstrate evidence of higher-order questions.

**G2.B2 .Lack of student motivation 2**

 B187250

**G2.B2.S1** Content-area professional development on teacher implementation of engaging classroom activities. 4

 S198719

**Strategy Rationale**

Provide teachers with content-area specific activities to keep students engaged in the lesson.

**Action Step 1 5**

Plan and implement school-wide professional development on teacher implementation of engaging classroom activities.

**Person Responsible**

Jackie Simmons

**Schedule**

Quarterly, from 9/9/2015 to 5/25/2016

**Evidence of Completion**

sign-in sheets; exit slips

**Plan to Monitor Fidelity of Implementation of G2.B2.S1** 6

Review common planning agenda

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Weekly, from 9/2/2015 to 5/25/2016

***Evidence of Completion***

Common planning agenda

**Plan to Monitor Effectiveness of Implementation of G2.B2.S1** 7

Classroom walkthroughs and observations

**Person Responsible**

Jackie Simmons

**Schedule**

Weekly, from 9/3/2015 to 6/10/2016

***Evidence of Completion***

Classroom walkthrough and observation forms that will focus on activities developed; admin-teacher feedback forms

**G2.B2.S2** Increase use of technology in the classroom. 4

S198720

**Strategy Rationale**

Students are inundated with technology outside of the classroom. Providing teachers with technology in the classroom will help increase student engagement.

**Action Step 1** 5

Teachers infuse technology into their daily lessons.

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Daily, from 8/25/2015 to 6/10/2016

**Evidence of Completion**

Lesson plans; classroom walk-through;

**Plan to Monitor Fidelity of Implementation of G2.B2.S2** 6

Classroom observations and lesson plans

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Weekly, from 8/24/2015 to 6/10/2016

**Evidence of Completion**

classroom walkthrough feedback forms and teacher lesson plans.

**Plan to Monitor Effectiveness of Implementation of G2.B2.S2 7**

Administrators and academic coaches conduct classroom walkthroughs to monitor student engagement as a result of technology.

**Person Responsible**

Jackie Simmons

**Schedule**

Weekly, from 9/3/2015 to 9/3/2015

**Evidence of Completion**

Classroom walkthrough observation forms; admn-teacher feedback form; coach-teacher feedback form

**G2.B2.S3 Encourage teachers to build rapport with students. 4**

 S198721

**Strategy Rationale**

Rapport with students creates a positive learning environment and increases student engagement.

**Action Step 1 5**

Distributing tips on building relationships with students.

**Person Responsible**

Esther Seward

**Schedule**

On 8/20/2015

**Evidence of Completion**

Powerpoint; list of tips; agenda

**Plan to Monitor Fidelity of Implementation of G2.B2.S3** 6

Classroom walkthroughs to observe rapport with students

**Person Responsible**

Esther Seward

**Schedule**

Weekly, from 8/24/2015 to 6/10/2016

***Evidence of Completion***

Classroom observation/walkthrough forms; admin-teacher feedback forms

**Plan to Monitor Effectiveness of Implementation of G2.B2.S3** 7

anonymous student surveys

**Person Responsible**

Esther Seward

**Schedule**

Quarterly, from 9/9/2015 to 6/10/2016

***Evidence of Completion***

Surveys and teacher reflection forms.



**G2.B3** High percentage of new and novice teachers every year. 2

B187251

**G2.B3.S1** Pairing new and novice teachers with effective mentors. 4

S198722

**Strategy Rationale**

Mentoring provides a support system for teachers and can help prevent them from becoming overwhelmed.

**Action Step 1** 5

Select effective teachers to be mentors for new teachers

**Person Responsible**

Esther Seward

**Schedule**

Quarterly, from 8/17/2015 to 6/10/2016

**Evidence of Completion**

MINT documentation

**Plan to Monitor Fidelity of Implementation of G2.B3.S1** 6

Monitor mentoring relationship between mentor and mentee

**Person Responsible**

Esther Seward

**Schedule**

Quarterly, from 8/17/2015 to 6/10/2016

**Evidence of Completion**

MINT documentation

**Plan to Monitor Effectiveness of Implementation of G2.B3.S1** 7

Conferences with mentors and mentees

**Person Responsible**

Esther Seward

**Schedule**

Quarterly, from 8/17/2014 to 6/10/2016

**Evidence of Completion**

Records of conferences/MINT documentation

**G2.B3.S2** Allowing new and novice teachers opportunities to observe other teachers. 4

 S198723

**Strategy Rationale**

Exposing teachers to model classrooms provides them the opportunity to develop ways to effectively implement teaching strategies in their own classroom.

**Action Step 1** 5

Identify model classrooms

**Person Responsible**

Jackie Simmons

**Schedule**

Annually, from 9/14/2015 to 5/25/2016

**Evidence of Completion**

Observations and classroom walk-throughs

**Plan to Monitor Fidelity of Implementation of G2.B3.S2** 6

Reviewing teacher feedback and reflection documentation after observation

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Quarterly, from 8/24/2015 to 5/25/2016

***Evidence of Completion***

teacher feedback and reflection forms

**Plan to Monitor Effectiveness of Implementation of G2.B3.S2** 7

Classroom observations - did teachers take skills observed back and implement them into their classroom?

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Semiannually, from 8/24/2015 to 5/25/2016

***Evidence of Completion***

Classroom observation and feedback forms

**G2.B3.S3** Increase positive reinforcement and recognition of all teachers. 4

S198724

**Strategy Rationale**

Encouraging new and novice teachers helps build morale and maintain a positive school environment.

**Action Step 1** 5

Administrators consistently provide positive verbal recognition

**Person Responsible**

Jackie Simmons

**Schedule**

Biweekly, from 9/9/2015 to 5/25/2016

**Evidence of Completion**

observation

**Action Step 2** 5

Distribute Wildcat Wonder awards monthly

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Monthly, from 8/18/2014 to 6/5/2015

**Evidence of Completion**

Agendas from Early Release; certificates

**Plan to Monitor Fidelity of Implementation of G2.B3.S3** 6

Principal collaboration in administrator meeting regarding positive feedback for teachers

**Person Responsible**

Jackie Simmons

**Schedule**

Monthly, from 9/9/2015 to 5/25/2016

**Evidence of Completion**

Administrator meeting agendas.

**Plan to Monitor Effectiveness of Implementation of G2.B3.S3 7**

Have all faculty and staff complete school climate survey

**Person Responsible**

Jackie Simmons


**Schedule**

Semiannually, from 8/24/2015 to 6/10/2016

**Evidence of Completion**

School climate survey data.

**G2.B4 Knowledge and implementation of new curricula. 2**

 B187252

**G2.B4.S1** Continuous professional development during professional learning communities (and District trainings) with the support of district specialists. 4

 S198725

**Strategy Rationale**

This will continue to develop the skills necessary to implement the curricula effectively.

**Action Step 1 5**

Teachers attend all available trainings on new curricula

**Person Responsible**

Jackie Simmons

**Schedule**

Annually, from 8/17/2015 to 6/10/2016

**Evidence of Completion**

district sign-in sheets and PD points

**Action Step 2** 5

Academic coaches meet with teachers on a weekly basis during Professional Learning Communities

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Weekly, from 8/18/2014 to 6/5/2015

**Evidence of Completion**

PLC agendas

**Plan to Monitor Fidelity of Implementation of G2.B4.S1** 6

Administrators will attend PLCs, monitor PLC agendas, inform staff of District wide trainings, and have staff reflect on district trainings.

**Person Responsible**

Jackie Simmons

**Schedule**

Weekly, from 8/17/2015 to 6/10/2016

**Evidence of Completion**

PLC agendas, observation of PLCs, district training sign-in sheets and share-outs.

**Plan to Monitor Effectiveness of Implementation of G2.B4.S1** 7

Observe implementation of new curriculum in the classrooms

**Person Responsible**

Jackie Simmons

**Schedule**

Monthly, from 8/18/2014 to 6/5/2015

**Evidence of Completion**

classroom walkthroughs and observations; coaches model how to implement the new curriculum during PLC, coaching cycle, and co-teaching opportunities.

**G2.B4.S2** Common planning with academic coaches. 4

S198726

**Strategy Rationale**

This provides a small group environment to problem-solve, ask questions, and collaborate in order to create effective lesson plans aligned to the new curricula.

**Action Step 1** 5

Academic coaches meet with enrichment teachers weekly during common planning

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Weekly, from 8/24/2015 to 6/10/2016

**Evidence of Completion**

PLC agendas

**Plan to Monitor Fidelity of Implementation of G2.B4.S2** 6

Administrators ensure that a coach or administrator is facilitating common planning with each subject area once per week.

**Person Responsible**

Jackie Simmons

**Schedule**

Weekly, from 8/24/2015 to 6/10/2016

**Evidence of Completion**

PLC agendas and participation in PLCs weekly

**Plan to Monitor Effectiveness of Implementation of G2.B4.S2 7**

Data chats to review student data and discuss what works and what needs improvement;  
classroom walkthrough observations

**Person Responsible**

Stephanie Johnson-Hart

**Schedule**

Quarterly, from 8/24/2015 to 6/10/2016

**Evidence of Completion**

Data chat logs, data notebooks, classroom walkthrough observatoins

**Appendix 1: Implementation Timeline**

*Action steps and monitoring activities identified in the SIP as necessary to achieve the school's goals.*

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
G1.B1.S1.A1	Implement a positive behavior intervention system, such as HERO, and train teachers on its purpose and how to effectively use the system.	Bibbins, Darrell	9/14/2015	Mr. Bibbins will conduct training for teachers on the HERO system and have teachers sign in. Mr. Bibbins will also monitor the number of HERO points given to students and rewards will be given to students based on those points.	6/3/2016 one-time
G2.B1.S1.A1	Reading Coach will model how to effectively use Webb's DOK in professional development.	Johnson-Hart, Stephanie	9/23/2015	Scripted higher-order thinking questions on teacher lesson plans	5/25/2016 one-time
G2.B1.S2.A1	Plan and implement professional development on how to scaffold higher-order questions.	Johnson-Hart, Stephanie	9/23/2015	sign-in sheet; exit slip;; feedback forms	5/25/2016 one-time
G2.B1.S3.A1	Collaborative planning	Simmons, Jackie	8/24/2015	Professional Learning Community Agendas, administrator, and coach attendance.	6/10/2016 weekly
G2.B2.S1.A1	Plan and implement school-wide professional development on teacher implementation of engaging classroom activities.	Simmons, Jackie	9/9/2015	sign-in sheets; exit slips	5/25/2016 quarterly
G2.B2.S2.A1	Teachers infuse technology into their daily lessons.	Johnson-Hart, Stephanie	8/25/2015	Lesson plans; classroom walk-through;	6/10/2016 daily
G2.B2.S3.A1	Distributing tips on building relationships with students.	Seward, Esther	8/20/2015	Powerpoint; list of tips; agenda	8/20/2015 one-time
G2.B3.S1.A1	Select effective teachers to be mentors for new teachers	Seward, Esther	8/17/2015	MINT documentation	6/10/2016 quarterly
G2.B3.S2.A1	Identify model classrooms	Simmons, Jackie	9/14/2015	Observations and classroom walk-throughs	5/25/2016 annually
G2.B3.S3.A1	Administrators consistently provide positive verbal recognition	Simmons, Jackie	9/9/2015	observation	5/25/2016 biweekly
G2.B4.S1.A1	Teachers attend all available trainings on new curricula	Simmons, Jackie	8/17/2015	district sign-in sheets and PD points	6/10/2016 annually
G2.B4.S2.A1	Academic coaches meet with enrichment teachers weekly during common planning	Johnson-Hart, Stephanie	8/24/2015	PLC agendas	6/10/2016 weekly



**Duval - 2441 - Highlands Middle School - 2015-16 SIP**  
*Highlands Middle School*

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
G2.B3.S3.A2	Distribute Wildcat Wonder awards monthly	Johnson-Hart, Stephanie	8/18/2014	Agendas from Early Release; certificates	6/5/2015 monthly
G2.B4.S1.A2	Academic coaches meet with teachers on a weekly basis during Professional Learning Communities	Johnson-Hart, Stephanie	8/18/2014	PLC agendas	6/5/2015 weekly
G1.MA1	Results from the District Parent Survey	Simmons, Jackie	2/1/2016	The District Parent Surveys, the Gallup Survey, and reports from the HERO system will be collected.	5/31/2016 one-time
G1.B1.S1.MA1	Monitor the number of discipline referrals written	Bibbins, Darrell	9/14/2015	Keep a log of the number of discipline referrals written and graph that information to determine the trend.	6/3/2016 monthly
G1.B1.S1.MA1	Keep track of HERO points for each student and set up rewards to give to students on a periodic basis.	Bibbins, Darrell	9/14/2015	Keep a log of what rewards students received.	6/3/2016 monthly
G2.MA1	Increase student achievement from Curriculum Guide Assessment baselines to interim Curriculum Guide Assessment from September to May 2016. Increase student achievement on weaker benchmarks using the Florida Continuous Improvement Model as measured by focus lesson mini-assessments; iReady Data; Achieve3000 data; from September to May 2016.	Simmons, Jackie	8/24/2015	Curriculum Guide Assessment data, iReady Data; Achieve3000 data; focus lesson data	6/10/2016 quarterly
G2.B1.S1.MA1	Achieve 3000 scores; interim CGA results/data; and focus lesson mini assessments	Johnson-Hart, Stephanie	9/2/2015	To increase the level of mastery on the Diagnostic Assessment of Reading (DAR) interim Curriculum Guide Assessments; and the FSA.	5/25/2016 quarterly
G2.B1.S1.MA1	Monitor lesson plans; conduct classroom walkthroughs and observations	Simmons, Jackie	9/23/2015	Lesson plans; classroom walkthrough observation forms, Accountable talk; Shared Inquiry	5/25/2016 monthly
G2.B2.S1.MA1	Classroom walkthroughs and observations	Simmons, Jackie	9/3/2015	Classroom walkthrough and observation forms that will focus on activities developed; admin-teacher feedback forms	6/10/2016 weekly
G2.B2.S1.MA1	Review common planning agenda	Johnson-Hart, Stephanie	9/2/2015	Common planning agenda	5/25/2016 weekly
G2.B3.S1.MA1	Conferences with mentors and mentees	Seward, Esther	8/17/2014	Records of conferences/MINT documentation	6/10/2016 quarterly
G2.B3.S1.MA1	Monitor mentoring relationship between mentor and mentee	Seward, Esther	8/17/2015	MINT documentation	6/10/2016 quarterly
G2.B4.S1.MA1	Observe implementation of new curriculum in the classrooms	Simmons, Jackie	8/18/2014	classroom walkthroughs and observations; coaches model how to implement the new curriculum during PLC, coaching cycle, and co-teaching opportunities.	6/5/2015 monthly
G2.B4.S1.MA1	Administrators will attend PLCs, monitor PLC agendas, inform staff of District wide trainings, and have staff reflect on district trainings.	Simmons, Jackie	8/17/2015	PLC agendas, observation of PLCs, district training sign-in sheets and share-outs.	6/10/2016 weekly
G2.B1.S2.MA1	Teacher feedback/evaluation of professional development	Johnson-Hart, Stephanie	9/9/2015	Feedback forms	5/25/2016 biweekly
G2.B1.S2.MA1	lesson plans; classroom walkthroughs	Simmons, Jackie	8/24/2015	Lesson plans; classroom walkthrough observation forms; admin-teacher feedback forms; faculty discourse	6/10/2016 quarterly
G2.B2.S2.MA1	Administrators and academic coaches conduct classroom walkthroughs to monitor student engagement as a result of technology.	Simmons, Jackie	9/3/2015	Classroom walkthrough observation forms; admn-teacher feedback form; coach-teacher feedback form	9/3/2015 weekly

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
G2.B2.S2.MA1	Classroom observations and lesson plans	Johnson-Hart, Stephanie	8/24/2015	classroom walkthrough feedback forms and teacher lesson plans.	6/10/2016 weekly
G2.B3.S2.MA1	Classroom observations - did teachers take skills observed back and implement them into their classroom?	Johnson-Hart, Stephanie	8/24/2015	Classroom observation and feedback forms	5/25/2016 semiannually
G2.B3.S2.MA1	Reviewing teacher feedback and reflection documentation after observation	Johnson-Hart, Stephanie	8/24/2015	teacher feedback and reflection forms	5/25/2016 quarterly
G2.B4.S2.MA1	Data chats to review student data and discuss what works and what needs improvement; classroom walkthrough observations	Johnson-Hart, Stephanie	8/24/2015	Data chat logs, data notebooks, classroom walkthrough observations	6/10/2016 quarterly
G2.B4.S2.MA1	Administrators ensure that a coach or administrator is facilitating common planning with each subject area once per week.	Simmons, Jackie	8/24/2015	PLC agendas and participation in PLCs weekly	6/10/2016 weekly
G2.B1.S3.MA1	Review lesson plans for evidence of common planning; Look at CGA baseline data	Johnson-Hart, Stephanie	8/18/2014	Lesson plans aligned to state standards and demonstrate evidence of higher-order questions.	6/5/2015 monthly
G2.B1.S3.MA1	Academic coaches will participate in and facilitate common planning weekly; administrators will visit common planning on an as-needed basis.	Simmons, Jackie	8/18/2014	PLC agendas, lesson plans and observation of common planning; exit slips	6/5/2015 weekly
G2.B2.S3.MA1	anonymous student surveys	Seward, Esther	9/9/2015	Surveys and teacher reflection forms.	6/10/2016 quarterly
G2.B2.S3.MA1	Classroom walkthroughs to observe rapport with students	Seward, Esther	8/24/2015	Classroom observation/walkthrough forms; admin-teacher feedback forms	6/10/2016 weekly
G2.B3.S3.MA1	Have all faculty and staff complete school climate survey	Simmons, Jackie	8/24/2015	School climate survey data.	6/10/2016 semiannually
G2.B3.S3.MA1	Principal collaboration in administrator meeting regarding positive feedback for teachers	Simmons, Jackie	9/9/2015	Administrator meeting agendas.	5/25/2016 monthly

## Appendix 2: Professional Development and Technical Assistance Outlines

*Professional development opportunities and technical assistance items identified in the SIP as action steps to achieve the school's goals.*

## Professional Development Opportunities

*Professional development opportunities identified in the SIP as action steps to achieve the school's goals.*

**G1.** If the school can increase positive perceptions/feelings of students about the school, then there will be a more positive school climate and culture.

**G1.B1** Negative actions taken by students which lead to negative perceptions of the school by parents and the community.

**G1.B1.S1** Implement the use of a positive behavior intervention system, such as the HERO system to reinforce positive behaviors.

### PD Opportunity 1

Implement a positive behavior intervention system, such as HERO, and train teachers on its purpose and how to effectively use the system.

**Facilitator**

Mr. Bibbins

**Participants**

All teachers

**Schedule**

On 6/3/2016

**G2.** If the school implements the four pillars of instruction (which include student engagement, demonstrating understanding, taking ownership of work, and rigorous instruction), then the percentage of proficient students should increase, as well as the percentage of students who make gains on all state assessments; including those in the bottom quartile.

**G2.B1** Teachers do not scaffold higher-order questions effectively in all lessons.

**G2.B1.S2** School-wide professional development on how to scaffold higher-order questions.

**PD Opportunity 1**

Plan and implement professional development on how to scaffold higher-order questions.

**Facilitator**

Academic coaches

**Participants**

All teachers

**Schedule**

On 5/25/2016

**G2.B1.S3** Content area teachers will engage in collaborative planning.

**PD Opportunity 1**

Collaborative planning

**Facilitator**

Academic Coaches & Administrators

**Participants**

All content-area teachers

**Schedule**

Weekly, from 8/24/2015 to 6/10/2016

**G2.B2** .Lack of student motivation

**G2.B2.S1** Content-area professional development on teacher implementation of engaging classroom activities.

**PD Opportunity 1**

Plan and implement school-wide professional development on teacher implementation of engaging classroom activities.

**Facilitator**

Academic coaches

**Participants**

All teachers

**Schedule**

Quarterly, from 9/9/2015 to 5/25/2016

**G2.B2.S2** Increase use of technology in the classroom.

**PD Opportunity 1**

Teachers infuse technology into their daily lessons.

**Facilitator**

Collaboration Solutions, Inc.

**Participants**

All ELA/Reading and Math teachers

**Schedule**

Daily, from 8/25/2015 to 6/10/2016

**G2.B2.S3** Encourage teachers to build rapport with students.

**PD Opportunity 1**

Distributing tips on building relationships with students.

**Facilitator**

**Participants**

**Schedule**

On 8/20/2015

**G2.B4** Knowledge and implementation of new curricula.

**G2.B4.S1** Continuous professional development during professional learning communities (and District trainings) with the support of district specialists.

**PD Opportunity 1**

Teachers attend all available trainings on new curricula

**Facilitator**

District Specialists/Directors

**Participants**

All content area teachers

**Schedule**

Annually, from 8/17/2015 to 6/10/2016