

Polk County Public Schools

# Highland City Elementary School



2015-16 School Improvement Plan

## Highland City Elementary School

5355 9TH STREET SE, Highland City, FL 33846

[http://schools.polk-fl.net/highland\\_city](http://schools.polk-fl.net/highland_city)

### 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)
Elementary	No	50%

<b>Alternative/ESE Center</b>	<b>Charter School</b>	<b>2015-16 Minority Rate</b> (Reported as Non-white on Survey 2)
No	No	41%

### 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>	C*	D	C	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 is pending approval by the Polk County School Board.

### 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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## Table of Contents

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<b>Purpose and Outline of the SIP</b>	<b>4</b>
<b>Differentiated Accountability</b>	<b>5</b>
<b>Current School Status</b>	<b>8</b>
<b>8-Step Planning and Problem Solving Implementation</b>	<b>18</b>
Goals Summary	18
Goals Detail	18
Action Plan for Improvement	21
<b>Appendix 1: Implementation Timeline</b>	<b>26</b>
<b>Appendix 2: Professional Development and Technical Assistance Outlines</b>	<b>27</b>
Professional Development Opportunities	28
Technical Assistance Items	29
<b>Appendix 3: Budget to Support Goals</b>	<b>0</b>

## 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
Focus	3	<a href="#">Ella Thompson</a>
Former F	Turnaround Status	
No		





## Part I: Current School Status

### Supportive Environment

#### School Mission and Vision

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

Our students, staff and community will be part of a learning society where everyone makes progress in mastering skills, knowledge, and processes that will be necessary if our children are to be empowered members of a democratic society. Parents, community and the school will strive to work together to help the children grow educationally, physically, emotionally and socially while strengthening the values of our community.

The Mission of Highland City Elementary is to provide a safe, nurturing learning environment where all stakeholders take responsibility for students reaching their highest potential. This will be accomplished through focused, relevant professional development which ensures a highly qualified staff; providing the students with high quality instruction which will result in increased academic learning gains for all students; and ensuring that the school is part of the community and the community is part of the school.

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

Our vision for Highland City Elementary is for each student to master the skills necessary to progress as lifelong learners who will become responsible citizens of our society. .

#### School Environment

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

To effectively describe how we build relationships, we need to first give you historical background information on Highland City Elementary. Highland City Elementary, formerly known as Haskell School, was established in 1922, serving grades 1-12 in a rural area in Polk County formerly known as Haskell. In 1925, Haskell was incorporated and the name was changed to Highland City therefore the name of the school was changed to Highland City School. A new addition was built to the school that same year almost doubling the size of the school. In 1926 the school had its first graduation, recognizing five graduating seniors. In 1928 the school burned down and a new school was built in 1929 on the same site which contained 8 classrooms. At this time the school became a grades 1-9 school. In 1969 the school became a K-5 school with an enrollment of 271 students.

Highland City Elementary School has been under the leadership of 13 principals during its 93 years of existence. Through name changes, fire, grade configuration changes, boundary changes, and area growth the Highland City Elementary School has remained the backbone of this proud and historic community. The school continues to be an educational leader and sets the standard for academic excellence.

We are one of the last true neighborhood schools in our district. Most of our students live within a 2 mile radius of our school. Many students who attend here are 2nd and 3rd generation students. The community strongly supports our school and we support our community. We work hard to know each student as an individual which starts with our administration being able to call each student by name. Visitors who walk onto our campus notice immediately the warm and friendly feeling that evokes from our school. Teachers hold parent/teacher/student conferences early in the school year to establish a strong working relationship.

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



As mentioned previously, our school is a small community school. Our administration knows each student by name and they greet the students each morning as they enter the campus. Our students follow set routines for before, during and after school to ensure their safety. Our campus is a locked campus from 8:00-3:00 with only one available entrance through the front office. We have school-wide security cameras located in 15 various locations on the campus, with live feed available to the administration from their computers. When students travel on campus we follow the "buddy" system where students always travel in groups of 2 or 3 depending on the situation. We instill in our students the school's four B's....Be Respectful, Be Cooperative, Be Responsible and Be a Problem Solver. All of our expectations of behavior follow under the four B's to create an environment of safety and respect.

**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**

Our schoolwide behavioral system is based on our school's "Four B's". Where students are expected to Be Respectful, Be Cooperative, Be Responsible and Be a Problem Solver. Students are recognized for following the four B's by earning "Gold Tickets". The gold tickets are a two part card where the student takes home one side and the second side is entered in a gold ticket box in the office. Once a week 20 gold tickets are pulled from the box, their name is called over the intercom and the student comes to the office to select a book on their level to keep. We work hard to catch students being good all over campus and give out gold tickets where their good choices are rewarded and recognized. If a student has made a bad choice concerning behavior, teachers communicate with the parent via agenda planner, phone calls, emails and parent conferences. If a behavior continues to disrupt the learning environment after the teacher and parent have communicated, then a visit to see the assistant principal or principal is arranged to work with the child and his/her behaviors.

**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**

Our school counselor is available at all times to meet with teachers, students and parents to provide assistance and offer suggestions for outside support depending upon the situation. Our district also provides assistance to students who are considered homeless through the Hearth Project where food, supplies and transportation is provided to students who are in need. We have a mentoring project in place where volunteers are matched with students to provide additional academic support.

### **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**

Our school receives reports from the Early Warning System monthly to alert us on various issues a student may be having difficulty with. In the Early Warning System notification, we receive reports concerning attendance (attendance below 90%), discipline (one or more suspensions), and course failure in ELA or Math. We utilize the data to monitor students who are showing up on the warning system and take proper action to improve the students' attendance, behavior, or academic level of success.

**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
Attendance below 90 percent		
One or more suspensions		
Course failure in ELA or Math		
Level 1 on statewide assessment		
Over age		
Level 1 statewide math		

**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**

The Principal and Assistant Principal receive the generated early warning system notifications. The students who are listed on the report are monitored closely. If the problem is concerning attendance, the assistant principal works with the parent and school social worker to help resolve issues that are causing the attendance problems. If the warning is due to academic levels, the administration team meets with the classroom teacher of the student to determine if proper interventions are in place to improve student achievement. If the academic problem continues then the MTSS committee will meet with the teacher and parent to discuss additional steps needed to improve student achievement. If the problem is due to discipline issues, the Principal and parent work closely together to create a plan to improve the student's behavior.

**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?**

No

**PIP Link**

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

**Description**

To keep parents informed about their child's academic progress we strongly encourage our parents to sign up for the Parent Portal where they can monitor grades and discipline. Parents also receive an interim report on their child's progress every 9 weeks beginning the 4th week of school, and a Report Card distributed every 9 weeks. To increase family involvement, our school distributes a monthly newsletter to all of our parents and stakeholders in the community to keep them informed on academic information for each grade level, parent involvement activities, and school news. We also have an informative school website where many resources are listed to encourage family involvement in their student's education. We have monthly "spirit night" events sponsored by our PTA, twice annual PE Family Fun Nights, Open House in September, the Winter Bazaar in December and our school carnival in the spring to encourage parents to be involved in our school community.

**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**

Highland City Elementary is fortunate in that we have a local shopping plaza, The Highland City Town Square where Publix, MidFlorida Credit Union, Bamboo Wok, Gators Dockside, Palace Pizza and the Verizon Store are all business partners. Publix and MidFlorida Union are gracious in that they allow our students to take a "walking" field trip to visit their business. During the field trip, students learn first hand how these businesses work to support our community. Bamboo Wok, Gators Dockside and Palace Pizza have all contributed to our Spirit Nights where they donate a percentage of the sales during the event to our PTA. The Verizon Store gave away approximately 200 backpacks filled with school supplies before school started in August. Two local churches, TBA Church and First Baptist Church of Highland City provide supplies and food for our families in need. The TBA Church is currently working to create an after school program to assist students with homework free of charge.

**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
Roberts, Christopher	Principal
Tyre, Shawn	Assistant Principal
Legg, Cheri	Teacher, K-12
Boyette, Chelsea	Teacher, ESE
Brennan, Chris	Instructional Coach
Childress, Frank	Teacher, K-12
Horvatin, Jen	Teacher, K-12
Pearce, Mary	Instructional Technology
Strain, Lee	Teacher, K-12
Tebo, Vivian	Teacher, K-12
Teston, Stacy	Teacher, K-12
Blackwelder, Kathleen	Teacher, K-12

**Duties**

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

Principal, Chris Roberts: The Principal provides a common vision for the use of data-based decision –making, models the Problem Solving Process; supervises the development of a strong infrastructure for implementation of MTSS; ensures that the school-based team is implementing MTSS; conducts assessment of MTSS skills of school staff; ensures implementation of intervention support and documentation; ensures and participates in adequate professional learning to support MTSS implementation; develops a culture of expectation with the school staff for the implementation of MTSS school-wide; ensures resources are assigned to those areas in most need; and communicates with parents regarding school-based MTSS plans and activities.

Assistant Principal, Shawn Tyre: Assists Principal in providing a common vision for the use of data-based decision-making, assists in the development of a strong infrastructure of resources for the

implementation of MTSS, further assists the principal in the assessment of MTSS skills, implementation of intervention support and documentation, professional learning, and communication with parents concerning MTSS plans and activities.

General Education Teachers, Cheri Legg (K), Vivian Tebo-Bennett (1), Jen Horvatin (2), Stacy Teston (3), Lee Strain and Sam Swafford (4), Kathleen Blackwelder (5) – Provides information about core instruction; participates in student data collection; delivers Tier 1 instruction/intervention; collaborates with other staff to implement Tier 2/3 interventions; and integrates Tier 1 materials/instruction with Tier 2/3 activities.

Exceptional Student Education (ESE) Teacher representative: Chelsea Boyette, Participates in student data collection, integrates core instructional activities/materials/ instruction in tiered interventions; collaborates with general education teachers.

School Psychologist, Kim Martin: Participates in collection, interpretation, and analysis of data; facilitates development of intervention plans; provides support for intervention fidelity and documentation; provides professional development and technical evaluation; assists in facilitation data-based decision making activities.

Behavior Representative (PBS), Cindy Nettles: Participates in collection, interpretation, and analysis of data; facilitates development of intervention plans; provides support for intervention fidelity and documentation; assists with professional development for behavior concerns; assists in facilitation data-based decision making activities.

Speech Language Pathologist, Amy Holloway: Educates the team in the role language plays in curriculum assessment, and instruction, as a basis for appropriate program design; assists in the selection of screening measures; and helps identify systematic patterns of student need with respect to language skills.

Guidance Counselor, Cindy Nettles: Provides quality services and expertise on issues ranging from program design to assessment and intervention with individual students. Communicates with child-serving community agencies to support the students' academic, emotional, behavioral, and social success.

Technology Specialist, Mary Pearce: Develops or brokers technology necessary to manage and display data, provides professional development and technical support to teachers and staff regarding data management and graphic display.

The Leadership Team will focus meetings on how to improve school/teacher effectiveness and student achievement using the Problem Solving Model. The team will meet at least once per month (or more frequently as needed) to engage in the following activities:

- o Review school-wide, grade level, and teacher data to problem solve needed interventions on a systemic level and identify students meeting/exceeding benchmarks as well as those at moderate or high risk for not meeting benchmarks. This will be done at least three times per year or more frequently if new data is available.
- o Assist teachers design feasible strategies and interventions for struggling students by collaborating regularly, problem solving, sharing effective practices, evaluating implementation, assist in making decisions for school, teacher, student improvement.
- o Focus on improving student achievement outcomes with evidence based interventions implemented with fidelity and frequent progress monitoring.
- o Work to foster a sense of collegiality and mutual support among educators, promote the use of evidence-based interventions, and support teachers in carrying out intervention plans.

***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***

The instructional materials inventory is maintained by our Assistant Principal. The media inventory is maintained by our Media Paraprofessional, the instructional technology inventory is maintained by our

Network Manager, and the property inventory is maintained by the Principal. Each inventory is maintained electronically. Our instructional materials are purchased by the district. Our instructional materials budget is controlled by our district. Instructional materials, technology, and property are now ordered and purchased for our school at the district level. There are limited funds at the school level for the Leadership Team to make decisions about spending. The district regional coaches as well as school-based instructional staff are utilized to provide professional development for the teachers.

### School Advisory Council (SAC)

#### Membership:

Name	Stakeholder Group
Chris Roberts	Principal
Shawn Tyre	Education Support Employee
Maria Delgado	Education Support Employee
Bryan Legg	Business/Community
Ida Mendoza	Parent
Cindy Farmer	Business/Community
John Watson	Parent
Jill Horak	Teacher

#### 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 SAC will review FCAT data, school climate surveys, and ongoing assessment data from 2013-2014 to evaluate the effectiveness of the 2013-2014 School Improvement Plan.

*Development of this school improvement plan*

The SAC will discuss and problem solve concerns related to school that deal directly with student safety and academic achievement to be addressed in the 2014-2015 School Improvement Plan. The SAC will provide input in the creation of the 2014-2015 School Improvement Plan. The SAC will review and approve the final draft provided to the State and District.

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

The SAC will provide input and approval of how School Recognition money will be used to increase student achievement.

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

NA

**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*

## Literacy Leadership Team (LLT)

### Membership:

Name	Title
Roberts, Christopher	Principal
Tyre, Shawn	Assistant Principal
Horvatin, Jen	Teacher, K-12
Teston, Stacy	Teacher, K-12
Strain, Lee	Teacher, K-12
Brennan, Chris	Instructional Coach
Groubert, Lisa	Teacher, K-12
Morris, Erin	Teacher, K-12
Avera, Linda	
Hall, Joanne	
Barlow, Lindsey	
Stampe, Christina	
Hepinstall, Julie	
Hess, Laura	
Glover, Emily	
Whatley, Erica	

### Duties

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

The LLT works to support and promote literacy within our school by meeting monthly to provide the support needed within our school. When team members meet, each member brings to the table any areas of concern or need that has been expressed by the grade level he/she represents. Members of the team work together to provide support, suggest resources and give assistance to those who are in need. This coming school year, the district has sent a district Reading Coach to our school to provide an additional layer of support for our staff.

### 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**

Common planning time is created among grade level teams to provide 50 minutes of common planning time each day. Arrangements can be made to allow time for teachers to observe in other teacher classrooms on an as needed basis. Instructional resources provided by the district are shared with all teachers to assist with planning effective instruction.

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

To recruit effective teachers to our school, we serve as a model school for local colleges and universities to place interns with our staff. When searching for an applicant to fill a position, we utilize the District's Recruitment Hiring System (RHS) to advertise positions available at the school. From the list of



candidates who have applied, the administration looks closely at the applicant's credentials to ensure they are certified-in-field before they are offered an interview. Once a new teacher has been hired, we partner the new teacher with a veteran staff member to serve as a mentor to assist them with the challenges they face. The administration conducts observations of new staff members and meets with them individually to offer suggestions on how to improve instruction within their classroom and offer supports as needed.

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

New teachers are paired with a veteran staff member on their grade level to offer the support and encouragement needed. The mentor and new teacher meet weekly to discuss any challenges the new teacher faces. Arrangements are made to cover the new teacher's class so that she can observe in her mentor's classroom on an as needed basis. Arrangements can also be made to cover the mentor's class so she can model lessons in the new teacher's classroom as needed.

## **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***

Our school utilizes resources and materials recommended and provided by our district. Our teachers follow the Learning Maps created by the district to ensure their instruction is aligned to Florida standards. CPALMS is utilized by teachers to create lessons aligned to Florida standards. District support coaches in reading, math and science visit our school and offer support and resources to assist our teachers in providing a strong instructional program aligned to the Florida 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***

Teachers utilize data from formative and summative assessments through IBTP, FAIR and ongoing assessments to determine student mastery of state standards. Teachers differentiate instruction utilizing small groups to meet the diverse needs of his/her students. Teachers use resources provided in CPALMS, Reading Wonders, Go Math, Think Central and district learning maps to provide additional instructional tools, materials and methods to meet the needs of his/her individual students. Teachers monitor student progress using weekly progress monitoring checks to determine if the instruction is meeting the student's individual needs, and make adjustments in instruction as needed to ensure student success.

##### ***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: 1,020**

Beginning in January we will provide an Extended Learning Program (ELP) for identified students in grades 3 & 4. ELP will meet two days a week for an hour each day. One day of the program will focus on improving reading comprehension skills and the second day will focus on increasing student achievement in math.

**Strategy Rationale**

The rationale behind our program is that if we provide additional time and resources to a select group of students our efforts will increase student achievement in reading and math.

**Strategy Purpose(s)**

- Core Academic Instruction

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

Roberts, Christopher, christophe.roberts@polk-fl.net

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

We will compare student's ongoing Math and Reading data from the beginning of the year to the end of the year assessments. We will also analyze the data we receive from the Florida Standards Assessment administered in late March/April.

**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**

In May Highland City Elementary hosts a program of education and awareness for the children and families of in-coming kindergarten students called "Kindergarten Big Step". A full overview of the kindergarten curriculum, expectations, as well as familiarization of the school site is offered to ensure a smooth and successful transition from home to school. Readiness materials are supplied during Kindergarten Big Step so that parents can become actively involved in their child's educational process.

Our students who are transitioning from 5th grade to middle school attend an assembly at our school site hosted by the middle school our students will attend. The representatives from the middle school discuss the importance of scoring well on the state test due to its impact on the number of electives the student can take. The middle school informs the students on the variety of electives they can choose from and offer support and guidance as the student fills out their middle school form.

**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**

We are an elementary school.

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



We are an elementary school.

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

We are an elementary school.

**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**

We are an elementary school.

## 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.** Differentiate content area instruction to meet the needs of all students and address all individual student progress monitoring plans.
  
- G2.** Teachers will engage students in meaningful and effective instructional activities in all content area aligned to the Florida Standards.

## 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. Differentiate content area instruction to meet the needs of all students and address all individual student progress monitoring plans.** 1a

G073276

**Targets Supported** 1b

Indicator	Annual Target
FSA Mathematics - Achievement	60.0
FSA English Language Arts - Achievement	68.0
FCAT 2.0 Science Proficiency	50.0

**Resources Available to Support the Goal** 2

- Instructional staff, test item specs, C-PALMS, IBTP generated questions, resource staff, curriculum maps

**Targeted Barriers to Achieving the Goal** 3

- Proper data provided and use of the data

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

Formal and informal assessments at the school, district and state level

**Person Responsible**

Christopher Roberts

**Schedule**

Monthly, from 8/24/2015 to 6/3/2016

**Evidence of Completion**

Observation, agendas, coaching logs, School based Leadership notes

**G2.** Teachers will engage students in meaningful and effective instructional activities in all content area aligned to the Florida Standards. 1a

G073277

**Targets Supported** 1b

Indicator	Annual Target
Math Gains	60.0
ELA/Reading Gains	68.0
FCAT 2.0 Science Proficiency	50.0

**Resources Available to Support the Goal** 2

- Instructional Staff
- Test Item Specs
- CPalms
- IBTP generated questions
- District Coaches

**Targeted Barriers to Achieving the Goal** 3

- Teachers are still on a learning curve in regards to the Florida Standards and the levels of complexity required.

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

We will collect data from ongoing teacher assessments, district and state assessments to determine our progress toward our goal.

**Person Responsible**

Christopher Roberts

**Schedule**

Quarterly, from 8/24/2015 to 6/15/2016

**Evidence of Completion**

Data collected from ongoing teacher assessments, district and state assessments.

## 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.** Differentiate content area instruction to meet the needs of all students and address all individual student progress monitoring plans. **1**

 G073276

**G1.B1** Proper data provided and use of the data **2**

 B191448

**G1.B1.S1** Small group instruction utilized to meet the individual needs of the students and their areas of deficiency. **4**

 S202931

### Strategy Rationale

Students will gain the skills necessary to understand concepts and be more successful academically.

### Action Step 1 **5**

Teachers will meet collaboratively and design small group instruction to meet the needs of individual students

#### Person Responsible

Christopher Roberts

#### Schedule

Daily, from 8/24/2015 to 6/3/2016

#### Evidence of Completion

RTI sheets indicating success rates, information collected from informal and formal assessments

**Action Step 2** 5

Analyze data (teacher assessments, district assessments, state assessments) to determine students who will qualify for tutoring

**Person Responsible**

Christopher Roberts

**Schedule**

Weekly, from 1/4/2016 to 4/15/2016

**Evidence of Completion**

The data collected from various assessments and teacher input will be utilized in making tutoring decisions.

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

Direct observation in the classroom, RTI sheets specifying skills being taught and success documented

**Person Responsible**

Christopher Roberts

**Schedule**

Weekly, from 8/24/2015 to 6/3/2016

**Evidence of Completion**

Data collected on Response to Intervention documentation will be monitored by administration

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

Observation of tutoring program, input from teachers providing tutoring, and results on assessments will be utilized

**Person Responsible**

Christopher Roberts

**Schedule**

Weekly, from 1/4/2016 to 4/15/2016

**Evidence of Completion**

Use data from assessments and student work samples

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

We will collect data from ongoing teacher assessments, district and state assessments to determine progress toward our goal.

**Person Responsible**

Christopher Roberts

**Schedule**

Weekly, from 8/24/2015 to 6/3/2016

***Evidence of Completion***

We will collect data from ongoing teacher assessments, district and state assessments to determine progress toward our goal.

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

Administration will observe tutoring sessions and feedback will be provided regarding effective use of high yield strategies used during tutoring sessions

**Person Responsible**

Christopher Roberts


**Schedule**

Weekly, from 1/4/2016 to 4/15/2016


***Evidence of Completion***

Collection and analysis of student work, student achievement on formal assessments

**G2.** Teachers will engage students in meaningful and effective instructional activities in all content area aligned to the Florida Standards. **1**

 G073277

**G2.B2** Teachers are still on a learning curve in regards to the Florida Standards and the levels of complexity required. **2**

 B191451

**G2.B2.S1** Teachers will participate in collaborative planning with their grade level teams twice a week to plan instruction that is aligned with the Florida Standards to meet the level of complexity required in lessons. **4**

 S202933

### **Strategy Rationale**

District curriculum coaches will attend collaborative planning sessions to support and guide teachers as they create effective instructional activities that are aligned with the Florida Standards.

### **Action Step 1** **5**

The administrative team will actively participate in collaborative planning sessions weekly to ensure teachers are planning instruction that is aligned with the Florida Standards that is at the required level of complexity to meet the rigor of the standards. When district level ELA and science coaches are available, they will attend the planning sessions as well to provide additional support and guidance.

#### **Person Responsible**

Christopher Roberts

#### **Schedule**

Weekly, from 8/27/2015 to 6/9/2016

#### **Evidence of Completion**

Learning Maps provided by the district will be utilized during collaborative planning sessions. The assistant principal will take notes and document the content discussed during the planning sessions which will be kept in a collaborative planning monitoring notebook. The administrative team will monitor implementation of rigorous instruction during observations and will provide feedback to teachers.



**Action Step 2** 5

Teacher leaders have been chosen as the district liaison for ELA, Math and Science. The teacher leaders will attend district led training throughout the year and will bring back the information to vertical teams who will then share the information with their grade level teams

**Person Responsible**

Christopher Roberts

**Schedule**

Monthly, from 8/17/2015 to 6/9/2016

***Evidence of Completion***

Agendas, sign in sheets from each vertical team meeting will be collected.

**Action Step 3** 5

Teachers will work collaboratively sharing lesson plans with each other and with the administration through the use of One Drive.

**Person Responsible**

Christopher Roberts

**Schedule**

Weekly, from 8/17/2015 to 6/9/2016

***Evidence of Completion***

Network Manager, Mary Pearce will provide professional development and then technical assistance to individuals as we move toward utilizing One Drive for Lesson Plans and Instructional Resources. Evidence of One Drive being utilized will be all the documents placed in One Drive for everyone to use.

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

The administrative team will monitor instruction and provide feedback to improve instruction. District coaches will assist the administrative team in providing additional feedback from their area of expertise.

**Person Responsible**

Christopher Roberts

**Schedule**

Weekly, from 8/27/2015 to 6/9/2016

**Evidence of Completion**

Documentation of classroom observations will be kept along with a copy of the feedback that was provided to the teachers in a notebook maintained by the administrative team.

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

Administration will monitor instruction by observing lessons looking for effective instructional activities aligned to the Florida Standards in all content areas. Feedback will be provided to teachers giving suggestions on how to improve instruction.

**Person Responsible**

Christopher Roberts

**Schedule**

Weekly, from 8/27/2015 to 6/9/2016

**Evidence of Completion**

Administration will maintain documentation of lesson observations and feedback that was provided to teachers.

**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	Teachers will meet collaboratively and design small group instruction to meet the needs of individual students	Roberts, Christopher	8/24/2015	RTI sheets indicating success rates, information collected from informal and formal assessments	6/3/2016 daily
G2.B2.S1.A1	The administrative team will actively participate in collaborative planning sessions weekly to ensure teachers are planning instruction that is aligned with the Florida Standards that is at the required level of complexity to meet the rigor of the standards. When district	Roberts, Christopher	8/27/2015	Learning Maps provided by the district will be utilized during collaborative planning sessions. The assistant principal will take notes and document the content discussed during the planning sessions which will be kept in a collaborative planning monitoring	6/9/2016 weekly

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
	level ELA and science coaches are available, they will attend the planning sessions as well to provide additional support and guidance.			notebook. The administrative team will monitor implementation of rigorous instruction during observations and will provide feedback to teachers.	
G1.B1.S1.A2	Analyze data (teacher assessments, district assessments, state assessments) to determine students who will qualify for tutoring	Roberts, Christopher	1/4/2016	The data collected from various assessments and teacher input will be utilized in making tutoring decisions.	4/15/2016 weekly
G2.B2.S1.A2	Teacher leaders have been chosen as the district liaison for ELA, Math and Science. The teacher leaders will attend district led training throughout the year and will bring back the information to vertical teams who will then share the information with their grade level teams	Roberts, Christopher	8/17/2015	Agendas, sign in sheets from each vertical team meeting will be collected.	6/9/2016 monthly
G2.B2.S1.A3	Teachers will work collaboratively sharing lesson plans with each other and with the administration through the use of One Drive.	Roberts, Christopher	8/17/2015	Network Manager, Mary Pearce will provide professional development and then technical assistance to individuals as we move toward utilizing One Drive for Lesson Plans and Instructional Resources. Evidence of One Drive being utilized will be all the documents placed in One Drive for everyone to use.	6/9/2016 weekly
G1.MA1	Formal and informal assessments at the school, district and state level	Roberts, Christopher	8/24/2015	Observation, agendas, coaching logs, School based Leadership notes	6/3/2016 monthly
G1.B1.S1.MA1	We will collect data from ongoing teacher assessments, district and state assessments to determine progress toward our goal.	Roberts, Christopher	8/24/2015	We will collect data from ongoing teacher assessments, district and state assessments to determine progress toward our goal.	6/3/2016 weekly
G1.B1.S1.MA4	Administration will observe tutoring sessions and feedback will be provided regarding effective use of high yield strategies used during tutoring sessions	Roberts, Christopher	1/4/2016	Collection and analysis of student work, student achievement on formal assessments	4/15/2016 weekly
G1.B1.S1.MA1	Direct observation in the classroom, RTI sheets specifying skills being taught and success documented	Roberts, Christopher	8/24/2015	Data collected on Response to Intervention documentation will be monitored by administration	6/3/2016 weekly
G1.B1.S1.MA3	Observation of tutoring program, input from teachers providing tutoring, and results on assessments will be utilized	Roberts, Christopher	1/4/2016	Use data from assessments and student work samples	4/15/2016 weekly
G2.MA1	We will collect data from ongoing teacher assessments, district and state assessments to determine our progress toward our goal.	Roberts, Christopher	8/24/2015	Data collected from ongoing teacher assessments, district and state assessments.	6/15/2016 quarterly
G2.B2.S1.MA1	Administration will monitor instruction by observing lessons looking for effective instructional activities aligned to the Florida Standards in all content areas. Feedback will be provided to teachers giving suggestions on how to improve instruction.	Roberts, Christopher	8/27/2015	Administration will maintain documentation of lesson observations and feedback that was provided to teachers.	6/9/2016 weekly
G2.B2.S1.MA1	The administrative team will monitor instruction and provide feedback to improve instruction. District coaches will assist the administrative team in providing additional feedback from their area of expertise.	Roberts, Christopher	8/27/2015	Documentation of classroom observations will be kept along with a copy of the feedback that was provided to the teachers in a notebook maintained by the administrative team.	6/9/2016 weekly

## 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.*

**G2.** Teachers will engage students in meaningful and effective instructional activities in all content area aligned to the Florida Standards.

**G2.B2** Teachers are still on a learning curve in regards to the Florida Standards and the levels of complexity required.

**G2.B2.S1** Teachers will participate in collaborative planning with their grade level teams twice a week to plan instruction that is aligned with the Florida Standards to meet the level of complexity required in lessons.

### PD Opportunity 1

Teacher leaders have been chosen as the district liaison for ELA, Math and Science. The teacher leaders will attend district led training throughout the year and will bring back the information to vertical teams who will then share the information with their grade level teams

#### Facilitator

Lee Strain (ELA), Stacy Teston (Math), Kathleen Blackwelder (Science)

#### Participants

All teachers

#### Schedule

Monthly, from 8/17/2015 to 6/9/2016

## Technical Assistance Items

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

**G2.** Teachers will engage students in meaningful and effective instructional activities in all content area aligned to the Florida Standards.

**G2.B2** Teachers are still on a learning curve in regards to the Florida Standards and the levels of complexity required.

**G2.B2.S1** Teachers will participate in collaborative planning with their grade level teams twice a week to plan instruction that is aligned with the Florida Standards to meet the level of complexity required in lessons.

### PD Opportunity 1

Teachers will work collaboratively sharing lesson plans with each other and with the administration through the use of One Drive.

**Facilitator**

Mary Pearce

**Participants**

All teachers

**Schedule**

Weekly, from 8/17/2015 to 6/9/2016

## Budget

<b>Budget Data</b>			
1	G1.B1.S1.A1	Teachers will meet collaboratively and design small group instruction to meet the needs of individual students	\$0.00
2	G1.B1.S1.A2	Analyze data (teacher assessments, district assessments, state assessments) to determine students who will qualify for tutoring	\$0.00
3	G2.B2.S1.A1	The administrative team will actively participate in collaborative planning sessions weekly to ensure teachers are planning instruction that is aligned with the Florida Standards that is at the required level of complexity to meet the rigor of the standards. When district level ELA and science coaches are available, they will attend the planning sessions as well to provide additional support and guidance.	\$0.00
4	G2.B2.S1.A2	Teacher leaders have been chosen as the district liaison for ELA, Math and Science. The teacher leaders will attend district led training throughout the year and will bring back the information to vertical teams who will then share the information with their grade level teams	\$0.00
5	G2.B2.S1.A3	Teachers will work collaboratively sharing lesson plans with each other and with the administration through the use of One Drive.	\$0.00

**Budget Data**

<b>Total:</b>	<b>\$0.00</b>
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