

Duval County Public Schools

# Highlands Elementary School



2016-17 Schoolwide Improvement Plan

# Highlands Elementary School

1000 DEPAUL DR, Jacksonville, FL 32218

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

## School Demographics

<b>School Type and Grades Served</b> (per MSID File)	<b>2015-16 Title I School</b>	<b>2015-16 Economically Disadvantaged (FRL) Rate</b> (as reported on Survey 3)
Elementary School PK-5	Yes	100%
<b>Primary Service Type</b> (per MSID File)	<b>Charter School</b>	<b>2018-19 Minority Rate</b> (Reported as Non-white on Survey 2)
K-12 General Education	No	86%

## School Grades History

Year	2015-16	2014-15	2013-14	2012-13
Grade	D	D*	B	B

*\*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 Duval 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 a monitoring status of "Former F" (see page 4). 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 barriers that could hinder achieving those goals and resources that could be used to eliminate or reduce barriers (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, established in [section 1008.33, Florida Statutes](#), is a statewide network of strategic support, differentiated by need according to performance data, provided to districts and schools in order to improve leadership capacity, teacher efficacy, and student outcomes. Through a data-driven planning and problem-solving process, DA field teams collaborate with district leadership to design, implement, and refine strategic goals and action plans that are documented in the SIP.

### DA Regions

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

### DA Categories

At the start of each academic year, traditional schools are classified for DA support in three categories based on the most recent school grades data available. Descriptions of each DA category along with the state support and interventions provided are set forth by [Rule 6A-1.099811, Florida Administrative Code](#):

- Not in DA – currently A, B, or C and not Monitoring Only; charter schools; ungraded schools
- Monitoring Only – currently A, B, or C that improved from a previous grade of F
- Focus – currently D
- Priority – currently F

### DA Turnaround and Monitoring Statuses

Additionally, schools in DA may be subject to a turnaround status of "Planning" or "Implementing" or a monitoring status of "Former F." These statuses are based on a school's grades history, including the current school grade:

- Former F - A school with a status of "Former F" requires the department to monitor the implementation of strategies and progress toward the goals outlined in the school improvement plan for three years following the school's improvement from a grade of F to a C or higher.
- Planning - A school with a status of "Planning" requires the district to engage stakeholders in the development of a turnaround option plan to be implemented in the following year should the school grade not improve to a C or higher.
- Implementing - A school with a status of "Implementing" requires the district to submit a turnaround plan to the State Board of Education for approval and implementation. A school remains in "Implementing" status until its school grade improves to a C or higher.

### 2016-17 DA Category and Statuses for Highlands Elementary School

DA Region and RED	DA Category and Turnaround Status
Northeast - <a href="#">Cassandra Brusca</a>	Targeted Support & Improvement - N/A

## I. Part I: Current School Status

### A. Supportive Environment

#### 1. School Mission and Vision

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

To provide educational excellence in every school, in every classroom, for every student, every day.

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

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

#### 2. School Environment

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

The school learns about students' cultures through a variety of formal and informal ways. Teachers begin the year by administering interest surveys and individual learning inventories in order to learn about the backgrounds and prior knowledge of students. In addition, teachers work to build positive rapport and relationships with their students via the establishment of a positive behavior management system in which students clearly understand the expectations and consequences. Teachers will also conduct activities with students that allow them to get to know one another and appreciate each others differences.

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

The Foundations and PBIS Teams work with members of the school to establish common area expectations as well as rituals and routines for before, during, and after school. Before school, students in grades PreK-1 sit in the Media Center and 2nd grade reports to the MultiPurpose Room to quietly read a book. Students are taught the CHAMPS which defines the conversation level, help, activity, movement and participation that is expected of them.

As an open campus and in an effort to ensure safety of all students, children in grades 3-5 will eat breakfast in the cafeteria prior to the start of the school day. Adults in the cafeteria will provide supervision and monitor students against the CHAMPS behavioral expectations to ensure that all children are safe and following directions.

During the school day, teachers have all worked to establish clear behavioral expectations via CHAMPS. Teachers consistently model and provide instruction on expectations and consequences. During lunch, students in the cafeteria are expected to follow established guidelines as well are given the opportunity to talk quietly with their classmates while eating.

After school, each teacher who is working the additional hour block participates in the dismissal process, resulting in the active supervision of all children. All of our students who go home via car are in the media center until they are called one by one to ensure that they are released to the correct parent, guardian, or family member. All bus riders are located in the cafeteria until their bus is called. Each bus student is checked off on a list. Walkers are escorted to the walker's gate by a grade level teacher. All kindergarten walkers must be picked up at the walkers gate by a parent/guardian or a family member listed on the "blue card."

School-wide and classroom expectations and rules are consistently revisited through the

Foundations, PBIS and Shared Decision Making Team in order to make revisions as needed. Students of the Month are also selected by their classroom teacher for modeling the monthly character trait, which is facilitated by the school counselor.

**c. 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-wide behavior system in place that minimizes distractions and helps to facilitate student engagement is the use of CHAMPs. Each teacher will be trained in CHAMPs, which allows students to understand the expectations for each part of the school day. At the beginning of the year, all teachers are trained on the district's Code of Conduct. Students also attend a school-wide assembly (K-2 and 3-5) to hear about the Code of Conduct, the rules/expectations, as well as the consequences for classrooms, common areas, and before/after school. Throughout the year, the administration analyzes discipline data in order to look at trends and determine areas of focus. By doing so, the Foundations Team and administration can be proactive in the discipline approach. When a student is sent to the office, the administration follows the district's protocol, allowing the student to make a statement, conducting an investigation, making a judgment about the behavior, and assigning a consequence.

**d. 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.**

Highlands Elementary School ensures that every student has equitable access to a state certified school counselor, school based behavior interventionist, and a River Region Counselor. These components help provide a comprehensive school counseling program that provides services to address their social-emotional needs through the use of:

- Individual and group counseling;
- Classroom guidance lesson;
- Character development;
- Positive reinforcement activities;
- Outside agency referrals; and
- School district support personnel.

### 3. Early Warning Systems

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

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

Our faculty and staff completed a training on the importance of identifying early warning indicators such as behavioral concerns, abuse, bullying, and crisis situations in students. The training provided a list of district staff, community stakeholders and resources to help eliminate situations that may prohibit academic excellence within the classroom in addition to procedures to follow after the identification of an early warning signs in a student. For chronic behaviors, the school identified a referral to the school counselor and/or River Region on-site school social worker as a next steps after counseling with the parent. They were given the appropriate procedure for providing and documenting interventions for students with chronic behaviors, as well as making a referral to the Collaborative Problem Solving Team.

Students identified in our bottom quartile are receiving intensive remediation and interventions through our Multi-Tiered System of Supports.

Students who are missing 10% or more of instructional time are referred to the counselor. the counselor contacts the parent to arrange a meeting with the School's Attendance Intervention Team.

The team will discuss with parent the attendance issue and provide the parent with support and/or an attendance referral if necessary.

In an effort to monitor and provide early interventions for students showing indicators of early warning signs

data was compiled from the 2015-2016 school year using; 3rd grade FSA and 5th grade FCAT Science scores; Focus generated reports for Attendance and Discipline; and Teacher created reports. Based on the data:

An estimated one third of our students will benefit from additional academic support.

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

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

Indicator	Grade Level												Total	
	K	1	2	3	4	5	6	7	8	9	10	11		12
Attendance below 90 percent	0	0	0	0	0	0	0	0	0	0	0	0	0	0
One or more suspensions	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Course failure in ELA or Math	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Level 1 on statewide assessment	0	0	0	33	34	21	0	0	0	0	0	0	0	88

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

Indicator	Grade Level												Total	
	K	1	2	3	4	5	6	7	8	9	10	11		12
Students exhibiting two or more indicators	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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

Our goal is early identification of students who exhibit early warning indicators to provide tiered levels of support and additional resources that will allow them to have an equal opportunity to achieve academically.

In an effort to increase the number of students attending school 90% of the school year, the leadership team will incorporate a quarterly incentive program. The Attendance Intervention Team will maintain communication with teachers and parents to monitor attendance. The Attendance Intervention Team will schedule monthly meetings to assist parents in developing a consistent attendance policy for students who chronically miss instructional days.

The Foundations and PBIS Teams will implement Incentives for positive behavior such as Student of the Month, Positive Referrals, and a school wide Positive Behavior Management Program. Character Building Lessons using the "Learning For Life" curriculum are used to recognize monthly character traits as well as teach conflict resolution lessons.

Students who exhibit two or more early warning indicators will be identified and monitored through out the school year. These students will participate in support groups with the Behavior Interventionist and the River Region Counselor which will focus on academic and goal planning; attendance and developing healthy school habits.

Students falling within the bottom quartile range will benefit academically from receiving additional support through our Multi-tiered System of Supports or Response to Intervention team.

**B. Family and Community Engagement**

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



**1. 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. Â§ 6314(b)(1)(F).

**a. Will the school use its PIP to satisfy this question?**

Yes

**1. PIP Link**

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

**2. Description**

Highlands Elementary will involve parents in an organized, ongoing, and timely manner, in the planning, review, and improvement of the Title I Program by holding regularly scheduled monthly SAC meetings. All parents will be invited to attend the meetings. The meetings will be announced via school website, newsletter, marquee, and School Messenger automated phone system. SAC has an important role of helping to develop the School Improvement Plan (SIP) and the Parental Involvement Plan (PIP) plan. Input from parents will be documented via surveys, sign-in sheets, notes and minutes of meetings. Parents will be able to view the completed plan via the school website. A copy will be available for viewing in the Main Office. Individual hard copies will be available upon request.

**2. 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.**

As the neighborhood school for the Highlands community on the Northside of Jacksonville, we play an active role in the surrounding community and work to build partnerships with faith-based entities as well as local businesses. We have a renewed focus on getting parents and community members to serve as volunteers for the school and the students. These volunteers help in and out of the classroom as well as help to host events such as flag raisings and holiday celebrations. The new administration at the school has also worked hard this summer to visit local businesses to build relationships and support for the school. By doing so, we have been fortunate to have local companies who are willing to support some of our initiatives, including the purchase of school supplies, rewards, etc. This will be a continued area of focus for the school so that we are able to secure resources for student achievement.

**C. Effective Leadership**

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

**1. School Leadership Team**

**a. Membership**

Identify the name, email address and position title for each member of the school leadership team.:

Name	Title
Collins, Jeff	Principal
Grant, Gaetane	Other
Thompkins, Sheila	Instructional Coach
Fleming, LaTonya	School Counselor
Sanders, Tavianna	Assistant Principal
Freeman , Jodi	Instructional Coach

**b. Duties**

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

Principal (Jeff Collins) and Assistant Principal (Tavianna Billingslea): Provides common vision for the use of data-based decision-making, ensures that the school-based team is implementing Rtl, conducts assessment of Rtl skills of school staff, ensures implementation of intervention support and documentation, ensures adequate professional development to support MTSS implementation, and communicates with parents regarding school-based Rtl plans and activities.

Rtl Facilitator/Guidance Counselor (LaTonya Fleming): Liaison for implementation of MTSS at the school level which includes feedback to the Leadership Team, presentations to the faculty, work with school-based coaches, and work with small collaborative groups of teachers, and provide direct intervention services and support to students identified as needing Tier II or Tier III intervention services.

Select General Education Teachers: Provide information about core instruction, participate in student data collection, deliver Tier I instruction/interventions, collaborate with other staff to implement Tier II interventions, and integrate Tier I materials/instruction with Tier II/III activities.

Exceptional Student Education (ESE) Teachers (Sherry Bolden and Nicole Miller): Participates in student data collection, integrates core instructional activities/materials into tier III instruction, and collaborates with general education teachers through such activities as co-teaching.

Communication/Social Skills Site Coach and ESE Liaison (Gaetane Grant): Participates in development of behavior plans, observations, and collaboration with outside support system in the area of Rtl Tier 2 and 3 behavior issues.

Reading and Math Interventionist- Reading, Math (Sue Coats, Jodi Freeman and vacancy): Develops, leads, and evaluates school core content standards/programs; identifies and analyzes existing literature on scientifically based curriculum behavior assessment and intervention approaches. Identifies systematic patterns of student needs while working with district personnel to identify appropriate, evidence-based intervention strategies; assists with whole school screening programs that provide early intervening services for children to be considered "at risk"; assists in the design and implementation for progress monitoring, data collection, and data analysis;; participates in the design and delivery of professional development; and provides support for assessment and implementation monitoring.

Reading and Math Coach (Jodi Freeman and Sheila Thompkins): Provides K-12 reading and math plan; facilitates and supports data collection activities; assists in data analysis; provides professional development and technical assistance to teachers regarding data based instructional planning; supports the implementation of Tier I, Tier II and Tier III intervention.

Speech Language Pathologist: 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 systemic patterns of student need with respect to language skills.

Behavior Interventionists (Earl Kitchings): Provides support and behavior interventions for teachers and students that are displaying inappropriate behaviors. Collaborates with teachers and parents to provide behavior strategies that will minimize disruptive behaviors.

**2. 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 Collaborative Problem Solving Team (CPST) will meet to provide assistance in the development of the SIP. The team will provide data on Tier I, II, and III targets; academic and social/emotional areas that need to be addressed; help set clear expectations for instruction (Rigor, Relevance, Relationship); facilitate the development of a systemic approach to teaching (Essential Questions, Activating Strategies, Teaching Strategies, Extending, Refining, and Summarizing); and align processes and procedures.

Individuals with Disabilities Education Act (IDEA): Supplemental Instruction through funds by Title I will be discussed with parents during the development of the students Individual Education Plan (IEP).

Title III: Provide services to ensure that English Language Learners (ELLs) meet the academic content and English proficiency standards. Title III funds will be coordinated with Title I funds to provide extra support to ELLs by offering internal and external safety nets in academic language acquisition.

Title I Pre-K: All Title I Pre-K students will participate in the Back-Pack Program.

## 2. School Advisory Council (SAC)

### a. Membership

Identify the name and stakeholder group for each member of the SAC.:

Name	Stakeholder Group
Jeff Collins	Principal
Nathalie Williams	Parent
LaTonya Fleming	Education Support Employee
Marla Morris	Teacher
	Business/Community

### b. Duties

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

#### a. Evaluation of last year's school improvement plan

The School Advisory Council reviews the school improvement plan each meeting and provides feedback to the school's leadership and staff. They suggest additional strategies or discuss the progress made on the school's goals. In addition, the SAC participates in the Mid-Year Review in which the committee discusses the progress of the students. At the end of the year, the SAC reviews the School Improvement Plan to note the progress made toward goals as well as set new goals for the upcoming year.

#### b. Development of this school improvement plan

The School Advisory Council reviews school performance data and determines the causes of low performance. The School Advisory Council advises the school on the School Improvement Plan and looks at each component during the scheduled meetings.

#### c. Preparation of the school's annual budget and plan

The School Advisory Council reviews the budget that has been recommended by the Shared Decision Making team and school administration. They look at the school's goals and then determine if there are priorities that need to be addressed in addition to the recommendations.

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

- \$300 Let's Find Out Kindergarten Scholastic Readers
- \$300 Scholastic News Grade 1
- \$345 Scholastic News Grade 2
- \$345 Scholastic News Grade 3
- \$300 Scholastic News Grade 4
- \$300 Scholastic News Grade 5

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

No

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

**3. Literacy Leadership Team (LLT)**

**a. Membership**

Identify the name and position title for each member of the school-based LLT or similar group, if applicable.:

Name	Title
Freeman , Jodi	Instructional Coach
Collins, Jeff	Principal
Sanders, Tavianna	Assistant Principal
Coots, Sue	Other
Thompkins, Sheila	Instructional Coach

**b. Duties**

**1. Describe how the LLT or similar group promotes literacy within the school, if applicable.**

- 25 Book Goal Challenge K-2; Million Word Campaign 3-5
- Independent Reading
- Accelerated Reader
- School Book Fair
- Literary Character Book Parade in October/ Decorate a Pumpkin as a Favorite Book Character
- Beginning of school book giveaway to every student
- Quarterly reading goal incentive day
- Literacy Week activities/Literacy Night
- Black History Month – daily student book talk on WHES sharing a biography of an influential African American
- “Doughnuts for Dad” reading event
- 100th Day of School – Teachers read aloud a book about the 100th Day of School to their classrooms
- Dr. Seuss Day – students dress like a Dr. Seuss character
- National Poetry Month – teachers read a daily poem in class, school-wide student poetry contest
- End-of-Year Million Word Reading Celebration – celebration for all students who have met their

- reading
- goals
- R.E.A.D. Dog Program

## D. Public and Collaborative Teaching

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

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

Administration at Highlands Elementary continuously encourages positive relations among all staff members as well as provides opportunities for collaborative planning. Shared values have been created by all staff for the 2016-2017 school year. As a school, everyone has agreed to make school relevant and engaging for kids by focusing on positive reinforcements. Teachers and staff will collaborate and contribute to the overall success of the school by providing rigorous instruction and engaging activities for all students. In addition to encouraging a positive culture, administration has afforded teachers opportunities to collaborate with their grade level peers. All teachers have an opportunity for common planning during each week. During the common planning sessions, the reading or math coach will facilitate lesson planning and/or training based on the professional development needs of the school. In these sessions, coaches and teachers will work on unpacking the new Florida Standards and other topics such as the Gradual Release of Responsibility Model, curriculum/curriculum guides and best practices. The reading and math coaches are resources for all teachers and will provide support based on the needs of teachers and students.

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

Highlands Elementary plans to retain Highly Qualified, certified-in-field, effective teachers through ongoing team-building professional development to build morale among teachers and staff members. We will also continue to provide teachers with available instructional resources and support from coaches and administrators.

Strategies Highlands Elementary will use to recruit highly qualified, certified-in-field, effective teachers to the school include ongoing communication with Duval County Public School's Human Resources department, as well as ongoing communication with University of North Florida.

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

All mentors have been CET trained. In addition, those chosen demonstrate leadership qualities, effective classroom management and the ability to successfully accelerate student learning. Pairings were made to ensure new teachers had access to a teacher in a similar content and/or grade level area. Monthly MINT meetings are held to encourage collaboration between new teachers, mentors and school administration and with a focus on areas of need for the new teachers.

In addition, mentor observation cycles provide new teachers with formative feedback and targeted coaching. New teachers observe model teachers with a focus on identified challenges and the Florida Educator Accomplished Practices. New teachers also participate in PLAN/PLC sessions in order to provide them with an additional layer of support and learning opportunities.

## E. Ambitious Instruction and Learning

### 1. Instructional Programs and Strategies

### **a. Instructional Programs**

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

The school's leadership team works with the teachers on a regular basis to ensure that core instructional programs and materials are aligned to Florida's standards. Through common planning times and professional learning communities, teachers work together to unpack the standards and utilize the district's curriculum guide in order to design their lessons. The teachers also share student work and analyze data to determine that students are meeting the standards. By utilizing the test specifications for each grade level and subject area, teachers can determine the content limits, clarifications, and distractor attributes for each benchmark.

### **b. Instructional Strategies**

#### **1. 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.**

The school uses data from a variety of sources, including informal and formal assessments. At the beginning of the year, teachers administer assessments such as FLKRS, Barton, Baselines, DAR, I-Ready, and Achieve 3000 to determine where students are currently performing. In addition, teachers administer interest inventories, surveys, and take anecdotal notes. Based upon all this data, the teachers design lessons and center activities that meet each student's needs. The leadership team also reviews data to work with teachers in order to design lessons that meet students' needs. When students are struggling with Tier 1 core instruction, the teachers meet with students in small group and/or individual conferences to provide remediation. When that isn't successful, teachers work together in Collaborative Problem Solving Teams to determine if they need Tier III interventions. ESE teachers, math and reading interventionist push into classrooms to help both ESE students as well as other students who may be struggling in a particular area.

#### **2. 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: 1,440**

Highlands Elementary School is implementing after school tutoring for select students twice a week in reading, math and science.

**Strategy Rationale**

This additional time is added to the school day as an effort to increase student proficiency.

**Strategy Purpose(s)**

- Core Academic Instruction
- Enrichment

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

Collins, Jeff, collinsj1@duvalschools.org

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

i-Ready, Achieve 3000, Accelerated Reader data along with informal and formal assessment data will be tracked through Performance Matters and utilized to ensure student growth. Bottom quartile and struggling students will be identified and given extra support during this time.

**2. Student Transition and Readiness**

**a. PreK-12 Transition**

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

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

Voluntary Pre-Kindergarten is offered for 40 four year olds that live in Highland's attendance zone. The objectives for the program are comprehensive and provide a solid foundation for entry into basic kindergarten. Students experience hands on literacy activities that build pre-reading, oral expression and phonemic awareness skills. Math skills are enhanced through daily living activities that involve matching, sorting and counting. Within the first 45 days of enrollment, kindergarten students are given two assessments: Florida Kindergarten Readiness Assessment (FLKRS) is designed to screen each child's level of readiness for kindergarten. FLKRS includes a subset of the Early Childhood Observation System (ECHOS) and the first two measures of the FAIR assessment for kindergarten (Letter Naming Fluency and Initial Sound Fluency). These assessments are used to gather information on a child's development in emergent literacy. The results from these assessments are used to group students for differentiated instruction and to provide immediate intensive intervention.

**b. College and Career Readiness**

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

N/A

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

N/A

**3. 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

**4. 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.**

N/A

## II. Needs Assessment

The school's completion of this section may satisfy the requirements of 20 U.S.C. Â§ 6314(b)(1)(A).

### A. Problem Identification

#### 1. Data to Support Problem Identification

##### b. 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:

*No files were uploaded*

#### 2. 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.

### B. 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.

### C. Strategic Goals



## 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 teachers will provide rigorous instruction that results in active, intellectual student engagement for all students, in all subgroups, then we will increase student achievement.
- G2.** If teachers will implement reading and math centers using current assessment data to plan for instruction, group students and monitor student progress, then we will increase student achievement.
- G3.** If teachers will utilize formal and informal assessment data to effectively differentiate student instruction, then we will increase student achievement.

## Strategic Goals Detail

For each strategic goal, this section lists the associated targets (i.e., "SMART goals"), targeted barriers to achieving the goal, resources available to help reduce or eliminate the barriers, and the plan for monitoring progress toward the goal.

**G1.** If teachers will provide rigorous instruction that results in active, intellectual student engagement for all students, in all subgroups, then we will increase student achievement. 1a

G084145

**Targets Supported** 1b

Indicator	Annual Target
Math Gains	80.0
ELA/Reading Gains	80.0

**Targeted Barriers to Achieving the Goal** 3

- Lack of teacher knowledge of engagement strategies
- Inconsistent use and application of technology
- Difficulty with off-task student behavior.

**Resources Available to Help Reduce or Eliminate the Barriers** 2

- Reading Coach and Math Coach
- CHAMPS/Foundations Training
- Computer based programs that include iReady, Achieve 3000, Accelerated Reader
- Performance Matters training
- Professional Learning Communities
- Common planning times within master schedule
- School wide Positive Behavior Management System

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

Monitoring the data from the following: Curriculum Module Assessments, iReady Diagnostics and usage, Achieve 3000 usage, Accelerated Reader progress, and STAR measures. All other informal/formal assessment results will be analyzed to determine student engagement and achievement.

**Person Responsible**

Jeff Collins

**Schedule**

Weekly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk through Check Lists

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

Monitoring the data from the following: Curriculum Module Assessments, iReady Diagnostics and usage, Achieve 3000 usage, Accelerated Reader progress, and STAR measures. All other informal/formal assessment results will be analyzed to determine student engagement and achievement.

**Person Responsible**

Tavianna Sanders

**Schedule**

Weekly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk through Check Lists

**G2.** If teachers will implement reading and math centers using current assessment data to plan for instruction, group students and monitor student progress, then we will increase student achievement. 1a

G084146

**Targets Supported** 1b

Indicator	Annual Target
FCAT 2.0 Science Proficiency	42.0
FSA ELA Achievement	40.0
FSA Mathematics Achievement	40.0

**Targeted Barriers to Achieving the Goal** 3

- Inconsistent implementation of daily centers in reading and math
- Lack of knowledge of available resources
- Lack of utilization of data to drive instruction

**Resources Available to Help Reduce or Eliminate the Barriers** 2

- Reading Coach and Math Coach
- Accelerated Reader
- Leveled Texts
- Ongoing Professional Development
- Professional Learning Communities (PLC's)
- PLAN time built into the master schedule
- Performance Matters
- I-Ready
- Math and Reading Interventionists
- Achieve 3000

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

Leadership team walk throughs, Monitoring of Lesson Plans, student work portfolio, interactive journals.

**Person Responsible**

Jeff Collins

**Schedule**

Weekly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Walk through logs, informal/formal assessment data, lesson plans

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

Leadership team walk throughs, Monitoring of Lesson Plans, student work portfolio, interactive journals.

**Person Responsible**

Tavianna Sanders

**Schedule**

Weekly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Walk through logs, informal/formal assessment data, lesson plans

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

Leadership team walk throughs, student work portfolio, interactive journals.

**Person Responsible**

Jodi Freeman

**Schedule**

Weekly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Walk through logs, informal/formal assessment data, lesson plans

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

Leadership team walk throughs, student work portfolio, interactive journals.

**Person Responsible**

Sheila Thompkins

**Schedule**

Weekly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Walk through logs, informal/formal assessment data, lesson plans

**G3.** If teachers will utilize formal and informal assessment data to effectively differentiate student instruction, then we will increase student achievement. **1a**

G084147

**Targets Supported** **1b**

Indicator	Annual Target
FSA Mathematics Achievement	40.0
ELA Achievement District Assessment	40.0
FCAT 2.0 Science Proficiency	42.0
FAA Writing Proficiency	60.0

**Targeted Barriers to Achieving the Goal** **3**

- Lack of training and professional development to effectively implement curriculum

**Resources Available to Help Reduce or Eliminate the Barriers** **2**

- Reading Coach and Math Coach
- Common Planning Time
- Computer Programs; iReady, Achieve 3000, Accelerated Reader
- Reading and Math Interventionist
- Varying Exceptionalities Teachers

**Plan to Monitor Progress Toward G3.** **8**

Data from Curriculum Guide Assessment, iReady, Achieve 3000, Accelerated Reader, STAR, and other informal/formal data will be collected to determine progress of all students. The leadership team will also monitor the progress of students who are in the bottom quartile.

**Person Responsible**

Jeff Collins

**Schedule**

Quarterly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Data notebooks, Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk through Check Lists

**Plan to Monitor Progress Toward G3. 8**

Data from Curriculum Guide Assessment, iReady, Achieve 3000, Accelerated Reader, STAR, and other informal/formal data will be collected to determine progress of all students. The leadership team will also monitor the progress of students who are in the bottom quartile.

**Person Responsible**

Tavianna Sanders

**Schedule**

Quarterly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Data notebooks, Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists

**Plan to Monitor Progress Toward G3. 8**

Data from Curriculum Guide Assessment, iReady, Achieve 3000, Accelerated Reader, STAR, and other informal/formal data will be collected to determine progress of all students. The leadership team will also monitor the progress of students who are in the bottom quartile.

**Person Responsible**

Jodi Freeman

**Schedule**

Quarterly, from 9/1/2016 to 9/1/2017

**Evidence of Completion**

Data notebooks, Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists

**Plan to Monitor Progress Toward G3. 8**

Data from Curriculum Guide Assessment, iReady, Achieve 3000, Accelerated Reader, STAR, Write to Learn and other informal/formal data will be collected to determine progress of all students. The leadership team will also monitor the progress of students who are in the bottom quartile.

**Person Responsible**

Sheila Thompkins

**Schedule**

Quarterly, from 9/1/2016 to 9/1/2017

**Evidence of Completion**

Data notebooks, Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists

## 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 teachers will provide rigorous instruction that results in active, intellectual student engagement for all students, in all subgroups, then we will increase student achievement. **1**

 G084145

**G1.B1** Lack of teacher knowledge of engagement strategies **2**

 B223583

**G1.B1.S1** Plan and deliver professional development to increase instructional strategies that will result in student engagement. **4**

 S235915

### Strategy Rationale

Teachers must understand how to gain access to all types of learners.

### Action Step 1 **5**

Professional Development on Instructional Strategies in Management Systems that will increase student engagement.

#### Person Responsible

Jeff Collins

#### Schedule

Every 6 Weeks, from 9/1/2016 to 6/5/2017

#### Evidence of Completion

PLAN agenda, CAST, Classroom Walk-through check list



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

Observations will be conducted in classrooms to determine if engagement strategies are being implemented.

**Person Responsible**

Jeff Collins

**Schedule**

Weekly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

Informal/formal observation notes

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

Monitor student engagement through classroom walk-throughs, CAST observations and utilization of technology.

**Person Responsible**

Jeff Collins

**Schedule**

Monthly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

Classroom walk-through checklists, CAST observations, formal and informal assessment data, discipline referral data, technology usage reports

**G1.B2** Inconsistent use and application of technology **2**

 B223584

**G1.B2.S1** Teachers will incorporate district approved programs such as i-Ready and Achieve 3000 to increase student engagement **4**

 S235918

**Strategy Rationale**

By utilizing these programs, teachers can differentiate student instruction to target student strengths and weaknesses and eliminate opportunities for student boredom and frustration.

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

Teachers will utilize computer programs during center-time and after school tutoring.

**Person Responsible**

Tavianna Sanders

**Schedule**

Daily, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

The Reading Coach, Math Coach and Assistant Principal will monitor usage reports to determine that technology is being integrated daily.

**Plan to Monitor Fidelity of Implementation of G1.B2.S1** **6**

Focus walks and classroom walk-throughs will be conducted on a regular basis to ensure utilization of computer based programs.

**Person Responsible**

Jeff Collins

**Schedule**

Biweekly, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

Technology usage reports, data chat notes/agendas, classroom walk-through check-lists, observation notes

**Plan to Monitor Effectiveness of Implementation of G1.B2.S1 7**

Leadership team will monitor student data, especially growth reports to ensure student progress.

**Person Responsible**

Jeff Collins

**Schedule**

Monthly, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

Technology usage reports, data notebooks

**G1.B3 Difficulty with off-task student behavior. 2**

 B223585

**G1.B3.S1** Teachers will utilize a consistent behavior management system that will increase on task behavior. 4

 S235919

**Strategy Rationale**

For effective instruction to occur, students must be on-task and engaged.

**Action Step 1 5**

Teachers will utilize CHAMPS in their classroom instruction.

**Person Responsible**

Jeff Collins

**Schedule**

Daily, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

Classroom walk-throughs, Evidence of CHAMPS posters in classrooms, Decrease in behavior referrals

**Plan to Monitor Fidelity of Implementation of G1.B3.S1** 6

Leadership team will conduct walk-throughs of classrooms to monitor implementation of CHAMPS

**Person Responsible**

Jeff Collins

**Schedule**

Weekly, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

Classroom walk-through check-lists, Rituals and routines in place, Observation notes

**Plan to Monitor Effectiveness of Implementation of G1.B3.S1** 7

Discipline data will be analyzed and classroom climates will be monitored to ensure fidelity and effectiveness of CHAMPS implementation.

**Person Responsible**

Tavianna Sanders

**Schedule**

Quarterly, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

Referral and discipline data, classroom observations

**G2.** If teachers will implement reading and math centers using current assessment data to plan for instruction, group students and monitor student progress, then we will increase student achievement. 1

G084146

**G2.B1** Inconsistent implementation of daily centers in reading and math 2

B223588

**G2.B1.S1** Classroom schedules will include daily center rotation time with the assistance of paraprofessionals. The paraprofessionals will provide additional instructional support during center times in grades 3-5. 4

S235920

### Strategy Rationale

Centers must be implemented with fidelity to be effective.

### Action Step 1 5

Administration will ensure that all classroom schedules reflect daily center time for both reading and math.

#### Person Responsible

Jeff Collins

#### Schedule

Quarterly, from 9/1/2016 to 6/10/2017

#### Evidence of Completion

Classroom Schedules

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

Classroom walk-throughs and observations will be conducted to ensure that schedules are being implemented with fidelity.

#### Person Responsible

Jeff Collins

#### Schedule

Weekly, from 9/1/2016 to 6/5/2017

#### Evidence of Completion

Classroom walk-through checklists, CAST observations, lesson plans, daily schedules

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

Lesson plans will be monitored to ensure that teachers are planning for daily center rotations.

**Person Responsible**

Jeff Collins

**Schedule**

Weekly, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

Classroom walk-through checklist, Lesson plans

**G2.B2 Lack of knowledge of available resources** 2

 B223589

**G2.B2.S1** Teachers will collaborate during common planning time to ensure familiarity with instructional tools/strategies and best practices aimed at increasing effectiveness of centers. 4

 S235921

**Strategy Rationale**

In order to meet the needs of all students, teachers need to be knowledgeable of and have access to a variety of tools and strategies.

**Action Step 1** 5

During common planning times, teachers will collaborate with the reading coach/math coach and/or administration to share learning from professional books and/or websites with strategies and resources to assist in planning for differentiated centers.

**Person Responsible**

Sheila Thompkins

**Schedule**

Every 6 Weeks, from 9/5/2016 to 5/26/2017

**Evidence of Completion**

PLAN agendas, Lesson plans

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

Lesson plans, teacher anecdotal notes, center rotation charts

**Person Responsible**

Jeff Collins

**Schedule**

Monthly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

Lesson plans (including center rotations), classroom walk-through check-lists

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

Through observations and analysis of student data, we will be able to determine center effectiveness.

**Person Responsible**

Jeff Collins

**Schedule**

Quarterly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

Lesson plans, teacher anecdotal notes, data notebooks, student growth reflected in classroom data

**G2.B3** Lack of utilization of data to drive instruction **2**

 B223590

**G2.B3.S1** Data chats will be held between the teachers and leadership team at mid-point and end of each nine weeks and will follow an identified problem solving protocol. **4**

 S235922

**Strategy Rationale**

Data chats will provide an opportunity for teachers to problem solve with the leadership team.

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

Data chats will be utilized on a consistent basis and will follow an identified problem solving protocol.

**Person Responsible**

Jeff Collins

**Schedule**

Quarterly, from 9/1/2016 to 6/10/2017

***Evidence of Completion***

Data chat forms, data notebooks, progress reports, report cards

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

Teacher data will be analyzed for trends, next steps, etc.

**Person Responsible**

Jeff Collins

**Schedule**

Quarterly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

Data analysis forms, data chat notes/reflections, lesson plans, data notebooks



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

Student progress as evidence in data

**Person Responsible**

Jeff Collins

**Schedule**

Quarterly, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

Technology growth reports, data notebooks, data chats, student growth reports

**G3.** If teachers will utilize formal and informal assessment data to effectively differentiate student instruction, then we will increase student achievement. 1

G084147

**G3.B1** Lack of training and professional development to effectively implement curriculum 2

B223591

**G3.B1.S1** Teachers will observe other teachers, on and off campus, to observe the successful implementation of Florida Standards and curriculum 4

S235923

**Strategy Rationale**

Teachers will learn and therefore implement best practices through observing colleagues.

**Action Step 1 5**

Teachers will observe other teachers, both on and off campus, to learn effective teaching strategies and best practices.

**Person Responsible**

Jodi Freeman

**Schedule**

Quarterly, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Observation, Debriefing, and next steps forms

**Plan to Monitor Fidelity of Implementation of G3.B1.S1** 6

After each observation debriefing sessions will be held to discuss learning, wonderings, and next steps/application for the classroom.

**Person Responsible**

Jodi Freeman

**Schedule**

Quarterly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

Debriefing forms, conversation and Observation logs

**Plan to Monitor Effectiveness of Implementation of G3.B1.S1** 7

The leadership team will conduct walk throughs to determine if teachers are applying new strategies and best practices in their classroom.

**Person Responsible**

Jeff Collins

**Schedule**

Monthly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

CAST, Data Notebooks, Walk Through Check List

**G3.B1.S2** Teachers will work with the Instructional coaches during common planning time to plan lessons based on district curriculum guides, Florida Standards and Item Specs. 4

S235924

### Strategy Rationale

With New Florida Standards, new state assessment and new curriculum, it is imperative that teachers work together to unpack the standards for a deeper understanding that prepares them to deliver effective instruction.

### Action Step 1 5

Teachers will meet during common planning times in order to collaborate and design lessons that meet individual student needs.

#### Person Responsible

Jodi Freeman

#### Schedule

Monthly, from 9/1/2016 to 6/10/2017

#### Evidence of Completion

Lesson plans, Notes and agendas from common planning sessions

### Plan to Monitor Fidelity of Implementation of G3.B1.S2 6

Administration will review lesson plans to determine implementation of district initiatives and Florida standards.

#### Person Responsible

Jeff Collins

#### Schedule

Biweekly, from 9/1/2016 to 6/5/2017

#### Evidence of Completion

Lesson Plans, Data Notebook, student work

**Plan to Monitor Effectiveness of Implementation of G3.B1.S2 7**

Leadership Team will review student data to determine if students are making progress on the Florida Standards.

**Person Responsible**

Jeff Collins

**Schedule**

Monthly, from 9/1/2016 to 6/5/2017

**Evidence of Completion**

Lesson Plans, Data Notebook, Data from computer programs

**G3.B1.S3** Teachers will become more effective in the use of the Gradual Release of Responsibility Model to effectively scaffold learning across all content areas. 4

 S235925

**Strategy Rationale**

In order to scaffold students teachers must deliver the Gradual Release of Responsibility Model effectively.

**Action Step 1 5**

Teachers will be provided development and additional support in the Gradual Release of Responsibility Model and lesson planning. The professional development may include modeling by a coach, reviewing videos and observing other teachers.

**Person Responsible**

Jodi Freeman

**Schedule**

Every 6 Weeks, from 9/1/2016 to 6/10/2017

**Evidence of Completion**

Classroom walk through check list, lesson plans, data notebooks

**Plan to Monitor Fidelity of Implementation of G3.B1.S3** 6

Leadership team will discuss areas of focus, collaborate next steps to improve teacher effectiveness and therefore increase student achievement.

**Person Responsible**

Jeff Collins

**Schedule**

Monthly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

exit tickets from PD sessions, student data

**Plan to Monitor Effectiveness of Implementation of G3.B1.S3** 7

Administration will conduct class observations to ensure Gradual Release of Responsibility Model and lesson planning are implemented with fidelity.

**Person Responsible**

Jeff Collins

**Schedule**

Monthly, from 9/1/2016 to 6/5/2017

***Evidence of Completion***

Classroom Walk-Through check list, observations and Lesson Plans


## IV. Implementation Timeline

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/End Date
<b>2017</b>					
G2.B2.S1.A1 A304298	During common planning times, teachers will collaborate with the reading coach/math coach and/or...	Thompkins, Sheila	9/5/2016	PLAN agendas, Lesson plans	5/26/2017 every-6-weeks
G1.B1.S1.MA1 M309809	Monitor student engagement through classroom walk-throughs, CAST observations and utilization of...	Collins, Jeff	9/1/2016	Classroom walk-through checklists, CAST observations, formal and informal assessment data, discipline referral data, technology usage reports	6/5/2017 monthly
G1.B1.S1.MA1 M309810	Observations will be conducted in classrooms to determine if engagement strategies are being...	Collins, Jeff	9/1/2016	Informal/formal observation notes	6/5/2017 weekly
G1.B1.S1.A1 A304290	Professional Development on Instructional Strategies in Management Systems that will increase...	Collins, Jeff	9/1/2016	PLAN agenda, CAST, Classroom Walk-through check list	6/5/2017 every-6-weeks
G1.B2.S1.MA1 M309815	Leadership team will monitor student data, especially growth reports to ensure student progress.	Collins, Jeff	9/1/2016	Technology usage reports, data notebooks	6/5/2017 monthly
G1.B2.S1.MA1 M309816	Focus walks and classroom walk-throughs will be conducted on a regular basis to ensure utilization...	Collins, Jeff	9/1/2016	Technology usage reports, data chat notes/agendas, classroom walk-through check-lists, observation notes	6/5/2017 biweekly
G1.B2.S1.A1 A304295	Teachers will utilize computer programs during center-time and after school tutoring.	Sanders, Tavianna	9/1/2016	The Reading Coach, Math Coach and Assistant Principal will monitor usage reports to determine that technology is being integrated daily.	6/5/2017 daily
G1.B3.S1.MA1 M309817	Discipline data will be analyzed and classroom climates will be monitored to ensure fidelity and...	Sanders, Tavianna	9/1/2016	Referral and discipline data, classroom observations	6/5/2017 quarterly
G1.B3.S1.MA1 M309818	Leadership team will conduct walk-throughs of classrooms to monitor implementation of CHAMPS	Collins, Jeff	9/1/2016	Classroom walk-through check-lists, Rituals and routines in place, Observation notes	6/5/2017 weekly
G1.B3.S1.A1 A304296	Teachers will utilize CHAMPS in their classroom instruction.	Collins, Jeff	9/1/2016	Classroom walk-throughs, Evidence of CHAMPS posters in classrooms, Decrease in behavior referrals	6/5/2017 daily
G2.B1.S1.MA1 M309821	Lesson plans will be monitored to ensure that teachers are planning for daily center rotations.	Collins, Jeff	9/1/2016	Classroom walk-through checklist, Lesson plans	6/5/2017 weekly
G2.B1.S1.MA1 M309822	Classroom walk-throughs and observations will be conducted to ensure that schedules are being...	Collins, Jeff	9/1/2016	Classroom walk-through checklists, CAST observations, lesson plans, daily schedules	6/5/2017 weekly
G2.B2.S1.MA1 M309823	Through observations and analysis of student data, we will be able to determine center...	Collins, Jeff	9/1/2016	Lesson plans, teacher anecdotal notes, data notebooks, student growth reflected in classroom data	6/5/2017 quarterly
G2.B2.S1.MA1 M309824	Lesson plans, teacher anecdotal notes, center rotation charts	Collins, Jeff	9/1/2016	Lesson plans (including center rotations), classroom walk-through check-lists	6/5/2017 monthly
G2.B3.S1.MA1 M309825	Student progress as evidence in data	Collins, Jeff	9/1/2016	Technology growth reports, data notebooks, data chats, student growth reports	6/5/2017 quarterly
G2.B3.S1.MA1 M309826	Teacher data will be analyzed for trends, next steps, etc.	Collins, Jeff	9/1/2016	Data analysis forms, data chat notes/reflections, lesson plans, data notebooks	6/5/2017 quarterly
G3.B1.S1.MA1 M309831	The leadership team will conduct walk-throughs to determine if teachers are applying new strategies...	Collins, Jeff	9/1/2016	CAST, Data Notebooks, Walk Through Check List	6/5/2017 monthly
G3.B1.S1.MA1 M309832	After each observation debriefing sessions will be held to discuss learning, wonderings, and next...	Freeman, Jodi	9/1/2016	Debriefing forms, conversation and Observation logs	6/5/2017 quarterly

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Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/End Date
G3.B1.S2.MA1 M309833	Leadership Team will review student data to determine if students are making progress on the...	Collins, Jeff	9/1/2016	Lesson Plans, Data Notebook, Data from computer programs	6/5/2017 monthly
G3.B1.S2.MA1 M309834	Administration will review lesson plans to determine implementation of district initiatives and...	Collins, Jeff	9/1/2016	Lesson Plans, Data Notebook, student work	6/5/2017 biweekly
G3.B1.S3.MA1 M309835	Administration will conduct class observations to ensure Gradual Release of Responsibility Model...	Collins, Jeff	9/1/2016	Classroom Walk-Through check list, observations and Lesson Plans	6/5/2017 monthly
G3.B1.S3.MA1 M309836	Leadership team will discuss areas of focus, collaborate next steps to improve teacher...	Collins, Jeff	9/1/2016	exit tickets from PD sessions, student data	6/5/2017 monthly
G1.MA1 M309819	Monitoring the data from the following: Curriculum Module Assessments, iReady Diagnostics and...	Collins, Jeff	9/1/2016	Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists	6/10/2017 weekly
G1.MA2 M309820	Monitoring the data from the following: Curriculum Module Assessments, iReady Diagnostics and...	Sanders, Tavianna	9/1/2016	Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists	6/10/2017 weekly
G2.MA1 M309827	Leadership team walk throughs, Monitoring of Lesson Plans, student work portfolio, interactive...	Collins, Jeff	9/1/2016	Walk through logs, informal/formal assessment data, lesson plans	6/10/2017 weekly
G2.MA2 M309828	Leadership team walk throughs, Monitoring of Lesson Plans, student work portfolio, interactive...	Sanders, Tavianna	9/1/2016	Walk through logs, informal/formal assessment data, lesson plans	6/10/2017 weekly
G2.MA3 M309829	Leadership team walk throughs, student work portfolio, interactive journals.	Freeman , Jodi	9/1/2016	Walk through logs, informal/formal assessment data, lesson plans	6/10/2017 weekly
G2.MA4 M309830	Leadership team walk throughs, student work portfolio, interactive journals.	Thompkins, Sheila	9/1/2016	Walk through logs, informal/formal assessment data, lesson plans	6/10/2017 weekly
G3.MA1 M309839	Data from Curriculum Guide Assessment, iReady, Achieve 3000, Accelerated Reader, STAR, and other...	Collins, Jeff	9/1/2016	Data notebooks, Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists	6/10/2017 quarterly
G3.MA2 M309840	Data from Curriculum Guide Assessment, iReady, Achieve 3000, Accelerated Reader, STAR, and other...	Sanders, Tavianna	9/1/2016	Data notebooks, Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists	6/10/2017 quarterly
G2.B1.S1.A1 A304297	Administration will ensure that all classroom schedules reflect daily center time for both reading...	Collins, Jeff	9/1/2016	Classroom Schedules	6/10/2017 quarterly
G2.B3.S1.A1 A304299	Data chats will be utilized on a consistent basis and will follow an identified problem solving...	Collins, Jeff	9/1/2016	Data chat forms, data notebooks, progress reports, report cards	6/10/2017 quarterly
G3.B1.S1.A1 A304300	Teachers will observe other teachers, both on and off campus, to learn effective teaching...	Freeman , Jodi	9/1/2016	Observation, Debriefing, and next steps forms	6/10/2017 quarterly
G3.B1.S2.A1 A304301	Teachers will meet during common planning times in order to collaborate and design lessons that...	Freeman , Jodi	9/1/2016	Lesson plans, Notes and agendas from common planning sessions	6/10/2017 monthly
G3.B1.S3.A1 A304302	Teachers will be provided development and additional support in the Gradual Release of...	Freeman , Jodi	9/1/2016	Classroom walk through check list, lesson plans, data notebooks	6/10/2017 every-6-weeks
G3.MA3 M309841	Data from Curriculum Guide Assessment, iReady, Achieve 3000, Accelerated Reader, STAR, and other...	Freeman , Jodi	9/1/2016	Data notebooks, Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists	9/1/2017 quarterly

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Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/End Date
G3.MA4  M309842	Data from Curriculum Guide Assessment, iReady, Achieve 3000, Accelerated Reader, STAR, Write to...	Thompkins, Sheila	9/1/2016	Data notebooks, Performance Matters Reports, Student Performance reports from all computer programs, Classroom Walk though Check Lists	9/1/2017 quarterly



## V. Professional Development Opportunities

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

**G1.** If teachers will provide rigorous instruction that results in active, intellectual student engagement for all students, in all subgroups, then we will increase student achievement.

**G1.B1** Lack of teacher knowledge of engagement strategies

**G1.B1.S1** Plan and deliver professional development to increase instructional strategies that will result in student engagement.

### **PD Opportunity 1**

Professional Development on Instructional Strategies in Management Systems that will increase student engagement.

#### **Facilitator**

Coaches and Administrators

#### **Participants**

Teachers

#### **Schedule**

Every 6 Weeks, from 9/1/2016 to 6/5/2017

**G2.** If teachers will implement reading and math centers using current assessment data to plan for instruction, group students and monitor student progress, then we will increase student achievement.

**G2.B2** Lack of knowledge of available resources

**G2.B2.S1** Teachers will collaborate during common planning time to ensure familiarity with instructional tools/strategies and best practices aimed at increasing effectiveness of centers.

**PD Opportunity 1**

During common planning times, teachers will collaborate with the reading coach/math coach and/or administration to share learning from professional books and/or websites with strategies and resources to assist in planning for differentiated centers.

**Facilitator**

Sheila Thompkins, Math Coach

**Participants**

All classroom teachers

**Schedule**

Every 6 Weeks, from 9/5/2016 to 5/26/2017

**G3.** If teachers will utilize formal and informal assessment data to effectively differentiate student instruction, then we will increase student achievement.

**G3.B1** Lack of training and professional development to effectively implement curriculum

**G3.B1.S3** Teachers will become more effective in the use of the Gradual Release of Responsibility Model to effectively scaffold learning across all content areas.

**PD Opportunity 1**

Teachers will be provided development and additional support in the Gradual Release of Responsibility Model and lesson planning. The professional development may include modeling by a coach, reviewing videos and observing other teachers.

**Facilitator**

Jodi Freeman, Reading Coach

**Participants**

Select teachers (determined by need through classroom observations)

**Schedule**

Every 6 Weeks, from 9/1/2016 to 6/10/2017

## VI. Technical Assistance Items

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

## VII. Budget

1	G1.B1.S1.A1	Professional Development on Instructional Strategies in Management Systems that will increase student engagement.	\$0.00
2	G1.B2.S1.A1	Teachers will utilize computer programs during center-time and after school tutoring.	\$0.00
3	G1.B3.S1.A1	Teachers will utilize CHAMPS in their classroom instruction.	\$0.00
4	G2.B1.S1.A1	Administration will ensure that all classroom schedules reflect daily center time for both reading and math.	\$0.00
5	G2.B2.S1.A1	During common planning times, teachers will collaborate with the reading coach/math coach and/or administration to share learning from professional books and/or websites with strategies and resources to assist in planning for differentiated centers.	\$0.00
6	G2.B3.S1.A1	Data chats will be utilized on a consistent basis and will follow an identified problem solving protocol.	\$0.00
7	G3.B1.S1.A1	Teachers will observe other teachers, both on and off campus, to learn effective teaching strategies and best practices.	\$0.00
8	G3.B1.S2.A1	Teachers will meet during common planning times in order to collaborate and design lessons that meet individual student needs.	\$0.00
9	G3.B1.S3.A1	Teachers will be provided development and additional support in the Gradual Release of Responsibility Model and lesson planning. The professional development may include modeling by a coach, reviewing videos and observing other teachers.	\$0.00
<b>Total:</b>			<b>\$0.00</b>