

School District of Osceola County, FL

# Horizon Middle School



2016-17 Schoolwide Improvement Plan

## Horizon Middle School

2020 HAM BROWN RD, Kissimmee, FL 34746

www.osceolaschools.net

### School Demographics

| School Type and Grades Served<br>(per MSID File) | 2015-16 Title I School | 2015-16 Economically<br>Disadvantaged (FRL) Rate<br>(as reported on Survey 3) |
|--|------------------------|---|
| Middle School<br>6-8                             | Yes                    | 86%   |
| Primary Service Type<br>(per MSID File)          | Charter School         | 2018-19 Minority Rate<br>(Reported as Non-white<br>on Survey 2)               |
| K-12 General Education                           | No                     | 80%   |

### School Grades History

| Year  | 2017-18 | 2014-15 | 2013-14 | 2012-13 |
|-------|---------|---------|---------|---------|
| Grade | B       | B*      | C       | 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 Osceola 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 Horizon Middle School

| DA Region and RED                          | DA Category and Turnaround Status |
|--|-----------------------------------|
| Central - <a href="#">Lucinda Thompson</a> | Not In DA - N/A                   |

## I. Part I: Current School Status

### A. Supportive Environment

#### 1. School Mission and Vision

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

Horizon Middle School strives to develop self-confident and creative students willing to take risks within a challenging and innovative environment.

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

Horizon Middle School is committed to preparing ALL students to be college and career ready.

#### 2. School Environment

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

Several Horizon Middle School teachers conduct student inventories which asks students to share their culture and heritage. Additionally, teachers and students hosted both a Hispanic Heritage night highlighting and celebrating the Hispanic community and also a Black History Month celebration. We have added a new student induction process to provide ongoing services to new students entering HMS. This process also provides students time to work with the guidance department and AVID ambassador students. HMS also offers time built into the school day for remediation and enrichment. This time will be utilized at the beginning of the year for teachers to learn about their students and build rapport.

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

Horizon Middle School's teachers share and discuss with students the school's procedures during the first week of school. Time is dedicated to teaching procedure and processes. Students practice procedures throughout the week. This process helps ensure a safe environment. Additionally, teachers are encouraged to build relationships of trust with their students. Teachers utilize homeroom time and Eagle University time to have conversations with their students. Additionally, teachers treat students with dignity and respect. Also, the guidance counselor works with students to give them the skills to handle bullying and teasing. Teachers also supervise common areas before, during and after school.

##### 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.

Horizon Middle School has a strong Positive Behavior Intervention Support System or PBIS. PBIS focuses on rewarding students who follow the core expectations of the school which are Study, On Time, Appropriate, and Respect. The Acronym S.O.A.R is posted in all buildings and classrooms. Students are "caught" representing these behaviors and are rewarded with a SOAR card which can be redeemed for numerous items. Additionally, students are reminded that these tenets apply to the bus and common areas of the school. Bus drivers are also able to give students Golden Tickets for leading by example on the bus. Professional Development will be offered to all teachers on Love and Logic which will assist teachers in building relationships with teachers which will have a correlation with behavior and academic success.

**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.**

During the 2016-2017 school year, Horizon Middle School added a second guidance counselor to assist in meeting the social- emotional needs of all students. Our guidance counselors are highly visible around campus and are available to meet with students throughout the school day. Additionally, HMS teachers and administration utilize the MTSS process to identify struggling students and provide additional resources. HMS also instituted a Why Try Program through its counseling department to provide guidance for students who were in need of behavioral interventions.

**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.**

Horizon Middle School's Early Warning System is evaluated by both the Administration, and the MTSS team. Critical data concerning students is provided via FOCUS systems. Data is also gathered by district personnel and shared with Administration and select teachers during professional development. Early warning indicators include students who are on free and reduced lunch, their ESE status and/or ELL status. The EWS includes MTSS participation, grades retained, Number of math courses failed in the previous year, number of ELA course failed in the previous year, number of any courses failed in the previous year. Also included are the number of referrals in previous and current year, number of referrals ending in suspensions previous and current year

**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 | 57  | 63  | 78  | 0 | 0  | 0  | 0  | 198 |       |
| One or more suspensions         | 0           | 0 | 0 | 0 | 0 | 0 | 88  | 42  | 72  | 0 | 0  | 0  | 0  | 202 |       |
| Course failure in ELA or Math   | 0           | 0 | 0 | 0 | 0 | 0 | 1   | 4   | 7   | 0 | 0  | 0  | 0  | 12  |       |
| Level 1 on statewide assessment | 0           | 0 | 0 | 0 | 0 | 0 | 192 | 174 | 184 | 0 | 0  | 0  | 0  | 550 |       |
|                                 | 0           | 0 | 0 | 0 | 0 | 0 | 0   | 0   | 0   | 0 | 0  | 0  | 0  |     |       |

**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 | 78 | 57 | 85 | 0 | 0  | 0  | 0  | 220 |       |

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

HMS's intervention strategies include targeted tutoring before school,during lunch and on Saturdays with three paraprofessionals to assist with skill development and also to assist with course work- teachers will also be employed for these interventions; small group pullouts for reading and math interventions; scheduled time for weekly remediation built into the school's schedule; tracking attendance daily and notifying parents if a student is not in school;letters home to parents concerning



interventions for both academics and attendance; parent meetings concerning grades and attendance; ETIT contracts; social worker intervention; meetings with guidance counselors; assigned mentors; utilizing different consequences so that students will remain in class and in school

## 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

Parents are involved at HMS by attending SAC, conference night, PTSO, and other events hosted by the school.

### 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.

Title I, Part A

To ensure students requiring additional remediation are assisted; extended learning opportunities, such as before and /or after school programs, and/or Saturday and/or summer school, are offered. The district coordinates with Title II to ensure staff development needs are provided. Learning Resource Specialists and Math/Science Coaches develop and lead programs based on Florida Standards curriculum/behavior assessment and intervention approaches.

Title I, Part C-Migrant

When Migrant children are enrolled at our school, the Title I Migrant Center staff is available to ensure that all migrant students are given a fair and equitable opportunity to achieve a high quality education. They will be contacted to help meet the needs of Migrant students, based on student achievement data, if enrolled at our school. These students will be afforded the same opportunities as all students. The liaison coordinates with Title I and other programs to ensure the student needs are met and assistance transitioning to post-secondary education or employment.

Title I, Part D

When Neglected and/or Delinquent children are enrolled in our school, we will coordinate efforts with the Alternative Programs Department to ensure that all student needs are met.

Title II

Professional Development is provided for Core Connections, Math Solutions, and Instructional Framework Design and the Instructional Leadership Pipeline. It is also used to focus on Professional Learning Community (PLC) development and facilitation.



### Title III

The Multicultural Department assists in the identification of Limited English Proficiency (LEP), immigrant, and Native American students most at-risk in meeting state standards. Support research-based, comprehensive educational programs are used to help reduce the educational

## 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               |
|---------------------|---------------------|
| Henninger, Michelle | Principal           |
| Mangrum, Naivasha   | Assistant Principal |
| Gould, Russell      | Assistant Principal |
| Schneider, Lucile   | Other               |
| Ettrich, Heidi      | School Counselor    |
| Kaloo, Annette      | Other               |
| Lowe, Ashley        | Dean                |

#### b. Duties

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

MTSS Coach-Annette Kaloo

Administration- Michelle Henninger,Joan Connolly, and Russell Gould participate in shared decision making with Admin team and Leadership team with regards to data, interventions, school-based decision issues, etc.)

Collection and sharing of discipline data and academic intervention plan- Lucile Schneider

Collection and sharing or attendance data and behavioral intervention plan-Deanna Hebbler

Collection and sharing of academic data- Russell Gould

Varying exceptional liaison and data- Deanna Hebbler

School Psychologist and testing- Carolyn Chalifoux

School Counselor - Shanell Morris and Taylor Donovan(provide college and career readiness and socail personal support)

Learning Resources Specialist - Annette Kaloo (provide small group interventions and instructional coaching)

Literacy Coach- J \ (provide small group interventions and instructional coaching)

##### **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.**

We use a variety of data sources for monitoring student progress to assist in determining the type of intervention, if any, is needed to assist the particular student become successful. We utilize both

school monitoring systems as well as district initiated programs to monitor student progress. We utilize teacher observations and evaluations to address the effectiveness of core instruction. Teachers review data in their PLCs to determine a course of action to help students. Additional steps in MTSS include: 1. Use the MTSS problem solving model 2. Oversee a multi-tiered model of service delivery (Core/Tier 1, Tier 2, and Tier 3) 3. Determine scheduling needs, curriculum and intervention resources 4. Review/interpret student data (Academic and Behavior) 5. Organize and support systematic data collection. 6. Strengthen the Tier 1 (core curriculum) instruction 8. Plan, implement and oversee the supplemental and intensive interventions for student progression in Tier 2 and Tier 3 9. Monitor interventions and data assessment in Tier 2 and Tier 3 10. Work collaboratively with other working committees such as the Leadership Team 11. Coordinate/collaborate with other working committees such as the Leadership Team and PBS.

Title I, Part C Migrant: When Migrant children are enrolled at our school, The Title I Migrant Center staff is available to ensure that all migrant students are given a fair and equitable opportunity to achieve a high quality education. They will be contacted to help meet the needs of Migrant students if enrolled at our school. These students will be afforded the same opportunities as all students. The liaison coordinates with Title I and other programs to ensure the student needs are met.

## 2. School Advisory Council (SAC)

### a. Membership

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

| Name               | Stakeholder Group |
|--------------------|-------------------|
|                    | Parent            |
| Ashoo Weiser       | Parent            |
| Lizette Robles     | Parent            |
| Michelle Henninger | Principal         |
| Joan Connolly      | Teacher           |
| Russell Gould      | Teacher           |
| Nick Ahlers        | Teacher           |
| Kristine Swiderski | Teacher           |
| Elfie Salisbury    | Teacher           |

### 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 SAC reviewed last year's plan at the first meeting of the school year in September 2013. Each goal was presented as well as the targets, barriers, and resources. The SAC then discussed ways in which they could provide support for teachers in conjunction with the school improvement plan. The SAC reconvened in October to review changes to the plan.

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

September 4, 2014- SAC met for the first time for the 2014-2015 school year and discussed Goals and Targets for the 2014-2015 plan. Teachers had previously provided input to the targets and goals. The SAC will continue to meet monthly and discuss changes or revisions to the plan.

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

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

In 2013-2014 SAC allocated \$500 to help fund the end of year event for Horizons Positive Behavior Support System (PBS).

SAC also provided 1,000 to buy a computer for the media center which would assist in sending out announcements school wide.

It is anticipated that SAC will assist in providing funds that will help HMS in achieving its goals as outlined in the SIP.

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

Yes

*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               |
|---------------------|---------------------|
| Mangrum, Naivasha   | Assistant Principal |
| Henninger, Michelle | Principal           |
| Gould, Russell      | Assistant Principal |
| Kaloo, Annette      | Other               |
| Schneider, Lucile   | Other               |

**b. Duties**

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

This year we are focusing on using and increasing literacy skills in all areas. The Learning Resource Specialist and the Literacy Coach are devising calendars that coincide with the district pacing guides that highlight the use of building literacy skills especially in Science and Social Studies. Training will be offered by the literacy coach, LRS, ELA teachers and AVID elective teacher. Additionally we are implementing an AVID strategy of the month. Teachers will share how they utilized the WICOR (Writing, Inquiry, Collaboration, Organization, and Reading to learn) in their classroom.

Extra Support includes one-on-one pullout with the literacy coach and learning resource specialist, assignment to the tutoring center or Eagle University, Participation in the Take Flight program which meets before and after school and on Saturdays for approximately 6 weeks. Additionally, we have begun and organized lunchtime tutoring group for students who are unable to meet prior to school or after school.

The Literacy Team will also encourage the use of the AVID monthly strategies.

**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.**

Professional Learning Communities are becoming knit into the fabric of the HMS culture. Teachers who teach the same subject and grade level will have common planning time. Teachers will also have time both weekly and monthly to meet as a PLC. This year teachers will receive 1 additional paid hour to work as a PLC. Teachers are also provided with two days of data digging in which they will have time to review data and how it will affect their planning and instruction practices. Teachers also worked collaboratively to prioritize standards and develop a system for common assessments. This time was an increase from the previous year when teachers were provided with a half day.

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

The School District of Osceola County sends recruiters to teacher job fairs around the country. The team share with administrators qualified, certified individuals who they interviewed. Multiple Administrators interview candidates making sure they have the proper credentials and certifications. The teacher mentoring program assists in teacher retention. New teachers meet with veteran teachers on a regularly scheduled basis as scheduled by the mentoring team. The mentoring program has been redesigned for the 2016-2017 school year to be designed to fit new teachers needs. New teachers are also paired with veteran teachers to aid in retention.

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

Horizon Middle School offers a new teacher mentorship program to ensure teacher retention. This includes an initial meeting and 20 follow up meetings. New teachers are also assigned a mentor teacher to provide guidance and answer questions. The goal of the program is to acclimate new teachers to the culture of the school and offer development in pedagogical strategies and best teaching practices. This is done by modelling the process and the product in many different areas. The ultimate goal of the new teacher mentorship program is to provide professional and personal support. Mentors are assigned to new teachers usually by grade level and/ or subject area.

## **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.***

Teachers are required to turn in lesson plans that should align with district pacing guides. The plans include the Florida State Standards. Teachers have been given time to identify and prioritize standards.

#### **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.***

For students struggling to reach the proficient or advanced level on state assessments, HMS offers a variety of ways to differentiate instruction. First, students will be scheduled into intensive reading and or math classes to receive additional strategies and scaffolding of information. Students will have

access to a tutoring center during lunch as well as morning and afternoon tutoring times. The LRS and Literacy Coach also provide small group assistance to teachers in classes and para-professionals are available to work with student in small groups as well. LY students who did not perform well on progress monitoring assessments were scheduled into ESOL language developments courses to better address their specific learning needs. Students who performed consistently below proficiency in Math were scheduled into an Intensive Math course. This course provides differentiated instruction and constant monitoring. As students show growth they can be moved out of the class but remain closely monitored.

**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:** Before School Program

**Minutes added to school year:** 2,160

The tutoring Program program that meets for approximately six weeks before school and on Saturdays. The program runs for one hour on Tuesday and Thursday mornings and afternoons, and three hours on Saturday. The program utilizes PLATO computer program. The program allows students to take a diagnostic exam and then prescribes lessons that will focus on students weaknesses. It also allows for enrichment opportunities. Strategies also include the use of the core curriculum digital learning program as well as teacher planning and instruction.

**Strategy Rationale**

Strategies are designed to help students with foundational difficulties while providing enrichment opportunities for those students who are already proficient in certain areas and standards.

**Strategy Purpose(s)**

- Core Academic Instruction
- Enrichment

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

Kaloo, Annette , annette.kaloo@osceolaschools.net

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

Data is collected using the computer system and is used by teachers leading the program to determine if students are making adequate progress. The data includes growth as detected using the Florida benchmarks. Additional data that should be able to assess the validity of the strategy is the STAR test.

**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.**

For our outgoing 8th grade students they have opportunities to meet with their high school guidance counselors to select classes and ask questions. This time is provided during the school day. Other high school programs are provided opportunities to introduce their programs to HMS students. These program include Osceola County School Fro the Arts, International Baccalaureate, Paths TECO and

Cambridge. 8th grade students were given the opportunity to attend high school orientation nights. Incoming 6th graders were also provided with a 6th grade orientation night. Administration also went to each feeder school to present to 5th graders an overview of courses offered and a glimpse of HMS life to students.

## **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.**

When students are selecting classes they are provided with core curriculum as well as several elective choices. Students at HMS do not have to go through a wheel of all electives, but instead may select the appropriate elective as it relates to their future interest or course of study in High School. Teachers help advise students on making appropriate selections. To advance college and career readiness, HMS hosted a College and Career Night. Members of law enforcement, schools, and local business participated. The event was open to the HMS community and highlighted necessary skills and exposure to different careers and colleges. HMS also offers high school credit courses to students.

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

Horizon Middle School offers an AVID program which is focused on preparing students for college. Additionally, staff have been trained on AVID practices to use in all classrooms. The school offers STEM course in exploratory prod. technology, Intro. to health science, Exploring aerospace tech., Intro, to energy, Exploring communication tech., exploring technology.

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

HMS offers a STEM program. The lead teacher works with Science and Math teachers to incorporate the necessary skills into their academic classes. Students are then able to see the connection between career and technical classes and their academic courses.

### **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.**

## **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.** All teachers will clearly identify what is essential for students to know by prioritizing the Florida State Standards and provide standards-based, highly engaging, student- centered instruction.
- G2.** HMS will implement rigorous, standards- based instruction through Professional Learning Communities. Instructional personnel will utilize effective collaborative planning strategies, common assessments, and data analysis in order to improve classroom instruction and student performance.

## 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.** All teachers will clearly identify what is essential for students to know by prioritizing the Florida State Standards and provide standards-based, highly engaging, student- centered instruction. 1a

G085413

**Targets Supported** 1b

| Indicator                    | Annual Target |
|------------------------------|---------------|
| ELA/Reading Lowest 25% Gains | 51.0          |
| FCAT 2.0 Science Proficiency | 54.0          |
| Civics EOC Pass              | 72.0          |
| Algebra I EOC Pass Rate      | 92.0          |
| FSA ELA Achievement          | 56.0          |
| FSA Mathematics Achievement  | 51.0          |
| Bio I EOC Pass               | 100.0         |

**Targeted Barriers to Achieving the Goal** 3

- Struggles with basic skills in language and math
- Lack of student centered activities
- Student engagement

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

- Weekly time for structured PLCs
- Literacy Coach
- Learning Resource Specialist
- STAR diagnostic testing
- Tutoring center
- Utilization of para-professionals for centers
- Professional Development
- Math Solutions
- District Diagnostic testing for Science and Social Studies
- Use of Scales
- AVID Weekly
- Avid strategies of the month
- informational text/ close reads/ primary documents
- Eagle University - built in remediation/ enrichment time

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

We expect to see an increase in the number of students actively engaged in each class as a result of the professional development and follow-up

**Person Responsible**

Michelle Henninger

**Schedule**

Monthly, from 12/2/2014 to 6/5/2015

**Evidence of Completion**

Evidence will be collected using a data system that tallies and charts input from observers.

Progress monitoring collected via I ready and Teen Biz. Behavior data collected through Focus.

**G2.** HMS will implement rigorous, standards- based instruction through Professional Learning Communities. Instructional personnel will utilize effective collaborative planning strategies, common assessments, and data analysis in order to improve classroom instruction and student performance. 1a

G085414

**Targets Supported** 1b

| Indicator                    | Annual Target |
|------------------------------|---------------|
| Math Lowest 25% Gains        | 52.0          |
| ELA/Reading Lowest 25% Gains | 51.0          |
| ELA/Reading Gains            | 62.0          |
| FCAT 2.0 Science Proficiency | 54.0          |

**Targeted Barriers to Achieving the Goal** 3

- Unfocused PLC time
- Lack of time to process data

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

- STAR Renaissance testing
- ODMS- Osceola data management system
- Data director
- PLCs
- Common assessment
- Common Planning
- Edmodo
- Provide data to teachers prior to beginning os school year

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

Ensure that PLC facilitators have access to multiple data

**Person Responsible**

Michelle Henninger

**Schedule**

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

**Evidence of Completion**

Data binders, evidence of reports run in STAR, TeenBlz, common 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.** All teachers will clearly identify what is essential for students to know by prioritizing the Florida State Standards and provide standards-based, highly engaging, student-centered instruction. **1**

 G085413

**G1.B3** Struggles with basic skills in language and math **2**

 B227161

**G1.B3.S1** Provide in school time for remediation of basic skills **4**

 S239675

### Strategy Rationale

If provided mandatory time within the scope of the school day, teachers will have time that is needed to work with students on scaffolding process and building basic skills needed to be successful. Students will not be required to come early, stay late, or provide their own transportation as this time is built into the schedule each week.

### Action Step 1 **5**

Students will receive in school remediation and enrichment time weekly.

#### Person Responsible

Naivasha Mangrum

#### Schedule

Weekly, from 9/3/2015 to 6/2/2016

#### Evidence of Completion

Students grades will be monitored

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

Teacher feedback about the intervention time will be collected. Members of the Administrative team will monitor the time by conducting classroom walk-throughs.

**Person Responsible**

Michelle Henninger

**Schedule**

Quarterly, from 9/3/2015 to 6/2/2016

***Evidence of Completion***

Teacher surveys, students' grades will be collected.

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

Students grade in ELA and Math will be monitored, as will their progress on the STAR diagnostic test

**Person Responsible**

Naivasha Mangrum

**Schedule**

Every 3 Weeks, from 8/28/2015 to 6/3/2016


***Evidence of Completion***

Students grade will be collected and the data from the diagnostic will be disaggregated to highlight areas that were addressed during in school remediation.

**G1.B4** Lack of student centered activities **2**

 B227162

**G1.B4.S1** Teachers will receive on-going training in student centered instruction. **4**

 S239676

**Strategy Rationale**

As teachers are exposed to more strategies to engage their students in both on campus and off campus Professional Development, they will share with their team and/or PLC. These strategies will enhance student engagement in their classes

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

Teachers will attend professional development activities that focus on student engagement.

**Person Responsible**

Michelle Henninger

**Schedule**

Monthly, from 8/3/2016 to 6/1/2017

***Evidence of Completion***

Rosters will be collected. Attendees will share what they learned during faculty meeting and PLCs.

**Plan to Monitor Fidelity of Implementation of G1.B4.S1** **6**

Administration will monitor implementation of strategies.

**Person Responsible**

Michelle Henninger

**Schedule**

Monthly, from 8/28/2015 to 6/3/2016

***Evidence of Completion***

Walk-throughs focusing on implementations of techniques and strategies. PD led by our own staff based on PD opportunities.



## Plan to Monitor Effectiveness of Implementation of G1.B4.S1 7

Administration will publicize PD opportunities and support the implementation by observing and sharing techniques used.

### Person Responsible

Michelle Henninger

### Schedule

Monthly, from 8/4/2016 to 6/1/2017

### Evidence of Completion

Data will be collected and feedback will be given to teachers. Teachers leading PD will also receive feedback from the surveys collected.

## G1.B5 Student engagement 2

 B227163

## G1.B5.S1 Ongoing Professional Development and sharing of ideas 4

 S239677

### Strategy Rationale

If we give teachers the opportunity to experience and utilize more student centered instructional activities then student engagement will increase. If teachers see their co-workers successfully utilizing these strategies, they will be more likely and willing to implement in their classrooms.

## Action Step 1 5

Teachers who have received training or have created their own engagement activities will share with their PLCs and/ or all faculty.

### Person Responsible

Michelle Henninger

### Schedule

Monthly, from 8/3/2016 to 6/1/2017

### Evidence of Completion

Implementation of engaging activities.

**Plan to Monitor Fidelity of Implementation of G1.B5.S1** 6

Administration will monitor the implementation of activities via walk-throughs and observations.

**Person Responsible**

Michelle Henninger

**Schedule**

Weekly, from 8/3/2016 to 6/1/2017

***Evidence of Completion***

Observation data. Feedback for presenters through surveys.

**Plan to Monitor Effectiveness of Implementation of G1.B5.S1** 7

Administration will monitor the use of strategies through walk-throughs and observations.

**Person Responsible**

Michelle Henninger

**Schedule**

Weekly, from 8/3/2016 to 6/1/2017

***Evidence of Completion***

Observation data, student scores through progress monitoring, discipline data from FOCUS

**G2.** HMS will implement rigorous, standards- based instruction through Professional Learning Communities. Instructional personnel will utilize effective collaborative planning strategies, common assessments, and data analysis in order to improve classroom instruction and student performance. 1

G085414

**G2.B3** Unfocused PLC time 2

B227167

**G2.B3.S1** Send teachers to PLC training 4

S239678

**Strategy Rationale**

As teachers receive more training, the PLC purpose will become clear and the expectations for meetings will be well defined.

**Action Step 1** 5

Administration selected teachers who had not previously attended PLC training.

**Person Responsible**

Michelle Henninger

**Schedule**

On 7/30/2016

**Evidence of Completion**

Teachers who attend will complete and submit an external PD record

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

Weekly PLC agenda and meeting minutes addressing the 4 critical questions of the PLC process.

**Person Responsible**

Naivasha Mangrum

**Schedule**

Weekly, from 8/3/2016 to 6/1/2017

**Evidence of Completion**

Agendas and minutes

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

Administrator will attend PLC meeting and participate in monthly facilitators meeting. Notes and agendas will be read.

**Person Responsible**

Naivasha Mangrum

**Schedule**

Weekly, from 8/3/2016 to 6/1/2017

***Evidence of Completion***

Notes will be collected

### G2.B3.S3 Provide data to PLC facilitators 4

 S239680

**Strategy Rationale**

#### Action Step 1 5

Provide data to drive PLC discussion concerning how to use the data to drive instruction; the use of PLC agendas

**Person Responsible**

**Schedule**

***Evidence of Completion***

electronic copies of data at PLC meetings, copies of PLC agendas

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

Focused PLC time utilizing student data

**Person Responsible**

**Schedule**

***Evidence of Completion***

data notebooks, agendas

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

PLC agendas, data notebooks

**Person Responsible**

**Schedule**

***Evidence of Completion***

Agendas and data binders

**G2.B5 Lack of time to process data 2**

 B227169

**G2.B5.S1 Teachers will have dedicated PLC time 4**

 S239682

**Strategy Rationale**

Teachers will have "sacred" time every week to review data to increase student achievement.

**Action Step 1 5**

Create a schedule so that teachers have a common time to meet weekly for PLC time with their grade level and subject area.

**Person Responsible**

Naivasha Mangrum

**Schedule**

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

***Evidence of Completion***

Teachers will collect data, create common assessments and record meeting minutes

**Plan to Monitor Fidelity of Implementation of G2.B5.S1** 6

The principal will monitor with visits, gathering data and minutes

**Person Responsible**

Michelle Henninger

**Schedule**

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

***Evidence of Completion***

Data, Common Assessments, notes

**Plan to Monitor Effectiveness of Implementation of G2.B5.S1** 7

Teachers will have a facilitator at each level who will meet with the school's PLC facilitator. The PLC facilitator will provide assistance and training to these individuals.

**Person Responsible**

Michelle Henninger

**Schedule**

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

***Evidence of Completion***





Teachers will receive materials that they will use to document the process in their teams. Teachers will collect data and be ready to share with the PLC team.

## IV. Implementation Timeline

| Source                  | Task, Action Step or Monitoring Activity  | Who                 | Start Date (where applicable) | Deliverable or Evidence of Completion   | Due Date/End Date      |
|-------------------------|---|---------------------|-------------------------------|---|------------------------|
| 2017                    |   |                     |                               |   |                        |
| G2.B3.S3.MA1<br>M317966 | PLC agendas, data notebooks   |                     | No Start Date                 | Agendas and data binders  | No End Date one-time   |
| G2.B3.S3.MA1<br>M317967 | Focused PLC time utilizing student data   |                     | No Start Date                 | data notebooks, agendas   | No End Date one-time   |
| G2.B3.S3.A1<br>A310348  | Provide data to drive PLC discussion concerning how to use the data to drive instruction; the use...  |                     | No Start Date                 | electronic copies of data at PLC meetings, copies of PLC agendas  | No End Date one-time   |
| G1.MA1<br>M317961       | We expect to see an increase in the number of students actively engaged in each class as a result...  | Henninger, Michelle | 12/2/2014                     | Evidence will be collected using a data system that tallies and charts input from observers. Progress monitoring collected via I ready and Teen Biz. Behavior data collected through Focus. | 6/5/2015 monthly       |
| G2.MA1<br>M317972       | Ensure that PLC facilitators have access to multiple data   | Henninger, Michelle | 8/18/2014                     | Data binders, evidence of reports run in STAR, TeenBiz, common assessments  | 6/5/2015 quarterly     |
| G2.B5.S1.MA1<br>M317970 | Teachers will have a facilitator at each level who will meet with the school's PLC facilitator....    | Henninger, Michelle | 8/18/2014                     | Teachers will receive materials that they will use to document the process in their teams. Teachers will collect data and be ready to share with the PLC team.                              | 6/5/2015 monthly       |
| G2.B5.S1.MA1<br>M317971 | The principal will monitor with visits, gathering data and minutes                                    | Henninger, Michelle | 8/18/2014                     | Data, Common Assessments, notes   | 6/5/2015 monthly       |
| G2.B5.S1.A1<br>A310349  | Create a schedule so that teachers have a common time to meet weekly for PLC time with their grade... | Mangrum, Naivasha   | 8/18/2014                     | Teachers will collect data, create common assessments and record meeting minutes  | 6/5/2015 weekly        |
| G1.B3.S1.MA1<br>M317956 | Teacher feedback about the intervention time will be collected. Members of the Administrative team... | Henninger, Michelle | 9/3/2015                      | Teacher surveys, students' grades will be collected.  | 6/2/2016 quarterly     |
| G1.B3.S1.A1<br>A310344  | Students will receive in school remediation and enrichment time weekly.                               | Mangrum, Naivasha   | 9/3/2015                      | Students grades will be monitored   | 6/2/2016 weekly        |
| G1.B3.S1.MA1<br>M317955 | Students grade in ELA and Math will be monitored, as will their progress on the STAR diagnostic test  | Mangrum, Naivasha   | 8/28/2015                     | Students grade will be collected and the data from the diagnostic will be disaggregated to highlight areas that were addressed during in school remediation.                                | 6/3/2016 every-3-weeks |
| G1.B4.S1.MA1<br>M317958 | Administration will monitor implementation of strategies.   | Henninger, Michelle | 8/28/2015                     | Walk-throughs focusing on implementations of techniques and strategies. PD led by our own staff based on PD opportunities.  | 6/3/2016 monthly       |
| G2.B3.S1.A1<br>A310347  | Administration selected teachers who had not previously attended PLC training.                        | Henninger, Michelle | 5/18/2016                     | Teachers who attend will complete and submit an external PD record  | 7/30/2016 one-time     |
| G1.B4.S1.MA1<br>M317957 | Administration will publicize PD opportunities and support the implementation by observing and...     | Henninger, Michelle | 8/4/2016                      | Data will be collected and feedback will be given to teachers. Teachers leading PD will also receive feedback from the surveys collected.   | 6/1/2017 monthly       |
| G1.B4.S1.A1<br>A310345  | Teachers will attend professional development activities that focus on student engagement.            | Henninger, Michelle | 8/3/2016                      | Rosters will be collected. Attendees will share what they learned during faculty meeting and PLCs.  | 6/1/2017 monthly       |
| G1.B5.S1.MA1<br>M317959 | Administration will monitor the use of strategies through walk-throughs and observations.             | Henninger, Michelle | 8/3/2016                      | Observation data, student scores through progress monitoring, discipline data from FOCUS  | 6/1/2017 weekly        |



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*Horizon Middle School*

| Source  | Task, Action Step or Monitoring Activity   | Who                 | Start Date (where applicable) | Deliverable or Evidence of Completion                      | Due Date/End Date |
|---|--|---------------------|-------------------------------|--|-------------------|
| G1.B5.S1.MA1<br> M317960 | Administration will monitor the implementation of activities via walk-throughs and observations.       | Henninger, Michelle | 8/3/2016                      | Observation data. Feedback for presenters through surveys. | 6/1/2017 weekly   |
| G1.B5.S1.A1<br> A310346  | Teachers who have received training or have created their own engagement activities will share with... | Henninger, Michelle | 8/3/2016                      | Implementation of engaging activities.                     | 6/1/2017 monthly  |
| G2.B3.S1.MA1<br> M317962 | Administrator will attend PLC meeting and participate in monthly facilitators meeting. Notes and...    | Mangrum, Naivasha   | 8/3/2016                      | Notes will be collected                                    | 6/1/2017 weekly   |
| G2.B3.S1.MA1<br> M317963 | Weekly PLC agenda and meeting minutes addressing the 4 critical questions of the PLC process.          | Mangrum, Naivasha   | 8/3/2016                      | Agendas and minutes  | 6/1/2017 weekly   |

## V. Professional Development Opportunities

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

**G1.** All teachers will clearly identify what is essential for students to know by prioritizing the Florida State Standards and provide standards-based, highly engaging, student-centered instruction.

**G1.B4** Lack of student centered activities

**G1.B4.S1** Teachers will receive on-going training in student centered instruction.

### PD Opportunity 1

Teachers will attend professional development activities that focus on student engagement.

**Facilitator**

**Participants**

**Schedule**

Monthly, from 8/3/2016 to 6/1/2017

**G2.** HMS will implement rigorous, standards-based instruction through Professional Learning Communities. Instructional personnel will utilize effective collaborative planning strategies, common assessments, and data analysis in order to improve classroom instruction and student performance.

**G2.B3** Unfocused PLC time

**G2.B3.S1** Send teachers to PLC training

### PD Opportunity 1

Administration selected teachers who had not previously attended PLC training.

**Facilitator**

Solution Tree

**Participants**

35 teachers

**Schedule**

On 7/30/2016

## VI. Technical Assistance Items

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

## VII. Budget

|        |             |   |        |
|--------|-------------|---|--------|
| 1      | G1.B3.S1.A1 | Students will receive in school remediation and enrichment time weekly.   | \$0.00 |
| 2      | G1.B4.S1.A1 | Teachers will attend professional development activities that focus on student engagement.  | \$0.00 |
| 3      | G1.B5.S1.A1 | Teachers who have received training or have created their own engagement activities will share with their PLCs and/ or all faculty. | \$0.00 |
| 4      | G2.B3.S1.A1 | Administration selected teachers who had not previously attended PLC training.  | \$0.00 |
| 5      | G2.B3.S3.A1 | Provide data to drive PLC discussion concerning how to use the data to drive instruction; the use of PLC agendas                    | \$0.00 |
| 6      | G2.B5.S1.A1 | Create a schedule so that teachers have a common time to meet weekly for PLC time with their grade level and subject area.          | \$0.00 |
| Total: |             |   | \$0.00 |