

Miami-Dade County Public Schools

# Hialeah Miami Lakes Senior High



2016-17 Schoolwide Improvement Plan

# Hialeah Miami Lakes Senior High

7977 W 12TH AVE, Hialeah, FL 33014

<http://schoolsites.schoolworld.com/schools/hialeah/>

## 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)
High School 9-12	Yes	84%
<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	97%

## School Grades History

<b>Year</b>	<b>2015-16</b>	<b>2014-15</b>	<b>2013-14</b>	<b>2012-13</b>
<b>Grade</b>	C	B*	B	A

*\*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 Dade 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>.

---

## Table of Contents

---

<b>Purpose and Outline of the SIP</b>	<b>4</b>
<b>Differentiated Accountability</b>	<b>5</b>
<b>Current School Status</b>	<b>6</b>
Supportive Environment	6
Family and Community Engagement	8
Effective Leadership	9
Public and Collaborative Teaching	16
Ambitious Instruction and Learning	16
<b>8-Step Planning and Problem Solving Implementation</b>	<b>20</b>
Goals Summary	20
Goals Detail	20
Action Plan for Improvement	22
<b>Appendix 1: Implementation Timeline</b>	<b>27</b>
<b>Appendix 2: Professional Development and Technical Assistance Outlines</b>	<b>28</b>
Professional Development Opportunities	28
Technical Assistance Items	29
<b>Appendix 3: Budget to Support Goals</b>	<b>29</b>

## Purpose and Outline of the SIP

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

### Part I: Current School Status

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

### Part II: Needs Assessment

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

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

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

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify 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 Hialeah Miami Lakes Senior High

DA Region and RED	DA Category and Turnaround Status
Southeast - <a href="#">LaShawn Russ-Porterfield</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.

We are committed to building a community of creative and analytical thinkers through rigorous and relevant academic choices and diverse educational opportunities designed to prepare our students to meet the demands of our ever-changing world.

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

We will empower our students to become confident, self-directed, life-long learners, and proactive members of society.

#### 2. School Environment

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

The leadership team at Hialeah-Miami Lakes has brought a vision of high academic standards and academic excellence to the school and community. As a school we are committed to building a community of creative and analytical thinkers through relevant academic choices and diverse educational opportunities designed to prepare our students to meet the demands of our ever-changing world. In the past three years, the school has experienced a significant increase in the number of students participating in advanced academics. We have made it a personal mission to increase the number of AP and dual enrollment courses offered at Hialeah-Miami Lakes. In the last three years Hialeah-Miami Lakes increased the number of Dual Enrollment classes through Florida International University from three to thirteen. Our goal is to expose our students to as many college level opportunities as possible, helping to prepare our students for post-secondary success. Dynamic instruction throughout the curriculum focuses on both leadership and problem-solving abilities. With access to the latest technology, individualized educational plans students build confidence and simultaneously foster a desire to be life-long learners. Students learning in a myriad of ways with exposure to a variety of instructional approaches allot opportunities for students to construct meaningful context to support their learning. A student's learning potential is enhanced by positive relationships and mutual respect among and between students and staff. Opportunities for college tours and field trips continue to perpetuate student curiosity and their thirst for knowledge. Additionally, Hialeah-Miami Lakes is home to three magnet programs with an additional program, AP Capstone, added for the 2016-2017 academic year. The rigor and expectations of the magnet programs augment the student's experience and ultimately prepares them to be competitive in a 21st century workforce. iPrep at Hialeah-Miami Lakes is an innovative program designed to integrate technology into every area of the learning environment, including curriculum delivery and collaboration. The implementation of the iPrep magnet included a complete renovation of our third floor, which transformed the area into a state-of-the-art technological, educational facility equipped with smart boards and Mac-book Airs for every student. The program was awarded a magnet school of distinction award by Magnet schools of America. Augmenting the school environment our Digital Media and Entrepreneurship magnet also saw massive renovations in our former culinary arts room to include up-to-date technology, furniture and collaborative rooms for student work and exploration. We have implemented Spring Board curriculum through College Board and have continued to grow our Legal Studies Magnet program.

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

Hialeah-Miami Lakes creates and maintains a safe and respected environment by implementing The Code of Student Conduct and Promoting and Maintaining a Safe Learning Environment School Board Policy 6Gx13-5D-108. Hialeah-Miami Lakes builds upon each student's potential for learning and fosters positive interpersonal relationships through personal, academic, civic, and occupational adequacies in order to become effective and productive citizens. Hialeah-Miami Lakes personnel are trained and equipped with the skill sets and knowledge needed to respond to critical incidents or other related emergencies that may arise in the school or community by implementing the Critical Incident Response Plan developed for the 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.**

Hialeah-Miami Lakes aligns its school-wide behavioral system with the Multi-tiered System of Support and procedures using corrective strategies outlined in the Code of Student Conduct shared with staff during the Opening of Schools. Hialeah-Miami Lakes established a progressive discipline protocol to deal with disciplinary incidents that arise in order to set forth clear behavioral expectations among teachers, students, and parents. Hialeah-Miami Lakes Administrative Progressive Discipline Plan is available on the school's website and provided to teachers to ensure fairness and equity among disciplinary incidents.

**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.**

The emotional safety of students at Hialeah-Miami Lakes will be addressed by array of personnel and programs. All students are able to seek the services of the TRUST Specialist upon request as well as schedule an appointment with their Student Service Guidance Counselor during school hours. Additionally Hialeah-Miami Lakes will be implementing the TROJAN Stars program in collaboration with FIU Psychology Department. This program will be universally provided to all students who are enrolled in reading classes with a program which focuses on self-esteem and confidence issues. Providing additional support through the Health/Driver Education classes are Switchboard of Miami/Project Wise and Abriendo Puertas. A working relationship is also maintained with community agencies such as MC USA that serve the emotional needs of our students through the TRUST Program in Student Services. Student with IEP's in the ESE program are supported by the EBD Clinician and Art Therapist.

### **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.**

Hialeah-Miami Lakes Senior High uses Early Warning Systems when determining our at-risk student population by addressing attendance, suspensions, course failure and standardized assessments. Student Services progress monitors students using Student Pupil Progression Plan.

**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	136	134	158	205	633
One or more suspensions	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	25	61	29	25	140
Level 1 on statewide assessment	0	0	0	0	0	0	0	0	0	8	0	0	1	9

**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	67	34	112	49	262

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

Hialeah-Miami Lakes Senior High School provides students identified by the early warning system with the following intervention classes and strategies to improve academic performance.

- Intensive Reading
- IR Retake Classes (11th/12th)
- Intensive Reading Classes (IR L2): Edge
- Intensive Reading Plus (IR+ L1): Read 180/Systems 44
- Developmental Reading Classes through ESOL
- Edgenuity
- Khan Academy
- Technology Programs
- Read 180 Software/System 44
- Reading Plus
- Imagine Learning
- Achieve 3000
- Typing Web.com
- Intensive Math
- L1 (Algebra A/B non-passers )
- After-School ELL Tutoring
- Saturday School
- Trojan Stars
- HLAP

**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 accessible through the Continuous Improvement Management System (CIMS) at <https://www.floridacims.org/documents/339211>.

### 2. Description

A PIP has been uploaded for this school or district - see the link above.

## 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.

Hialeah-Miami Lakes Senior High School builds and sustains partnerships with local community agencies through Dade Partners in order to establish a cooperative agreement between the school and business professionals, civic groups, and government agencies to bring resources together to improve student achievement and enhance educational programs within our school. Through the Educational Excellence School Advisory Council (EESAC), Dade Partners, such as Florida International University, and Miami Dade College are encouraged to participate in monthly meetings to ensure all stakeholders are involved with the decisions making process that impacts 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
Shinn, Christopher	Principal
Vinas, Barbara	Assistant Principal
Robinson, Felicia	Assistant Principal
Ramirez, Juan	Assistant Principal

#### b. Duties

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

Lisa Garcia, Principal; Juan Ramirez, Assistant Principal, Felicia Robinson, Assistant Principal, and Barbara Viñas, Assistant Principal will schedule and facilitate regular Instructional Leadership meetings to follow up on action steps and allocate resources for intervention. In addition to the school administrators and the school Leadership Team will include the following members will carry out the planning of the school improvement and strategic planning for student achievement.

- Sandra Ortiz , Students with Disability Chair
- Eileen Padro, Student Services Department Chair
- Monica Hurter, Art Therapist
- Odalys Acosta, TRUST Counselor
- Erika Baltar, Social Worker
- Victor Astacio, Psychologist
- Farrah Salem, iPrep Lead Teacher
- Gloria Rionda, ELA Department Chair
- Anne Knight, Reading Coach

- Tosha Daniels, Mathematics Coach
- Robert Mayrovitz, Science Department Chair
- Shenita Hunt, Fine Arts Department Chair
- Richard Silberman, Activities Director
- Michael Phillips, IT Administrator
- Yenelin Cabañas, ELL Department Chair
- Michelle Simon, Social Studies Department Chair

Selected members of the Instructional Leadership Team will conduct regular meetings to evaluate intervention efforts for students by subject, grade, intervention, or other logical organization. In addition to those selected other teachers will be involved when needed to provide information or revise efforts.

**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 Instructional Leadership Team is strategically integrated in order to support the administration through a process of problem solving as issues and concerns arise through an ongoing, systematic examination of available data with the goal of impacting student achievement, school safety, school culture, literacy, attendance, student social/emotional well-being, and prevention of student failure through early intervention. It is anticipated that this will be a 3-year process of building the foundation and incorporating systems of support into the culture of each school.

1. Leadership Team leadership is vital, therefore, in building our team we have considered the following:

- Administrator(s) who will ensure commitment and allocate resources;
- Teacher(s), Department Chairs and Coaches who share the common goal of improving instruction for all students; and
- Team members who will work to build staff support, internal capacity, and sustainability over time.

2. The school's Leadership Team will include additional personnel as resources to the team, based on specific problems or concerns as warranted, such as:

- School reading, math, science, and behavior specialists
- Special education personnel
- School guidance counselor
- School psychologist
- School social worker
- Member of advisory group
- Community stakeholders

The Instructional Leadership Team will use data and Early Warning Systems to identify the school's needs and resources that will impact student achievement and Early Warning Systems. Using state and district assessments, strategic planning and monitoring will take place in order to evaluate the core instructional practices and behavioral methodologies embedded within the instructional framework. Differentiated Instruction and interventions will be provided to any student not showing adequate gains in state and/or district assessments through a push-in/push-out model, after-school tutoring, and Saturday School. Intensive instructional and/or behavioral interventions will be provided with the goal of increasing an individual student's rate of progress academically and/or behaviorally.

There will be an ongoing evaluation method established for services at each tier to monitor the

effectiveness of meeting school goals and student growth as measured by benchmark and progress monitoring data.

#### Title I, Part A

At Hialeah-Miami Lakes Senior High School, services are provided to ensure students requiring additional remediation are assisted through extended learning opportunities such as: after-school programs, Saturday Academy, or summer school provided through our adult education program. The district coordinates with Title II and Title III in ensuring staff development needs are provided. Support services are provided to secondary students. Instructional Coaches in the areas of Reading and Mathematics provide support to the instructional staff by utilizing push-in and parallel teaching strategies. They develop, lead, and evaluate school core content standards/programs; identify and analyze existing literature on scientifically based curriculum/behavior assessment and intervention approaches. They systematic patterns of students' needs while working with district personnel to identify appropriate, evidence-based intervention strategies; assists with whole school screening programs that provide early intervention services for children to be considered "at risk"; assist in the design and implementation for progress monitoring, data collection, and data analysis; participate in the design and delivery of professional development; and provide support for assessment and implementation monitoring. Other components that are integrated into the school-wide program include an extensive Parental Program; Title CHES (as appropriate); Supplemental Educational Services; and special support services to special needs population such as homeless, migrant, and neglected and delinquent students.

#### Title I, Part C- Migrant

The Migrant Liaison, Trust Counselor at Hialeah-Miami Lakes Senior High, provides services and support to students and parents. The District liaison coordinates with Title I and other programs and conducts a comprehensive needs assessment of migrant students to ensure that the unique needs of migrant students are met.

#### Title I, Part D

Hialeah-Miami Lakes Senior High School utilizes District-supplied funds to support the Educational Alternative Outreach program. Services are coordinated with the district Drop-out Prevention programs.

#### Title II

Hialeah-Miami Lakes Senior High School is a Title II district that uses supplemental funds for improving basic education as follows:

- training to certify qualified mentors for the New Teacher (MINT) Program
- training for add-on endorsement programs, such as Reading, Gifted, ESOL training and substitute release time for Professional Development Liaisons (PDL) at each school focusing on Professional Learning Community (PLC) development and facilitation, as well as Lesson Study Group implementation and protocols.

#### Title III

Hialeah-Miami Lakes Senior High School provides services through the district for educational materials and ELL district support services to improve the education of English Language Learners. At Hialeah-Miami Lakes Senior High School, Title III funds are used to supplement and enhance the programs for English Language Learner (ELL) and immigrant students by providing funds to implement and/or provide:

- tutorial programs (9-12)
- parent outreach activities (9-12)
- behavioral/mental counseling services (9-12)
- professional development on best practices for ESOL and content area teachers
- coaching and mentoring for ESOL and content area teachers (9-12)
- reading and supplementary instructional materials (9-12)
- hardware and software for the development of language and literacy skills in Reading, Mathematics and Science, is purchased for selected schools to be used by ELL and immigrant students (9-12, RFP Process)

Title VI, Part B - NA

Title X- Homeless

Hialeah-Miami Lakes Senior High School:

- The Homeless Assistance Program seeks to ensure a successful educational experience for homeless children by collaborating with parents, schools, and the community.
- Students at Hialeah-Miami Lakes are eligible to receive services and will do so upon identification and classification of a student as homeless.
- Project Upstart, Homeless Children & Youth Program assists Hialeah-Miami Lakes with the identification, enrollment, attendance, and transportation of homeless students.
- The Homeless Liaison, Trust Counselor provides training for school registrars on the procedures for enrolling homeless students and for school counselors on the McKinney Vento Homeless Assistance Act-ensuring homeless children and youth are not to be stigmatized or separated, segregated, or isolated on their status as homeless-and are provided with all entitlements.
- Project Upstart provides a homeless sensitivity, awareness campaign to all the schools - each school is provided a video and curriculum manual, and a contest is sponsored by the homeless trust-a community organization.
- Project Upstart provides tutoring and counseling to twelve homeless shelters in the community.
- Project Upstart will be proposing a 2011 summer academic enrichment camp for students in several homeless shelters in the community, pending funding.
- The District Homeless Student Liaison continues to participate in community organization meetings and task forces as it relates to homeless children and youth.

Each school will identify a school based homeless coordinator to be trained on the McKinney-Vento Law ensuring appropriate services are provided to the homeless students.

Supplemental Academic Instruction (SAI)

#### Violence Prevention Programs

Hialeah-Miami Lakes Senior High School offers non-violence and anti-drug programs to students that incorporate field trips, community service, drug tests, and counseling. Moreover, all these programs are coordinated by the TRUST counselor:

- TATU (Teens Against Tobacco Use program through the American Lung Association)
- Peer Mediation

SSHSMFACT

#### Nutrition Programs

- Hialeah-Miami Lakes Senior High School adheres to and implements the nutritional requirements stated in the District Wellness Policy.
- Nutrition education, as per state statute, is taught through physical education.
- The School Food Service Program that provides school breakfast and school lunch, follows the Healthy Food and Beverage Guidelines as adopted in the District Wellness Policy.

## Adult Education

High school completion courses are available to all eligible students at Hialeah-Miami Lakes Senior High School through adult education program, based on the senior high school's recommendation. Courses can be taken for credit recovery, promotion, remediation, or grade forgiveness purposes.

## Career and Technical Education

Hialeah-Miami Lakes Senior High School promotes Career Pathways and Programs of Study, students at Hialeah-Miami Lakes Senior High School will be academy program completers, and have a better understanding and appreciation of the postsecondary opportunities available and a plan for how to acquire the skills necessary to take advantage of those opportunities. Articulation agreements allow students to earn college and postsecondary technical credits in high school, thus providing more opportunities for students to complete 2 and 4 year postsecondary degrees. Students will gain an understanding of business and industry workforce requirements by acquiring Ready to Work and Industry certifications. Readiness for postsecondary education will strengthen with the integration of academic and career technical components and a coherent sequence of courses. Proposals are submitted annually to enhance selected Vocational Programs for regular, disadvantaged, and handicapped students in grades 9-12.

Job Training-N/A

## Other

### Health Connect in Our Schools

- Health Connect at Hialeah-Miami Lakes Senior High (HCiOS) offers a coordinated level of school based healthcare which integrates education, medical and/or social and human services on school grounds.
- HCiOS services will reduce or eliminate barriers to care, connect eligible students with health insurance and a medical home, and provide care for students who are not eligible for other services. HCiOS will deliver coordinated social work and mental/behavioral health interventions in a timely manner.

## 2. School Advisory Council (SAC)

### a. Membership

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

Name	Stakeholder Group
Sydnia Machado-Fonseca	Teacher
Lisa Garcia	Principal
Alexis Cazañas	Principal
Barbara Viñas	Education Support Employee
Daniel Francia	Teacher
Michele Rubin	Teacher
Iliana Llosa	Teacher
Raquel Cruz	Teacher
Mariaelena Vicedo	Teacher
Roxanne Insignares	Education Support Employee
Maria Parra	Education Support Employee
Mario Deliz	Education Support Employee
Jose Castro	Parent
Tani Stanely	Parent
Dawn Remick	Parent
Sara Orozco	Parent
Amanda Moreno	Student
Jessica Basallo	Student
Jeanette Hernandez	Student
Bryan Jardines	Student
Melissa Cruz	Student
Andres Felipe Bula	Student
Anabel Nemrow	Business/Community
Michelle Simon	Teacher
Leticia Delgado	Parent
Miriam Basallo	Parent
Le'enda Quiñones	Student
Bryan Jardines	Student
Andres Felipe Bula	Student
Sophie Pisonero	Business/Community
Courtney Silberman	Student

**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*

As a team, the School Advisory Council (SAC), met and reviewed the 2016-2017 School Improvement Plan (SIP). The committee analyzed the data to determine the elimination or reduction of barriers, along with the development of goals for the 2016-2017 year.

*b. Development of this school improvement plan*

The School Advisory Council:

- Schedule and conduct meetings on a regular basis;
- Review all applicable student performance data;
- Determine the students' needs and prioritize them;
- Recommend strategies to improve areas of need;
- Decide how to measure results;
- Assist in the preparation and evaluation of the School Improvement Plan

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

In ensuring that all teachers and students are trained and ready to strategically reduce or eliminate the barriers on the School Improvement Plan (SIP), it was agreed that the budget should include content specific supplemental materials to support the needs of each academic area and student motivational incentives for academic achievement.

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

Student Incentives \$2,999.00

**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.*

In collaboration with the principal, an action plan has been developed to recruit and retain parents to the School Advisory Committee (SAC) during PTSA meeting and school activities.

**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
Knight, Anne	Instructional Coach
Vinas, Barbara	Assistant Principal
Daniels, Tosha	Instructional Coach
Williams, Gwendolyn	Teacher, K-12
Medina, Michelle	Teacher, K-12
Ochoa, Miriam	Teacher, K-12
Simon, Michelle	Teacher, K-12

**b. Duties**

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

The principal will promote the LLT as an integral part of the school literacy reform to promote a culture of reading by:

- including representation from all curricular areas on the LLT
- selecting team members who are skilled and committed to improving literacy



- offering professional growth opportunities for team members
- creating a collaborative environment that fosters sharing and learning
- developing a school wide organizational model that supports literacy instruction in all classes
- encouraging the use of data to improve teaching and student achievement

## 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.

In encouraging positive working relationships, collaborative planning, and instruction among teachers; Hialeah-Miami Lakes provides common planning to core academic classes. During this time, teachers are encouraged to work together in order to develop relevant and rigorous lessons that will yield quality instruction in the classroom.

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

The Leadership Team is responsible for recruiting and retaining highly qualified teachers.

The school's strategies to recruit and retain highly qualified teachers include:

1. Conduct regular meetings with new teachers (Principal/AP)
2. Partnering new teachers with veteran staff for mentoring opportunities (Assistant Principal)
3. Soliciting referrals from current employees (Principal/AP)
4. Review applicant resumes for appropriate certifications for open positions (Principal/AP)
5. Offer teachers leadership opportunities (Principal)

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

Mentoring and induction for New Teachers (MINT) Program: Pairing of novice teachers with mentor teachers.

The school's teacher mentoring program includes pairing a mentor who is highly qualified with successful teaching experience and certified in the mentee's subject area to ensure the success of the mentee. Activities between mentor and mentee include Bi-Weekly meetings, Informal observation with feedback, classroom modeling, and participation in the District's MINT program.

## 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.**

In ensuring core instructional programs and materials are aligned to the Florida Standards, Hialeah-Miami Lakes supports the implementation of District Pacing Guides among the core academic classes and coaching support. Instructional Coaches are used during common planning to unpack the Florida Standards effectively and build capacity among teachers through systematic coaching cycles.

#### 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.**

In order to meet the diverse needs of students, state and district assessment data is used to differentiate instruction and progress monitor students based on their academic needs. Through Common Planning, data is used to differentiate instruction in order to increase, remediate, and enrich student performance.

**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:** Extended School Day

**Minutes added to school year:** 1,920

Students will have the opportunity to participate in the following:

Saturday School-Tutoring Academy Students will receive additional instruction in core subjects as Reading, Math, Writing, Biology, U.S History, and SAT/ACT practice to assist them in passing state required assessments.

**Strategy Rationale**

Provide students will opportunities for students to attain proficiency on State Assessments

**Strategy Purpose(s)**

- Core Academic Instruction
- Enrichment

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

Vinas, Barbara , bvinas@dadeschools.net

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

Data is collected through Mid-Year assessments, curriculum based assessments, and Topic Assessments to monitor and ensure students are making progress on targeted and tested item specifications on each assessment.

**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.**

Hialeah Miami Lakes Senior High School supports the incoming cohorts by hosting an annual Feeder Pattern Showcase and articulation meetings. This allows for all instructional leaders to align the student's needs to the to Pupil Progression Plan. Post Secondary Education is promoted among all grade levels though grade-level meetings presented by the CAP Advisor. Additionally, College Tours and College Fairs are supported to bring awareness on requirements needed to attend such institutions.

**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.**

Hialeah-Miami Lakes Senior High School by way of Smaller Learning Communities (SLC) program awards discretionary grants to local educational agencies (LEAs) to support the implementation of SLCs and activities to improve student academic achievement in large public high schools with enrollments of 1,000 or more students. SLCs include structures such as freshman academies, multi-grade academies organized around career interests or other themes, "houses" in which small groups of students remain together throughout high school, and autonomous schools-within-a-school, as well as personalization strategies, such as student advisories, family advocate systems, and mentoring programs.

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

Hialeah-Miami Lakes Senior High School set the foundation of all efforts to improve high school students' transition to postsecondary education and/or careers with an applied and integrated curriculum that connects academic and vocational learning. The Smaller Learning Communities at Hialeah-Miami Lakes Senior High are the following: Visual and Performing Arts Academy (Art, Band, Choir, and Piano); Health Academy (Anatomy, First Responder, and Health Science); Business Academy (Business Management & Law, Entrepreneurship, Computer Skills, and Web Design); Communications Academy (Newspaper, TV Production, and Yearbook). Students select their academy through the assistance of the student services department and begin to take coursework in the area of interest. Moreover, this curriculum concept, supported by appropriate instruction and assessment, is designed to raise students' academic and vocational skills. It enables students to succeed either in securing higher paying and satisfying employment after high school or in having a general career focus when continuing their education in college or technical school. Students acquire a broader, more in-depth understanding of academic material and apply what they learn to real-life situations, better preparing them to succeed in whatever endeavor they choose after high school.

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

Career and Technical Courses are offered to our students through our Digital Media Technology and Entrepreneurship classes. It enables students to succeed either in securing higher paying and satisfying employment after high school or in having a general career focus when continuing their education in college or technical school. Students acquire a broader, more in-depth understanding of academic material and apply what they learn to real-life situations, better preparing them to succeed in whatever endeavor they choose after high school.

**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.**

In best preparing students for the public post-secondary level, Dual Enrollment and AP courses are offered in most disciplines. Students are challenged and expected to maintain a rigorous level of academic achievement parallel to that of a post secondary education. In addition, our college and career readiness classes prepare students for the PERT and allow them to fulfill the examination requirement, while in high school.

## 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 core instruction is improved then student achievement will increase.

## 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 core instruction is improved then student achievement will increase. 1a**

G087586

**Targets Supported 1b**

Indicator	Annual Target
Algebra I EOC Pass Rate	27.0
ELA Achievement District Assessment	31.0
Bio I EOC Pass	58.0
U.S. History EOC Pass	56.0

**Targeted Barriers to Achieving the Goal 3**

- Limited opportunities to participate in Differentiated Instructional activities that provide opportunities for collaborative discourse on targeted skills.

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

- District Pacing Guide, Florida Standards Item Specs, CPALMS, Collections, ELL Imaging Learning, Achieve 3000, Read 180/Systems 44
- Houghton Mifflin Harcourt (HMH), Personal Tutor (HMH) Digital, Pacing Guides, Mathematics Item Specs
- District Pacing Guides, Biology Learning Goals and Item Specifications, 5-E Learning Cycle Lesson Plan Template, Gradual Release of Responsibility Model; Edgenuity, Learning Village (content specific attachments, Extended Learning Modules, online textbook resources) HOT Labs, DOK Wheel, Common Planning, Edgenuity, Kahoot, and BioBlitz
- Instructional strategies SS includes SS Unpacking-Planning Guide, SS Instructional Framework, Suggested Lesson Plan Template, FLDOE US History Test Item Specifications, US History Task Cards, History Labs, District Pacing Guides, Word Sorts, Vocabulary Replay.

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

Instructional Walkthroughs using FEI Framework by the administrative team and district support team.

**Person Responsible**

Christopher Shinn

**Schedule**

Biweekly, from 12/14/2016 to 6/9/2017

**Evidence of Completion**

Grade level instructional plans, instructional delivery and tasks consistent with District Pacing Guides, lesson plans, Coaching log, student work folders

## 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 core instruction is improved then student achievement will increase. 1

G087586

**G1.B1** Limited opportunities to participate in Differentiated Instructional activities that provide opportunities for collaborative discourse on targeted skills. 2

B232816

**G1.B1.S1** Identify and plan for the instructional developmental needs of all learners through the common planning process by implementing higher-order questions, differentiated instruction and active reading strategies that promote student academic discourse. 4

S245761

### Strategy Rationale

Improve core instruction within accountability areas.

### Action Step 1 5

In common planning, develop plans that are clear, logical, sequential, and aligned to the standards-based learning to include Differentiated Instruction.

#### Person Responsible

Anne Knight

#### Schedule

Biweekly, from 12/14/2016 to 6/9/2017

#### Evidence of Completion

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

### Action Step 2 5

Teachers will implement strategies to engage students in higher-order learning tasks.

#### Person Responsible

Anne Knight

#### Schedule

Biweekly, from 12/14/2016 to 6/9/2017

#### Evidence of Completion

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

### Action Step 3 5

Conduct coaching cycles for teachers in need of additional support by instructional coach.

**Person Responsible**

Anne Knight

**Schedule**

Weekly, from 12/14/2016 to 6/9/2017

**Evidence of Completion**

Coaching Logs

### Action Step 4 5

Use PowerBI and G2D to adjust instruction fo re-teaching, remediation, and enrichment throug the use of a variety of strategies to engage students in higher-order thinking and reinforce learning targets.

**Person Responsible**

Barbara Vinas

**Schedule**

Biweekly, from 12/14/2016 to 6/9/2017

**Evidence of Completion**

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

### Action Step 5 5

Collaborative planning will be structured to specifically create appropriate instructional materials of task cards for students to use within collaborative strucutres in order to engage students in higher-order thinking.

**Person Responsible**

Tosha Daniels

**Schedule**

Biweekly, from 12/14/2016 to 6/9/2017

**Evidence of Completion**

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

**Action Step 6** 5

Teachers will use a variety of strategies such as Task Cards during RTI days and small group activities prepared during common planning in their instruction in order to engage students in diverse activity structures.

**Person Responsible**

Tosha Daniels

**Schedule**

Biweekly, from 12/14/2016 to 6/9/2017

***Evidence of Completion***

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

**Action Step 7** 5

Leadership Team will align students assessments to learning goals and standards for targeted intervention.

**Person Responsible**

Robert Mayrovitz

**Schedule**

***Evidence of Completion***

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

**Action Step 8** 5

In common planning, provide opportunities within the lesson(s) for the CER strategy in order to reinforce targeted benchmarks.

**Person Responsible**

Michelle Simon

**Schedule**

Biweekly, from 12/14/2016 to 6/9/2017

***Evidence of Completion***

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

**Action Step 9** 5

Monitor fidelity and effectiveness of the action through instructional walk-through's and debriefing session with instructional coach, department head, and support specialist, and Accountability Council Meeting.

**Person Responsible**

Christopher Shinn

**Schedule**

Biweekly, from 12/14/2016 to 6/9/2017

***Evidence of Completion***

Instructional Walk-through's using FEI Framework by the administrative team and district support team.

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

Instructional Walk-through's using FEI Framework by the administrative team and district support team.

**Person Responsible**

Christopher Shinn

**Schedule**

Weekly, from 12/14/2016 to 6/9/2017

***Evidence of Completion***

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

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

Instructional Walk-through's using FEI Framework by the administrative team and district support team.

**Person Responsible**

Christopher Shinn













**Schedule**

Biweekly, from 12/14/2016 to 6/9/2017

***Evidence of Completion***

Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation

## 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>					
G1.B1.S1.A7  A318268	Leadership Team will align students assessments to learning goals and standards for targeted...	Mayrovitz, Robert	No Start Date	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	No End Date one-time
G1.MA1  M331535	Instructional Walkthroughs using FEI Framework by the administrative team and district support...	Shinn, Christopher	12/14/2016	Grade level instructional plans, instructional delivery and tasks consistent with District Pacing Guides, lesson plans, Coaching log, student work folders	6/9/2017 biweekly
G1.B1.S1.MA1  M331533	Instructional Walk-through's using FEI Framework by the administrative team and district support...	Shinn, Christopher	12/14/2016	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	6/9/2017 biweekly
G1.B1.S1.MA1  M331534	Instructional Walk-through's using FEI Framework by the administrative team and district support...	Shinn, Christopher	12/14/2016	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	6/9/2017 weekly
G1.B1.S1.A1  A318262	In common planning, develop plans that are clear, logical, sequential, and aligned to the...	Knight, Anne	12/14/2016	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	6/9/2017 biweekly
G1.B1.S1.A2  A318263	Teachers will implement strategies to engage students in higher-order learning tasks.	Knight, Anne	12/14/2016	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	6/9/2017 biweekly
G1.B1.S1.A3  A318264	Conduct coaching cycles for teachers in need of additional support by instructional coach.	Knight, Anne	12/14/2016	Coaching Logs	6/9/2017 weekly
G1.B1.S1.A4  A318265	Use PowerBI and G2D to adjust instruction fo re-teaching, remediation, and enrichment through the...	Vinas, Barbara	12/14/2016	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	6/9/2017 biweekly
G1.B1.S1.A5  A318266	Collaborative planning will be structured to specifically create appropriate instructional...	Daniels, Tosha	12/14/2016	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	6/9/2017 biweekly
G1.B1.S1.A6  A318267	Teachers will use a variety of strategies such as Task Cards during RTI days and small group...	Daniels, Tosha	12/14/2016	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	6/9/2017 biweekly
G1.B1.S1.A8  A318269	In common planning, provide opportunities within the lesson(s) for the CER strategy in order to...	Simon, Michelle	12/14/2016	Lesson Plans, Artifacts, Agenda, Sign-In, walk-through observation	6/9/2017 biweekly
G1.B1.S1.A9  A318270	Monitor fidelity and effectiveness of the action through instructinal walk-through's and...	Shinn, Christopher	12/14/2016	Instructional Walk-through's using FEI Framework by the administrative team and district support team.	6/9/2017 biweekly

## V. Professional Development Opportunities

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

## 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	In common planning, develop plans that are clear, logical, sequential, and aligned to the standards-based learning to include Differentiated Instruction.	\$0.00
2	G1.B1.S1.A2	Teachers will implement strategies to engage students in higher-order learning tasks.	\$0.00
3	G1.B1.S1.A3	Conduct coaching cycles for teachers in need of additional support by instructional coach.	\$0.00
4	G1.B1.S1.A4	Use PowerBI and G2D to adjust instruction fo re-teaching, remediation, and enrichment thorough the use of a variety of strategies to engage students in higher-order thinking and reinforce learning targets.	\$0.00
5	G1.B1.S1.A5	Collaborative planning will be structured to specifically create appropriate instructional materials of task cards for students to use within collaborative strucutres in order to engage students in higher-order thinking.	\$0.00
6	G1.B1.S1.A6	Teachers will use a variety of strategies such as Task Cards during RTI days and small group activities prepared during common planning in their instruction in order to engage students in diverse activity structures.	\$0.00
7	G1.B1.S1.A7	Leadership Team will align students assessments to learning goals and standards for targeted intervention.	\$0.00
8	G1.B1.S1.A8	In common planning, provide oppourtunities within the lesson(s) for the CER strategy in order to reinforce targeted benchmarks.	\$0.00
9	G1.B1.S1.A9	Monitor fidelity and effectiveness of the action through instructinal walk-through's and debriefing session with instructional coach, deparment head, and support specialist, and Accountability Council Meeting.	\$0.00
<b>Total:</b>			<b>\$0.00</b>