

Hillsborough County Public Schools

# Bryan Elementary School



2017-18 Schoolwide Improvement Plan

## Bryan Elementary School

2006 W OAK AVE, Plant City, FL 33563

[ no web address on file ]

### School Demographics

<b>School Type and Grades Served</b> (per MSID File)	<b>2016-17 Title I School</b>	<b>2016-17 Economically Disadvantaged (FRL) Rate</b> (as reported on Survey 3)
Elementary School PK-5	Yes	97%
<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	90%

### School Grades History

Year	2016-17	2015-16	2014-15	2013-14
Grade	D	C	F*	C

*\*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 Hillsborough 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 that has a school grade of D or F.

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 (see page 4). For schools receiving a grade of A, B, or C, the district may opt to require a SIP using a template of its choosing.

This document was prepared by school and district leadership using the FDOE'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	11
Effective Leadership	12
Public and Collaborative Teaching	19
Ambitious Instruction and Learning	21
<b>8-Step Planning and Problem Solving Implementation</b>	<b>28</b>
Goals Summary	28
Goals Detail	28
Action Plan for Improvement	32
<b>Appendix 1: Implementation Timeline</b>	<b>50</b>
<b>Appendix 2: Professional Development and Technical Assistance Outlines</b>	<b>53</b>
Professional Development Opportunities	53
Technical Assistance Items	59
<b>Appendix 3: Budget to Support Goals</b>	<b>59</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 two 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** - A school with a current school grade of A, B, or C; charter schools; and ungraded schools.
- **Targeted Support and Improvement** - A school with a current school grade of an initial D.
- **Comprehensive Support and Improvement** - A school with a current school grade of F or two consecutive grades of D, or a high school with a graduation rate of 67 percent or less in the most recent data release.

### DA Turnaround Status

Additionally, Comprehensive Support and Improvement schools have a turnaround status of "Implementing," based on a school's grades history, including the current school grade:

- 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.

### 2017-18 DA Category and Statuses for Bryan Elementary School

DA Region and RED	DA Category and Turnaround Status
Central - <a href="#">Lucinda Thompson</a>	- N/A

## I. Part I: Current School Status

### A. Supportive Environment

#### 1. School Mission and Vision

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

Setting high expectations and raising the standards for all students, staff and parents.

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

We support the District's Vision of Preparing Students for Life, and are working to ensure that our students leave our school equipped with the tools they need to graduate on time. Our District's graduation rate goal is 90% by 2020. With that in mind, we have developed the following Vision for our school:

Preparing today's learners for tomorrow's challenges.

#### 2. School Environment

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

The process by which Bryan Elementary learns about students' cultures and builds relationships between teachers and students begins by creating a strong school-home relationship through open communication. Initially with open house and continuing throughout the year with PTSA family nights, Bryan Elementary promotes collaboration between our families, staff, student body, and community partners. Cultural competence is achieved by including parents in the educational decision making for all students, and consideration of cultural and linguistic factors is encompassed beginning any problem-solving process. As academic, behavioral, and social emotional data and information towards student progress is regularly shared, relationships are built as parents feel empowered to provide the best opportunity for their child to be successful.

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

Our school creates an environment where students feel safe and respected before, during and after school in a variety of ways. The first includes staff presence and visibility immediately upon students' arrival on campus. Professionals are strategically located across the entire campus, providing a warm and welcoming environment for students and families each morning. If student safety issues arise, Bryan Elementary staff employ a team approach to quickly problem-solve a resolution. Beyond presence, Bryan Elementary maintains effective routines and practices for potential emergencies that may arise within a school day. All staff is informed of our emergency procedures, while students are experienced by participating in several drills throughout the academic school year. Finally, students feel safe and respected by having access to multiple resource staff professionals in the event they need to share out concerns in a safe, non-judgmental environment. Problem resolution at Bryan Elementary takes a systemic approach inclusive of families, teachers, and related staff with the best interest of the whole-student in mind.

##### 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.

## STUDENT BEHAVIOR AND DISCIPLINE

Bryan Elementary is a Positive Behavior Support (PBS) School!

Positive Behavior Support Process:

1. Aims to build effective environments in which positive behavior is more effective than problem behavior.
2. Collaborative, assessment-based approach to developing effective interventions for problem behavior.
3. Emphasizes the use of preventative, teaching, and reinforcement-based strategies to achieve meaningful and durable behavior and lifestyle outcomes.

PBS Tiers of Support:

Tier 1: Core Curriculum-Procedures and processes intended for all students and staff, in specific settings and across campus.

Tier 1 & 2: Classroom – Processes and procedures that reflect Tier 1 expectations, coupled with pre-planned strategies applied within classrooms.

Tier 2: Supplemental Supports – Processes and procedures that reflect Tier 1 expectations, designed for groups of students with similar behavior problems or behaviors that seem to occur for the same reasons (i.e. attention, escape)

Tier 3: Intensive Supports – Processes and procedures that reflect Tier 1 expectations, coupled with team-based strategies to address problematic behaviors of individual students.

Tier 1 also includes a PBS Core Leadership Team. Representative of all aspects of life at Bryan Elementary, the team's mission is to assist in developing new, positively-oriented strategies that are grounded in research, which support at-risk students while helping all students become more successful learners and leaders. This year's team is:

PBS District Coordinator:

PBS Point of Contact: Cass Hanford

MTSS Coach: Jeff Pare

Teacher Liaisons: Tina Szczech, Michelle Wood, Robin Ramik, Amy Collins, Alyssa Garcia, Amber Babyak and Louis Bloodworth

Cafeteria: Candi Davis

Administrators: Jennifer McCrystal and Russell Wallace

Bryan School-wide Expectations:

1. Own it!
2. Respect it!
3. Keep it safe!

For complete information regarding Bryan's PBS Plan, please see the Bryan PBS folder on Bryan Internal.

Students have the responsibility to be in class on time. Students must attend class, and be on time, in order to receive the maximum benefit from instruction. Tardies will be considered an incident only after four or more have accrued within a grading period. HCPS policies dictate that consequences for tardies include only non-suspension consequences.

At Bryan Elementary School when a student is tardy a parent must escort the student into the office and sign into the computer in the office in order to get a tardy slip. The student is then escorted to the classroom. At that time the parent must provide a reason for the tardy, which is also put into the computer (Safenet Program- this program tracks the students' attendance / tardies). Upon 5 tardies the parent must conference with the Assistant Principal and the tardies are recorded on the students' report card for that marking period.

**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.**

- Given that one of the main tasks of the Leadership Team/PSLT is to monitor student data related to instruction and interventions, the Leadership Team/PLST monitors the effectiveness of instruction

and intervention by reviewing student data as well as data related to implementation fidelity (teacher walk-through data).

- The Leadership Team/PSLT communicates with and supports the PLCs in implementing the proposed strategies by distributing Leadership Team members across the PLCs to facilitate planning and implementation. Once strategies are put in place, the Leadership Team members who are part of the PLCs regularly report on their efforts and student outcomes to the larger Leadership Team/PSLT.
- The Leadership Team/PSLT and PLCs both use the problem solving process (Problem Identification, Problem Analysis, Intervention Design and Implementation and Evaluation to:
  - o Use the problem-solving model when analyzing data:
    1. What is the problem? (Problem Identification)
    2. Why is it occurring? (Problem Analysis and Barrier Identification)
    3. What are we going to do about it? (Action Plan Design and Implementation)
    4. Is it working? (Monitor Progress and Evaluate Action Plan Effectiveness)
  - o Identify the problem (based on an analysis of the data disaggregated via data sorts) in multiple areas – curriculum content, behavior, and attendance
  - o Develop and test hypotheses about why student/school problems are occurring (changeable barriers).
  - o Develop and target interventions based on confirmed hypotheses. Interventions may include academic interventions as well as counseling, mentoring, and other pupil services.
  - o Identify appropriate progress monitoring assessments/data collection tools to be administered at regular intervals matched to the intensity of the level of instructional/behavioral/intervention support provided.
  - o Develop grading period or units of instruction//intervention goals that are ambitious, time-bound, and measureable (e.g., SMART goals).
  - o Review progress monitoring data at regular intervals to determine when student(s) need more or less support (e.g., frequency, duration, intensity) to meet established class, grade, behavior, and/or school goals (e.g., use of data-based decision-making to fade, maintain, modify or intensify intervention and/or enrichment support).
  - o Each PLC develops PLC action plan for SIP strategy implementation and monitoring.
  - o Assess the implementation of the strategies on the SIP using the following questions:
    1. Does the data show implementation of strategies are resulting in positive student growth?
    2. To what extent are we making progress toward the school's SIP goals?
    3. If we are making progress, what can we do to sustain what is working?
    4. What barriers to implementation are we facing and how will we address them?
    5. What should we do next? What should be our plan of action?

### 3. Early Warning Systems

The school's response to this section may address the requirements of ESSA, P.L. No. 114-95, Â§ 1114(b)(7)(A)(i) and (b)(7)(A)(iii)(III).

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

Early warning indicators include:

- Attendance (5 or more absences of any type per grading period)
- One or more suspension (in or out of school)
- Excessive tardies (5 or more per grading period)
- ELA/Math course failure
- Level 1 FCAT score

Early warning system data can come from the following sources:



\*\*Core Curriculum (Tier 1) - Information format: DATA SOURCE: Database Management Systems: Person Responsible/Group Responsible.

FCAT RELEASED TESTS: School generated excel database; Reading Coach/Math Coach/AP.

BASELINE & YEAR DISTRICT ASSESSMENTS: Scantron Achievement Series; Leadership Team/PLCs/Individual teachers.

DISTRICT GENERATED ASSESSMENTS FROM THE OFFICE OF ASSESSMENT AND ACCOUNTABILITY (NAME THE ASSESSMENTS): Scantron Achievement Series; Data Wall, Dashboard; Leadership Team/PLCs/Individual teachers.

SUBJECT-SPECIFIC ASSESSMENTS GENERATED BY DISTRICT-LEVEL SUBJECT SUPERVISORS IN READING, LANGUAGE ARTS, MATH, WRITING, & SCIENCE (NAME THE ASSESSMENTS): Scantron Achievement Series, Data Wall, PLC Logs; Leadership Team/PLCs/Individual teachers.

FAIR: Progress Monitoring and Reporting Network (PMRN), IPT, Data Wall; Reading Coach/Reading Resource Teacher/Reading PLC Facilitator.

CELLA: Sagebrush (IPT); ELL/PSLT Representative.

TEACHERS' COMMON ASSESSMENTS ON UNITS OF INSTRUCTION/BIG IDEAS: PLC Database, PLC Logs; Individual teachers/Team Leaders/PLC Facilitators/Leadership Team Member.

DRA-2: School generated excel database; Individual teacher.

\*\*Supplemental/Intensive Instruction (Tiers 2 and 3) - Information format: DATA SOURCE: Database: Person Responsible/Group Responsible.

ASSESSMENTS DATA COLLECTED FROM EXTENDED LEARNING PROGRAMS: School generated excel database; Leadership Team/ELP Facilitator.

FAIR OPM: School generated excel database; Leadership Team/Reading Coach.

ONGOING ASSESSMENTS WITHIN INTENSIVE COURSES (Middle/High): Database provided by course materials (for courses that have one, e.g., Read 180), School generated excel database; Coaches.

CURRICULUM BASED MEASUREMENTS: easyCBM Reports; Leadership Team/PLCs, Individual Teachers, Reading Coaches.

RESEARCH-BASED COMPUTER-ASSISTED INSTRUCTIONAL PROGRAMS (e.g., iStation): Assessments included in computer-based programs; PLCs/Individual teachers/Reading coaches.

\*\*Engagement - Information format: DATA SOURCE: Database: Person Responsible/Group Responsible.

ATTENDANCE DATA (Absenteeism, Chronic Absenteeism, Truancy): District Databases: Reports on Demand, IPT, EASI; Attendance Clerk/Attendance Committee/PSLT/PLCs.

DISCIPLINE DATA (Out-of-school suspensions, in-school suspensions, ATOSS, Discipline

Referrals): District Databases: Reports on Demand, IPT, EASI; PSLT/PLCs/Behavior Intervention Committee/PBS Team.

DROPOUT PREVENTION DATA (Withdrawal codes, academic outcomes, attendance, discipline data): District databases: Reports on Demand, IPT, EASI, Dashboard, Site generated early warning systems; PSLT/Dropout Prevention Specialist/PLCs/Guidance Counselors/Dropout Prevention Committee.

**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	11	15	7	8	3	5	0	0	0	0	0	0	0	49
One or more suspensions	0	1	3	4	0	4	0	0	0	0	0	0	0	12
Course failure in ELA or Math	0	0	0	0	0	0	0	0	0	0	0	0	0	
Level 1 on statewide assessment	0	0	0	4	43	52	0	0	0	0	0	0	0	99

**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	1	0	1	2	5	0	0	0	0	0	0	0	9

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

The purpose of the core Leadership Team is to:

1. Review school-wide assessment data on an ongoing basis in order to identify instructional needs at all grade levels.
2. Support the implementation of high quality instructional practices at the core and intervention/enrichment (Tiers 2/3) levels.
3. Review ongoing progress monitoring data at the core to ensure fidelity of instruction and attainment of SIP goal(s) in curricular, behavioral, and attendance domains.
4. Communicate school-wide data to PLCs and facilitate problem solving within the content/grade level teams.

The Leadership team meets regularly (e.g., bi-weekly/monthly). Specific responsibilities include:

- Oversee the multi-layered model of instructional delivery (Tier 1/Core, Tier 2/Supplemental and Tier 3/Intensive)
- Create, manage and update the school resource map
- Ensure the master schedule incorporates allocated time for intervention support at all grade levels.
- Determine scheduling needs, and assist teacher teams in identifying research-based instructional materials and intervention resources at Tiers2/3
- Facilitate the implementation of specific programs (e.g., Extended Learning Programs during and after school; Saturday Academies) that provide intervention support to students identified through data sorts/chats conducted by the PLCs.
- Determine the school-wide professional development needs of faculty and staff and arrange trainings aligned with the SIP goals
- Organize and support systematic data collection (e.g., district and state assessments; during-the-

- grading period school assessments/checks for understanding; in-school surveys)
- Assist and monitor teacher use of SMART goals per unit of instruction. (data will be collected and analyzed by PLCs and reported to the Leadership Team/PSLT)
  - Strengthen the Tier 1 (core curriculum) instruction through the:
    - o Implementation and support of PLCs
    - o Review of teacher/PLC core curriculum assessments/chapters tests/checks for understanding (data will be collected and analyzed by PLCs and reported to the Leadership Team/PSLT)
    - o Use of Common Core Assessments by teachers teaching the same grade/subject area/course (data will be collected and analyzed by PLCs and reported to the Leadership Team/PSLT)
    - o Implementation of research-based scientifically validated instructional strategies and/or interventions. (as outlined in our SIP)
    - o Communication with major stakeholders (e.g., parents, business partners, etc.) regarding student outcomes through data summaries and conferences.
  - On a monthly basis, assist in the evaluation of teacher fidelity data and student achievement data collected during the month.
  - Support the planning, implementing, and evaluating the outcomes of supplemental and intensive interventions in conjunction with PLCs and Specialty PSLT.
  - Work collaboratively with the PLCs in the implementation of the C-CIM (Core Continuous Improvement Model) on core curriculum material.
  - Coordinate/collaborate/integrate with other working committees, such as the Literacy Leadership Team (which is charged with developing a plan for embedding/integrating reading and writing strategies across all other content areas).

## B. Family and Community Engagement

The school's response to this section may address the requirements of ESSA, P.L. No. 114-95, Â§ 1114(b)(2) and (b)(7)(A)(iii)(I).

**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.**

**a. Will the school use its Title I Parent and Family Engagement Policy (PFEP) to satisfy this question?**

Yes

**1. PFEP Link**

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

**2. Description**

**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.**

Bryan Elementary actively goes out into the community in person to solicit help from businesses, churches, and other organizations. We let them know about our school, and the needs of our students. Once they have agreed to offer us resources we send them a thank you for their offer of support. As the year progresses we reach out to them as needs arise. We make our needs as specific as possible, any time any type of resource is offered to our school we immediately follow-up with a thank you from our staff and/or students. Another way we positively promote what the community is doing for us is by including recognition on our website and newsletters.

The administration team will attend the quarterly Commerce meetings in order to build relationships with the business community. The administration team will then leverage those new partnerships to benefit not only the school but the business as well.

## C. Effective Leadership

### 1. School Leadership Team

#### a. Membership

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

Name	Title
McCrystal, Jennifer	Principal

#### b. Duties

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

HCPS Efforts to Recruit and Retain Effective Leaders: We are investing in the future by investing in school leaders. Our principals and assistant principals have a broad impact on our schools, our students and our community. By investing in our principals, we are investing in our children and our community. Strong leaders form the foundation of our schools and ultimately impact the success of both our teachers and our students. We have following programs in place:

Hillsborough Principal Pipeline: Through the Hillsborough Principal Pipeline, current and future school leaders gain valuable skills to help them lead a school to success. They also develop new perspectives and become part of a close-knit network that they can tap into throughout their career. Quality schools require quality personnel. Principals and Assistant Principals are matched to complement each other's leadership skills based on the HCPS School Leader Competencies and Key Elements Matrix. A principal coach, a veteran principal with a track record of success, is assigned to support all new school principals. A principal coach will also be assigned to support principals at turnaround schools.

Recruiting Leaders for Turnaround Schools: The purpose of this program is to recruit aspiring administrators to teach in high-need schools while earning their Master's Degree in Educational Leadership. These aspiring leaders will develop their capacity to lead in a high-need school thru reflecting on and studying effective practices in turnaround schools. Upon completion of their Master's Degree and the Future Leaders Academy, leaders will begin their assistant principal career with a highly effective principal in a less-demanding school and then move to a high-need school after serving a minimum of 2 years in an entry level assistant principal position.

The Master's in Educational Leadership program at University of Tampa and Hillsborough County Public Schools are partnering together to prepare instructional staff for leadership in high-need schools. One of the many benefits of this dedicated course of study is the specific foci within each course on the complex nature of leadership in high-need schools. As a part of the district's Turnaround Leadership Pipeline, we will be seeking diverse cohorts of experienced teachers to aggressively prepare to lead in a high-need school.

Educational Specialist Degree in Educational Leadership with Emphasis on Leadership in Turnaround Schools: The Educational Leadership and Policy Studies Department at USF and Hillsborough County Public Schools have been partnering together for a few years through our partnership with the Wallace Foundation to prepare administrators for leadership in turnaround schools. As a part of the district's Turnaround Leadership Pathway, we will be seeking diverse cohorts of experienced leaders who have completed Preparing New Principals to pursue the Educational Specialist degree in Turnaround Leadership.

### Elementary PSLT Members

The leadership team includes:

- Principal
- Assistant Principal
- Guidance Counselor
- School Psychologist
- School Social Worker
- Academic Coaches (Reading, Math, etc. and other specialists on an ad hoc basis)
- ESE teacher
- PLC Liaisons for each grade level, K-5
- SAC Chair
- ELP Coordinator
- ELL Representative
- Attendance Committee Representative
- Behavior team Representative/Behavior Specialist/Coach

(Note that not all members attend every meeting, but are invited based on the goals and purpose of the meeting)

### Elementary/Middle/High

The examples below demonstrate the shared roles and responsibilities for members of the PSLT:

**PSLT Coordinator—Principal/Assistant Principal:** Coordinate and oversee the decision making process to ensure integrity and consistency of the PS/RtI implementation at the building level. The principal should attend PSLT meetings at the Tier 1 level, provide specific procedures for resource allocation, and monitor the fidelity of instruction/intervention at the school-wide and classroom levels (Tier 1)

**PSLT Meeting Facilitator— e.g., School Psychologist, Reading Coach, School Social Worker, Guidance Counselor, ESE Specialist, and/or Intervention Specialist:** The facilitator opens the meeting with a brief description of what the team expects to accomplish during the meeting. The facilitator is to establish and maintain a supportive atmosphere throughout the meeting by encouraging participation from team members, clarifying and summarizing information communicated during the meeting, design specific procedures for ongoing communication between school staff and PSLT, and assist with monitoring the fidelity of intervention implementation across each tier.

**PSLT Content Specialist— e.g., Administrator, Reading Coach, Math Coach, Writing Coach, ESE Specialist, and/or Behavior Specialist:** Ensures that when new content curricular materials are obtained, implementers are adequately trained to use the materials, check fidelity of use of curricular materials and strategies, determine what elements need to be included in an effective core instructional program and assist the team in identifying which instructional strategies are most effective to address areas of concerns. The Content Specialist may also assist with monitoring the fidelity of instruction and intervention implementation across each tier.

**PSLT Data Consultant— e.g., Assistant Principal, Reading Coach, Math Coach, Science Coach, Academic Intervention Specialist, Behavior Specialist, Technology Support Personnel, School Psychologist, School Social Worker, ESE Specialist, and/ or Guidance Counselor:** Prior to the meeting, the Data Consultant assists team members with collecting, organizing, analyzing, graphing and interpreting data. The data should be presented in easily understandable visual displays to guide the decision making process.

**PSLT Timekeeper—**Ensures that meeting times are respected and helps the team stay focused on the respective agenda. Because many decisions need to be made during the meeting, the timekeeper should redirect the team's discussion when necessary. The timekeeper should know who are working on specific projects and set timelines for completion/implementation as well as monitor the fidelity across each tier.

**PSLT Recorder—**Records the plans of the team, including meeting minutes/notes. This person will

capture all important information, especially related to instruction/ intervention specifics, progress monitoring, data analysis, and future meeting dates. The recorder may need to ask for clarification several times during the meeting to ensure that enough detail is recorded so that a person who did not attend the meeting would be able to clearly understand the nature and implementation of the instructional/intervention plan

The Leadership Team/PSLT communicates with and supports the PLCs in implementing strategies by distributing Leadership Team members across the PLCs to facilitate planning and implementation. Once strategies are put in place, the Leadership Team members who are part of the PLCs regularly report on their efforts and student outcomes to the larger Leadership Team/PSLT.

**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.**

• In an effort to engage in a systematic data-based problem solving process, the school's Leadership Team/PSLT and PLCs use the problem solving process (Problem Identification, Problem Analysis, Intervention Design and Implementation and Evaluation to engage in data-driven decision making for core instruction. The process is outlined below:

o Analyze student outcomes and make data-driven decisions:

1. What is the problem? (Problem Identification)
2. Why is it occurring? (Problem Analysis and Barrier Identification)
3. What are we going to do about it? (Action Plan Design and Implementation)
4. Is it working? (Monitor Progress and Evaluate Action Plan Effectiveness)

o Identify the problem (based on an analysis of the data disaggregated via data sorts) in multiple areas – curriculum content, behavior, and attendance

o Develop and test hypotheses about why student/school problems are occurring (identify root causes and barriers to success).

o Develop and target interventions based on confirmed hypotheses.

o Identify appropriate progress monitoring assessments to be administered at regular intervals matched to the intensity of the level of instructional/intervention support provided.

o Develop grading period or units of instruction//intervention goals that are ambitious, time-bound, and measurable (e.g., SMART goals).

o Review progress monitoring data at regular intervals to determine when student(s) need more or less support (e.g., frequency, duration, intensity) to meet established class, grade, and/or school goals (e.g., use of data-based decision-making to fade, maintain, modify or intensify intervention, remediation and/or enrichment support).

o Each PLC develops PLC action plan for SIP strategy implementation and monitoring.

o Assess the implementation of the strategies on the SIP using the following questions:

1. Does the data show implementation of strategies are resulting in positive student growth?
2. To what extent are we making progress toward the school's SIP goals?
3. If we are making progress, what can we do to sustain what is working?
4. What barriers to implementation are we facing and how will we address them?
5. What should we do next? What should be our plan of action?

At the end and beginning of each year, schools take an inventory of resource materials, staff and allocation of funds for their building to determine the necessary resource materials and personnel available to meet the needs of their students. The leadership team/PSLT develops a resource map to identify gaps in resources and to ensure resources are available and allocated across the building for use by all grade levels and teachers.

To ensure teacher support systems and small group and individual needs are met, the Problem Solving Leadership Team (PSLT):

1. Review school-wide assessment data on an ongoing basis in order to identify instructional needs across the school and all grade levels.
2. Support the implementation of high quality instructional practices during core and intervention blocks.
3. Review progress monitoring data at the core to ensure fidelity of instruction and attainment of SIP goal(s) in curricular, behavioral, and attendance domains.
4. Communicate school-wide data to PLCs and facilitate problem solving within the content/grade level teams.

The PSLT meets regularly (e.g., bi-weekly/monthly) The PSLT meeting calendar is structured around the district's assessment calendar to ensure there are opportunities to review assessment outcome data and engage in the problem solving process for appropriate data-driven decisions. The members on the team include administrator(s), guidance counselor(s), school psychologist, ESE specialist, content area coaches/specialists, PLC liaisons, and other school personnel as needed.

To build capacity multi-tiered system of instructional delivery (Tier 1/Core, Tier 2/Supplemental and Tier 3/Intensive), the PSLT:

- Supports school teams with creating, managing and updating the school's resource maps for academic and non-academic areas.
- Ensures the master schedule incorporates allocated time for intervention support at all grade levels and assist teacher teams in identifying evidence-based strategies and materials for intervention delivery.
- Coordinates data sorts at the beginning of each year to identify students in need of enrichment, remediation and intervention support at each tier.
- Facilitates the implementation of specific programs (e.g., Extended Learning Programs during and after school; Saturday Academies) that provide support to students in need of remediation of core skills.
- Determines the school-wide professional development needs of faculty and staff and arrange trainings aligned with the SIP goals.
- Organizes and support systematic data collection (e.g., universal screenings, formative, ongoing progress monitoring and summative data).
- Assists and monitor teacher use of SMART goals for core instruction and intervention groups. (data will be collected and analyzed by PLCs and reported to the PSLT)
- Strengthen Tier 1 core instruction by:
  - o Implementing evidence-based instructional strategies and/or interventions. (as outlined in the SIP)
  - o Supporting PLCs with planning and delivering rigorous core instruction.
  - o Ensuring opportunities for common assessments are provided across each grade level.
  - o Reviewing common assessment data to monitor students Response to Core Instruction.
  - o Monitoring the fidelity of instructional practices.

#### Title I, Part A

Services are provided to ensure students who need additional remediation are provided support through: after-school, Saturday School and summer programs, quality teachers through professional development, content resource teachers, and mentors.

#### Title I, Part C- Migrant

The migrant advocate provides services and support to students and parents. The advocate works with teachers and other programs to ensure that the migrant students' needs are being met.

Title I, Part D

The district receives funds to support the Alternative Education Program which provides transition services from alternative education to school of choice

Title II

The district receives funds for staff development to increase student achievement through teacher training. In addition, the funds are utilized in the Salary Differential Program at Renaissance Schools.

Title III

Services are provided through the district for educational materials and ELL district supported services to improve the education of immigrant and English Language Learners

Title X- Homeless

Supplemental Academic Instruction (SAI)

SAI funds will be coordinated with the Title I funds to provide summer school, reading coaches, and extended learning opportunity programs.

Violence Prevention Programs

NA

Nutrition Programs

NA

Housing Programs

NA

Headstart

We utilize information from students in Head Start to transition into Kindergarten.

Adult Education

NA

Career and Technical Education

The career and technical support is specific to each school site in which funds can be utilized, in a specific program, within Title I regulations.

Job Training

Job training support is specific to each school site in which funds can be utilized, in a specific program, within Title I regulations.

**2. School Advisory Council (SAC)**

**a. Membership**

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

Name	Stakeholder Group
Jennifer McCrystal	Principal
Membership is documented through the Office of School Improvement	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**

The school's response to this question may address the requirements of ESSA, P.L. No. 114-95, Â§ 1114(b)(2).

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

In partnership with the School Leadership Team, the SAC will analyze and assess all pertinent school data that affects student achievement, and evaluate progress towards meeting the prior year's school improvement goal(s). That analysis will then guide the development of this year's SIP.

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

In partnership with the School Leadership Team, the SAC will analyze and assess all pertinent school data that affects student achievement, develop the school improvement plan, vote on the school improvement plan, monitor the school improvement plan, review the school improvement plan as needed, plan and carry out activities that support the school improvement plan, develop a SAC budget to support the school improvement plan goals, monitor the spending of the SAC budget, and make adjustments to the budget as needed.

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

SAC submits a budget within the SIP to support strategy implementation and/or professional development.

In the event that the state does not allocate SAC funds to schools, the district may elect to allocate district dollars to schools to support SIP goals. If and when they become available, schools will be notified of the allocation by the Business Division. An initial allocation of 90% is based on the average un-weighted FTE from the prior year. The second allocation is based on the current year's average un-weighted FTE minus the amount initially allocated. The second allocation usually falls in the month of March. Schools are notified by the Business Division when the first and second allocations have been completed.

The law encourages each local SAC to design their own budget (without infringement at the district level) in order to carry out the school improvement process in their school. Subject to the following restrictions, the law does not set any limitations on how the money can be spent. The principal may not override the recommendation of the SAC. Funds may not be used for capital improvement. Funds may not be used for any project or program that has a duration of more than one year. However, a program or project formerly funded may receive funds in a subsequent year. The SAC is responsible for determining how funds will be appropriated. The SAC must vote on each item in the budget.

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

SAC submits a budget within the SIP to support strategy implementation and/or professional development.

In the event that the state does not allocate SAC funds to schools, the district may elect to allocate district dollars to schools to support SIP goals. If and when they become available, schools will be notified of the allocation by the Business Division. An initial allocation of 90% is based on the average un-weighted FTE from the prior year. The second allocation is based on the current year's average un-weighted FTE minus the amount initially allocated. The second allocation usually falls in the month of March. Schools are notified by the Business Division when the first and second allocations have been completed.

The law encourages each local SAC to design their own budget (without infringement at the district level) in order to carry out the school improvement process in their school. Subject to the following

restrictions, the law does not set any limitations on how the money can be spent. The principal may not override the recommendation of the SAC. Funds may not be used for capital improvement. Funds may not be used for any project or program that has a duration of more than one year. However, a program or project formerly funded may receive funds in a subsequent year. The SAC is responsible for determining how funds will be appropriated. The SAC must vote on each item in the budget.

**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.*

We are seeking one additional parent / business / community member to ensure our school is in compliance in meeting the SAC requirements as described in the following:  
 If the election process does not create an “appropriately racially balanced” team at a school site, the SAC should appoint such members from the groups which are under-represented, as needed, to create the desired balance. Recommended appointments can come from any SAC member and require a SAC simple majority public vote to approve the appointment. Record approved appointments in the SAC minutes.

**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
McCrystal, Jennifer	Principal

**b. Duties**

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

- The LLT (transitioning to an Instructional Leadership Team model) is a subset of the Problem Solving Leadership Team. The team provides leadership for the implementation of the goals, strategies, and actions steps related reading and writing on the SIP. Members include:

- Principal
- Assistant Principal
- Reading Coach/Resource Teacher
- ESE Teacher
- ELL Representative
- Grade Level Representatives

The principal is the LLT (ILT) chairperson. The reading coach is a member of the team and provides extensive expertise in data analysis and reading/writing instruction in all content areas. The LLT (ILT) is grounded in a shared or distributive leadership model where content teachers, the reading coach, instructional support staff, and the principal all participate equally in the decision-making process based on the team’s review of data and its application to the specific SIP reading and writing goals focus.

The LLT (ILT) members monitors reading/writing data, identifies school-wide and individual teachers’ reading/writing-focused instructional strengths and weaknesses, and creates a professional

development plan to support identified instructional needs in conjunction with the Problem Solving Leadership team's support plan. Additionally the principal ensures that time is provided for the LLT ILT to collaborate and share information with all site stakeholders including other administrators, teachers, staff members, parents and students.

## D. Public and Collaborative Teaching

The school's responses to this section may address the requirements of ESSA, P.L. No. 114-95, Â§ 1114(b)(7)(A)(iii)(IV).

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

Schools Build a Collaborative Culture Through Regularly Scheduled PLC Meetings

Core Beliefs:

- No school can help all students achieve at high levels if teachers work in isolation.
- Schools improve when teachers are given the time and support to work together to clarify essential student learning, develop common assessments for learning, analyze evidence of student learning, and use that evidence to learn from one another.
- PLCs measure their effectiveness on the basis of results rather than intentions.
- All programs, policies, and practices are continually assessed on the basis of their impact on student learning.
- All staff members receive relevant and timely information on their effectiveness in achieving intended results.
- PLC meetings will be regularly scheduled.

Essential Characteristics of a PLC

- Shared mission, vision, values, goals
- Educators in a PLC benefit from clarity regarding their shared purpose, a common understanding of the school they are trying to create, collective communities to help move the school in the desired direction, and specific, measurable, attainable, results-oriented, and time-bound (SMART) goals to mark their progress.
- Collaborative teams focused on learning
- In a PLC, educators work together interdependently in collaborative teams to achieve common goals for which they are mutually accountable. The structure of the school is aligned to ensure teams are provided the time and support essential to adult learning.
- Collective inquiry
- Teams in a PLC relentlessly question the status quo, seek new methods of teaching and learning, test the methods, and then reflect on the results. Building shared knowledge of both current reality and best practice is an essential part of each team's decision-making process.
- Action orientation and experimentation
- Members of a PLC constantly turn their learning and insights into action. They recognize the importance of engagement and experience in learning and in testing new ideas. They learn by doing.
- Commitment to Continuous improvement
- Not content with the status quo, members of a PLC constantly seek better ways to achieve mutual goals and accomplish their fundamental purpose of learning for all. All teams engage in an ongoing cycle of:
  - ? Gathering evidence of current levels of student learning
  - ? Developing strategies and ideas to build on strengths and address weaknesses in that learning
  - ? Implementing the strategies and ideas
  - ? Analyzing the impact of the changes to discover what was effective and what was not
  - ? Applying the new knowledge in the next cycle of continuous improvement

- Results orientation
- Educators in a PLC assess their efforts on the basis of tangible results

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

The most essential component to an effective school is the quality of the personnel and their effectiveness. The Human Resources Department is a crucial part of supporting our schools, both through their recruitment efforts and their individualized support of each school. Each of the turnaround schools is assigned an HR partner to ensure that all personnel are highly qualified and that teachers retained or assigned to the site exhibit practice that results in effective/highly effective evaluation scores.

Hillsborough County Public Schools (HCPS) promotes student achievement by helping teachers excel in the classroom. Teacher effectiveness is the most influential, controllable factor affecting student achievement. Our goal is to promote effective teaching in every classroom. We intend to elevate the teaching profession by supporting teachers' professional development and helping teachers excel as professionals. We believe that by helping teachers excel, students will achieve more; and when students achieve more, our entire community benefits.

We will support teacher development in two main ways: Job-embedded Professional Development and Evaluation.

**Job-embedded Professional Development:** The evaluation process is both formative and summative. Through classroom observations, administrators can help teachers identify areas to reinforce in order to improve practice. Classroom observation and evaluation results may be used to help teachers set training and professional development paths that support the continuous improvement of their practice. Furthermore, teacher observation and evaluation ratings may be aggregated at the school level to help identify systemic gaps and needs, and to support and drive school improvement planning.

**Evaluation:** The evaluation of teacher performance is based on multiple measures of effectiveness:

- a. Principal / School Administrator
- b. Student Achievement Data -

By considering input from student achievement data and observations, we gain a more comprehensive picture of a teachers practice. We can, therefore, achieve a fair and substantive evaluation. We can also improve our ability as a district to support our students' growth by capturing and implementing best practices from outstanding teachers.

### **Efforts to Recruit Teachers for Turnaround Schools**

HCPS recognizes that teachers have more influence on student learning than any other school factor, followed by the leader. For years, high-need schools have struggled to attract and retain experienced personnel with proven records of success. In an effort to increase recruitment and retention rates in high-need schools, HCPS leadership will give priority to personnel who have successful experiences in high-need schools once they express interest in advancing through the Hillsborough Principal Pipeline as well as when they seek district or school administrative positions. The Turnaround Leadership Pathways (TLP) has established guidelines, with the express purpose of recruiting aspiring administrators to teach in high-need schools, providing them the opportunity to develop their capacity to lead by learning on-the-ground in turnaround schools. Empowering teachers as leaders is essential to motivating and retaining veteran teachers (Vanderhye, 2015). The TLP is one way in which the district has focused efforts on recruiting highly effective teachers to high needs schools.

HCPS currently utilizes differentiated pay for teachers and administrators in high needs schools. The Salary Differential Program is utilized to provide stability and equity to the highest needs schools and to attract and retain quality teachers. The program is created with a set of criteria that need to be met in

order to receive the salary supplement. The criteria require that the teacher have an overall satisfactory evaluation, be highly qualified in their position.

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

District based mentors are provided to teachers new to teaching through the EET initiative. Weekly visits by mentors can include planning, modeling, data analysis, coaching, conference, and problem solving. Mentors work individually with new teachers, developing unique plans to support professional growth. The district-based mentor has strengths in the areas of leadership, mentoring, and increasing student achievement.

The Teacher Induction Program (TIP) is a state-mandated two-year induction program that includes specific professional development training and activities. What's different for teachers new to HCPS is that teachers with less than six months of teaching experience are assigned a fully released mentor. HCPS has an entire cadre of fully released mentors, assigned to assist all new teachers for their first two years in the district. These mentors do not evaluate their mentees, they simply guide and support. New teachers and mentors work with the New Teacher Center Formative Assessment System (FAS), a set of tools that helps to identify accomplishments and challenges during the first two years of teaching. Although the FAS tools can help focus new teachers and mentors as they work together, many factors will influence their collaboration. The mentor's knowledge, experience, and growing relationship with the mentee will help support professional areas for growth, as well as to support students' academic needs. The FAS tools provide a mentee and mentor with important information which will systematically guide the advancement of instructional practice. Mentors are assigned by the General Manager of Performance Evaluation. It is in this pairing that special care is taken to match mentors with experience in high-needs settings to any new teachers in turnaround schools.

## **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.***

All Florida students deserve to graduate high school with knowledge and skills they need to succeed in college, careers and life. We know that today's workforce requires our graduates to have strong critical thinking, problem solving and communications skills, more than ever before. High standards that challenge and motivate our students are essential.

Beginning with the 2014–2015 school year, all K–12 schools began implementing the Florida Standards and our schools committed to providing teachers with the professional learning needed for successful ongoing implementation. We will continue to assess our academic standards and work together to ensure they are preparing ALL students to succeed in college, career and life. The Florida Standards reflect foundational expectations of what ALL students should know and be able to do in each grade from kindergarten through 12th grade.

Public schools are required to provide appropriate instruction to assist students in the achievement of these standards. Section 1008.25, F.S., requires each district school board to incorporate the Florida Standards into the district student progression plan. HCPS has, as required by state statute, adopted a comprehensive plan for student progression, which includes standards for evaluating each student's performance, including mastery of the Florida Standards. The plan also provides specific levels of performance in reading, writing, science, and mathematics at each grade level that includes the levels

of performance on statewide assessments at which a student must receive remediation or be retained. The HCPS pupil progression plan can be viewed at: <http://www.sdhc.k12.fl.us/assets/pdf/studentprogressionplan.pdf>

Pursuant to State law, HCPS Board policies require purchasing current instructional materials so that each student has a textbook or other instructional materials as a major tool of instruction in core courses of the appropriate subject areas of mathematics, language arts, science, social studies, reading, and literature for grades K-12. The primary objective of such instructional materials shall be to enrich, support, and implement the educational program of the school. These purchases shall be for instructional materials included on the State-adopted list, except as otherwise provided in State law, and shall be made within the first two years of the adoption cycle. The primary objective of such instructional materials shall be to enrich, support, and implement the educational program of the school.

## **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.**

HCPS utilizes Problem-Solving and Response to Instruction/Intervention/Multi-tiered Systems of Support Framework as defined by Florida.

PS-RtI/MTSS is the practice of providing high-quality instruction and intervention matched to student needs using learning rate over time and level of performance to make important instructional decisions. PS-RtI/MTSS involves the systematic use of assessment data to most efficiently allocate resources in order to improve learning for all students. To ensure efficient use of resources, schools begin with the identification of trends and patterns using school-wide and grade-level data. Students who need instructional intervention beyond what is provided universally for positive behavior or academic content areas are provided with targeted, supplemental interventions delivered individually or in small groups at increasing levels of intensity.

The RtI/MTSS framework is characterized by a continuum of academic and behavior supports reflecting the need for students to have fluid access to instruction of varying intensity levels. Three tiers describe the level and intensity of the instruction/interventions provided across the continuum. The three tiers are not, conversely, used to describe categories of students or specific instructional programs. The three tiers are characterized as follows:

Tier 1: Core Universal Instruction and Supports – General academic and behavior instruction and support designed and differentiated for all students in all settings

Tier 2: Targeted Supplemental Interventions and Supports – More focused, targeted instruction/intervention and supplemental support in addition to and aligned with the core academic and behavior curriculum and instruction

Tier 3: Intensive Individualized Interventions and Supports – The most intense (increased time, narrowed focus, reduced group size) instruction and intervention based upon individual student need provided in addition to and aligned with core and supplemental academic and behavior, curriculum, instruction, and supports

The problem-solving process is critical to making the instructional adjustments needed for continual improvement in both student level of performance and rate of progress and is critical for assessing (through students' response) the effectiveness of the instruction/interventions provided. Throughout

the continuum of instruction and intervention, problem solving is used to match instructional resources to educational need. Teams continue to engage in problem solving to ensure that student success is achieved and maintained. The four critical parts of the on-going problem-solving cycle as a consistent way of work for teams are as follows:

I. Define the problem by determining the difference between what is expected and what is occurring. Ask, "What specifically do we want students to know and be able to do when compared to what they do know and are able to do?" When engaged in problem solving at the individual student level, the team should strive for accuracy by asking, "What exactly is the problem?"

II. Analyze the problem using data to determine why the issue is occurring. Generate hypotheses (reasons why students are not meeting performance goals) founded in evidence-based content area knowledge, alterable variables, and instructionally relevant domains. Gather assessment data to determine valid/non-valid hypotheses. Link validated hypotheses to instruction/intervention so that hypotheses will lead to evidence-based instructional decisions. Ask, "Why is/are the desired goal(s) not occurring? What are the barriers to the student(s) doing and knowing what is expected?" Design or select instruction to directly address those barriers.

III. Develop and implement a plan driven by the results of the team's problem analysis by establishing a performance goal for the group of students or the individual student and developing an intervention plan to achieve the goal. Then delineate how the student's or group of students' progress will be monitored and implementation integrity will be supported. Ask, "What are we going to do?"

IV. Measure response to instruction/interventions by using data gathered from progress monitoring at agreed upon intervals to evaluate the effectiveness of the intervention plan based on the student's or group of students' response to the intervention. Progress-monitoring data should directly reflect the targeted skill(s). Ask, "Is it working? If not, how will the instruction/intervention plan be adjusted to better support the student's or group of students' progress?" Team discussion centers on how to maintain or better enable learning for the student(s).

HCPS offers a variety of programs designed to meet the diverse needs of students. In Elementary School these supplemental and enrichment programs include additional time in small teacher-guided groups, computer aided interventions (i.e. iStation, FASTT Math, Dimension U), Extended Learning Time, extended year programs, tutorial support, Math Bowl, Economics Bowl, Tivitz, Fine Arts Festival, Speech Contest, myOn Reader, Battle of the Books, Science Olympics, Magnet Programs, Hillsborough Robots Challenge, and Geography Bee. In Middle and High Schools, these supplemental and enrichment programs include SpringBoard reading support, computer aided interventions (myOn reader, Dimension U), Tutorial support, Robotics, Science Olympiad, AVID, Advanced Placement, IB, Dual Enrollment, Grade Enhancement Courses, Career Pathways, Program Completers, Industry Certifications, Magnet Programs, credit recovery, and extended year programs.

**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:** 10,800

Additional Instruction in reading as required by law; differentiated instruction to meet the needs of all students, including struggling readers (LQ)

**Strategy Rationale**

School's inclusion in the low 300

**Strategy Purpose(s)**

- Core Academic Instruction

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

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

Easy CBM, FAIR, iReady progress reports, ELA interim assessments. Data will be analyzed after each assessment in cooperation with district ELA team.

**2. Student Transition and Readiness**

**a. PreK-12 Transition**

The school's response to this question may address the requirements of ESSA, P.L. No. 114-95, Â§ 1114(b)(7)(A)(iii)(V).

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

In Hillsborough County Public schools, all kindergarten children are assessed for Kindergarten Readiness using the FLKRS (Florida Kindergarten Readiness Screener.) This state-selected assessment contains a subset of the Early Childhood Observation System and the first two measures of the Florida Assessments in Reading (FAIR). The instruments used in the screening are based upon the Florida Voluntary Prekindergarten (VPK) Education Standards. Parents are provided with a letter from the Commissioner of Education, explaining the assessments. Teachers will meet with parents after the assessments have been completed to review student performance. Data from the FAIR will be used to assist teachers in creating homogeneous groupings for small group reading instruction. Children entering Kindergarten may have benefited from the Hillsborough County Public Schools' Voluntary Prekindergarten Program. This program is offered at elementary schools in the summer and during the school year in selected Head Start classrooms and as a blended program in several Early Exceptional Learning Program (EELP) classrooms. Starting in the 2012-2013 school year, students in the VPK program were given the state-created VPK Assessment that looks at Print Knowledge, Phonological Awareness, Mathematics and Oral Language/Vocabulary. This assessment continues to be administered at the start and end of the VPK program. A copy of these assessments are mailed to the school in which the child is registered for kindergarten, enabling the child's teacher to have a better understanding of the child's abilities from the first day of school. Parent Involvement events for Transitioning Children into Kindergarten include Kindergarten Round-Up. This event provides parents with an opportunity to meet the teachers and hear about the academic program. Parents are encouraged to complete the school registration procedure at this time to ensure that the child is able to start school on time.

**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.**

Annually the school will hold elective fairs with present and incoming students. Based on interest, we will establish Course Selection Sheets and courses offerings to best meet their needs. The Guidance Department, ESE Specialist, AVID Coordinator, Department Heads, teachers and APCs will then articulate with feeder schools and assist students in signing up for courses and programs based on their Automatic Course Requests and their individual interests. School Counselors will visit classes to review the curriculum guide and course descriptions. They will distribute Course Selection Sheets and provide information about selecting courses for the following school year. These Course Selection Sheets are then sent home for parent review and signature.

On an annual basis, the school will review new course offerings at the state and district level to continue to offer rigorous and relevant coursework and to meet the State Standards.

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

Courses and coursework are established in Professional Learning Communities, Advanced Placement, IB, Dual Enrollment, Career Themed Courses, Career Pathways, Program Completers, the Magnet Programs and AVID classes to help students see the relationships both cross-curricular and within subjects to establish relevance to a student's future. Many of these programs help guide and establish a student for postsecondary readiness (Industry Certifications, college credit, job skills, etc).

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

Courses and coursework are established in Professional Learning Communities, Advanced Placement, IB, Dual Enrollment, Career Themed Courses, Career Pathways, Program Completers, the Magnet Programs and AVID classes to help students see the relationships both cross-curricular and within subjects to establish relevance to a student's future. Many of these programs help guide and establish a student for postsecondary readiness (Industry Certifications, college credit, job skills, etc).

**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.**

District-Level

The Career and Technical Education (CTE) Department provides our counselors with the Programs of Study to help guide students with their educational pathway. The Program of Study maps out the courses and timeline for students to be program completers and successfully transition to postsecondary institutions.

Our district provides a variety of opportunities for students to learn about career pathways at postsecondary institutions through programs such as:

- Amazing Race -Provides 12th grade students an opportunity to gather enrollment requirements, scholarship opportunities and program offerings for incoming college freshmen
- Hi-TEC Trek - Provides 11th graders with an opportunity to explore Hillsborough County's postsecondary technical centers career and program opportunities.
- Wings of Imagination – Provides rising 10th grade girls with the opportunity to explore AS degree programs offered through Hillsborough Community College.
- College and Career Connections – Provides Career and Technical Education teachers, middle and high school counselors the opportunity to visit the four Hillsborough HiTEC centers and five HCC Campuses.

Additionally, the Hillsborough County Career Pathways Consortium coordinates articulation

agreements to provide Career and Technical Education Program Completers with free credit at postsecondary institutions across the state of Florida.

#### School-Level

Students may participate in the following:

- Using SAI funds, Saturday SAT and ACT prep classes are offered. Information regarding SAT and ACT prep classes and testing dates will be provided to students and parents.
- All juniors will participate in the SAT School-Day. Utilizing test preparation and SAT online to prepare prior to the free SAT opportunities. Other additional free SAT opportunities are available to juniors to take the SAT.
- College Visits - Various college representatives visit school sites to share information about their specific colleges or universities with students.
- ASVAB - Students interested in possibly enlisting in the military are given an opportunity to take this aptitude test.
- Hi-TEC Centers Field Trip - Students will be given the opportunity to visit multiple centers and learn more about the programs offered at these technical schools.
- USF Senior Access Day - Disadvantaged and underrepresented students are invited to visit USF and learn about careers in various health professions.
- Ready to Work - Students in 12th grade have the opportunity to complete three assessments in the areas of math, reading and interpreting data on the computer in the Success Center. After completing the assessments students are sent a certificate that indicates their scores and the correlating skills. The students then show this certificate to an employer when applying for a job, which makes them more marketable.
- Senior Night - All seniors and their parents are encouraged to attend senior night, where they receive the senior handbook and counselors share valuable information about the senior year. This includes postsecondary information, a timeline of what seniors should be doing during the course of the year, SAT/ACT test dates, etc.
- Junior Night - Juniors and their parents are presented with important information about postsecondary planning, a timeline of what they should be doing during the course of the year, SAT/ACT test dates, etc.
- Through the AVID program, students are engaged in on-going college readiness activities.
- College Night – The district offers four college nights throughout the county for students to speak directly with over 100 college and university representatives.
- All targeted juniors take the PERT. Based on the results, students are placed in college readiness coursework to prepare for college entrance and college level coursework.
- Financial Aid Night- The district offers eight financial aid nights for students and parents to understand the financial aid process, Bright Futures and state/local scholarship process.
- Pasos al Futuro- The district offers several Pasos al Futuro events throughout the school year for English Language Learners and Spanish speaking families by facilitating a comprehensive presentation that intends to demystify the college planning, admission and financial aid process for students and their families.
- Guidmii- is a web-based academic planning tool available for middle and high school students. The Guidmii platform enables secondary students and parents to develop a roadmap to college and career readiness. Students and parents can view the student's academic options, track high school graduation requirements, obtain information regarding Bright Futures, scholarships, and college admissions information.

## II. Needs Assessment

The school's completion of this part may address the requirements of ESSA, P.L. No. 114-95, Â§ 1114(b)(6).

### 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.** Build school capacity to utilize the problem solving process to create and sustain effective systems that support student achievement.
- G2.** 100% of students will make learning gains in ELA when teachers implement standards-based lesson plans that meet the needs of individual learners through differentiation.
- G3.** Goal #2: 100% of students will make learning gains in ELA when teachers maintain high expectations for all students through mindful student engagement strategies and building classroom culture.

## 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. Build school capacity to utilize the problem solving process to create and sustain effective systems that support student achievement.** 1a

G098721

**Targets Supported** 1b

Indicator	Annual Target
School Grade - Percentage of Points Earned	41.0

**Targeted Barriers to Achieving the Goal** 3

- Professional development for teachers is needed to fully and continually develop their talents
- Differentiated support is needed to support unique student needs
- Need for wraparound services

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

- In-house professional development, instructional programs, behavioral programs, administration, Area Leadership Team

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

Our personnel is able to utilize the problem solving process to create and sustain effective systems that support student achievement

**Person Responsible**

Jennifer McCrystal

**Schedule**

Quarterly, from 10/2/2017 to 5/25/2018

**Evidence of Completion**

KPI data, FSA data, school grade data, teacher evaluation data

**G2.** 100% of students will make learning gains in ELA when teachers implement standards-based lesson plans that meet the needs of individual learners through differentiation. 1a

G098722

**Targets Supported** 1b

Indicator	Annual Target
ELA/Reading Gains	100.0

**Targeted Barriers to Achieving the Goal** 3

- Students being academically at-risk (one or more grade levels behind) due to a variety of factors.
- Instructors planning holistically rather than for specific student learning needs.

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

- Reading Resource Teachers
- During and after school tutoring
- ELL classroom supports and instruction.
- District Academic Coaches
- Quarterly administrative data reviews and job-embedded professional development.

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

Progress monitoring data in ELA will be collected bi-quarterly.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Every 6 Weeks, from 9/11/2017 to 5/25/2018

**Evidence of Completion**

Progress monitoring data will be collected, reviewed, and monitored for continuous growth in ELA by all students.

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

Quick Visit observation data will be collected.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Daily, from 8/14/2017 to 5/25/2018

**Evidence of Completion**

Anecdotal notes regarding teachers use of culture, engagement, and rigor will be collected and reviewed.

**G3. Goal #2:** 100% of students will make learning gains in ELA when teachers maintain high expectations for all students through mindful student engagement strategies and building classroom culture. 1a

G098723

**Targets Supported** 1b

Indicator	Annual Target
ELA/Reading Gains	100.0

**Targeted Barriers to Achieving the Goal** 3

- 1. Instructors often misunderstand students' compliant behavior with engagement of the mind.
- 2. Instructors need additional strategies to plan for engagement of the mind.
- 3. Students and teachers both often approach learning with a fixed mindset.

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

- 1. Experienced Kagan Trainer on staff. 2. Team of teachers attended/attending the Ron Clark Academy in Atlanta with culture and engagement strategies to share. 3. District and school based coaches

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

iReady Diagnostics and Progress Monitoring, easyCBM progress monitoring, Reading Formatives, FAIR-FS, DRAs.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Every 6 Weeks, from 9/11/2017 to 5/25/2018

**Evidence of Completion**

iReady reports, easyCBM data graphs, School City reports, FAIR-FS reports, DRA graphs.

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

Quick Visit observation data will be collected on culture, engagement, and rigor throughout the year.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Daily, from 8/21/2017 to 5/18/2018

**Evidence of Completion**

Quick visit observation notes and feedback.

## 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.** Build school capacity to utilize the problem solving process to create and sustain effective systems that support student achievement. **1**

G098721

**G1.B1** Professional development for teachers is needed to fully and continually develop their talents **2**

B265664

**G1.B1.S1** Provide professional development for teachers based upon the unique needs of the school to support student academic achievement, as reflected in the budget narrative. **4**

S281589

### Strategy Rationale

Teachers will need to continually develop and improve to support the students at their schools. PD will be provided in a variety of platforms and at various times throughout the school year based upon the needs of the teachers, the students, and the school. Data from teacher evaluations, walkthroughs, and student achievement sources will be utilized to make decisions about the appropriateness of PD.

### Action Step 1 **5**

Provide supplemental support personnel (to be utilized for job-embedded PD to build teacher capacity such as coaching cycles, side-by-side coaching, modeling, planning support, data analysis support, etc, to include content coaches, success coaches, academic intervention specialists, behavior specialists, resource teachers)

#### Person Responsible

Jennifer McCrystal

#### Schedule

Daily, from 9/1/2017 to 8/31/2018

#### Evidence of Completion

Staff allocation report

### Action Step 2 **5**

#### Person Responsible

#### Schedule

#### Evidence of Completion

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

Job-embedded support is being provided to teachers that supports the problem solving process and student academic achievement

**Person Responsible**

Jennifer McCrystal

**Schedule**

Weekly, from 10/2/2017 to 5/25/2018

***Evidence of Completion***

Coaching Logs

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

Teachers are developing their capacity to deliver rigorous instruction, supporting student academic achievement

**Person Responsible**

Jennifer McCrystal

**Schedule**

Daily, from 10/2/2017 to 5/25/2018

***Evidence of Completion***

Walkthrough/observation data, student academic data

**G1.B2** Differentiated support is needed to support unique student needs **2**

 B265665

**G1.B2.S1** Supplemental support may be needed to support struggling or advanced learners, based on data and the unique needs of the students at the school site, as reflected in the budget narrative. **4**

 S281590

**Strategy Rationale**

A research-based curriculum piece may be identified to meet a specific need at a school site, such as a specific reading intervention curriculum. Specific adult support such as an assistant teacher or aide to support PS-MTSS/Rtl implementation, will be identified by specific sites as reflected in the budget narrative.

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

Utilize assistant teachers/aides, NBE retired teachers, and certified teachers to support implementation of PS-MTSS/Rtl systems, as reflected in the budget narrative

**Person Responsible**

Jennifer McCystal

**Schedule**

On 8/31/2018

**Evidence of Completion**

Staff allocation reports

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

Support personnel has been added

**Person Responsible**

Jennifer McCystal

**Schedule**

Biweekly, from 10/2/2017 to 5/25/2018

**Evidence of Completion**

Personnel records

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

Students and families supported through PS/MTSS-Rtl process

**Person Responsible**

Jennifer McCrystal

**Schedule**

Quarterly, from 10/2/2017 to 5/25/2018

**Evidence of Completion**

EWS data

**G1.B3 Need for wraparound services** 2

B265666

**G1.B3.S1** Include additional school personnel to support students and families as needed, as reflected in the budget narrative. 4

S281591

**Strategy Rationale**

Assist school with implementation of PS-MTSS/Rti and tracking of EWS data

**Action Step 1** 5

Support students and families through additional support services personnel to include social workers, psychologists, guidance counselors - Support PS-MTSS/Rtl systems, track behavior and attendance, link families to essential services, facilitate expedited screening

**Person Responsible**

Jennifer McCrystal

**Schedule**

Daily, from 9/1/2017 to 8/31/2018

**Evidence of Completion**

Staff allocation reports

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

Support personnel has been added

**Person Responsible**

Jennifer McCrystal

**Schedule**

Biweekly, from 10/2/2017 to 5/25/2018

***Evidence of Completion***

Personnel records

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

Students and families supported through PS/MTSS-Rtl process

**Person Responsible**

Jennifer McCrystal

**Schedule**

Quarterly, from 10/2/2017 to 5/25/2018

***Evidence of Completion***

EWS data

**G2.** 100% of students will make learning gains in ELA when teachers implement standards-based lesson plans that meet the needs of individual learners through differentiation. 1

G098722

**G2.B1** Students being academically at-risk (one or more grade levels behind) due to a variety of factors. 2

B265667

**G2.B1.S1** Early identification of students most at-risk (bottom quartile) coupled with regular monitoring of individual student data growth. 4

S281592

### Strategy Rationale

When students are clearly identified, all school stakeholders will better monitor student growth.

### Action Step 1 5

Identify bottom quartile of all students in grade 3-5 in ELA.

#### Person Responsible

Jennifer McCrystal

#### Schedule

On 8/28/2017

#### Evidence of Completion

Score ranking report of 16-17 FSA ELA data for fourth and fifth graders and SAT-10 for third graders.

### Action Step 2 5

Mid quarter and end-of-quarter monitoring of all students currently scoring in the bottom quartile for ELA.

#### Person Responsible

Jennifer McCrystal

#### Schedule

Every 6 Weeks, from 9/11/2017 to 5/25/2018

#### Evidence of Completion

Tracking data will be collected and maintained on all students.

**Action Step 3** 5

Mentoring/Coaching of all students identified as performing in the bottom quartile by instructional staff towards their individual learning goals.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 11/6/2017 to 5/25/2018

**Evidence of Completion**

Mentoring/Coaching sheets maintained by the instructional staff

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

School administrative leadership will maintain the monitoring of all student progress using a quarterly log and displayed data walls.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Every 6 Weeks, from 9/11/2017 to 5/25/2018

**Evidence of Completion**

Bi-quarterly monitoring of student progress will be maintained in the Progress Collaborative Data notebook as well as regular movement of student data walls at monthly PLCs. The evidence will be the regular gains of students throughout the year in ELA.

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

After each bi-quarterly monitoring session, the administrative leadership will analyze student gain data by grade and by individual classroom teachers.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Every 6 Weeks, from 9/11/2017 to 5/25/2018

**Evidence of Completion**

Students will be making continual, steady gains in ELA over the course of the school year. Instructors will also be able to discuss their students gains in depth.





**G2.B2** Instructors planning holistically rather than for specific student learning needs. **2**

 B265668

**G2.B2.S1** Teachers need additional information, support, and guidance to plan standards-based lessons that are differentiated for individual learning needs. **4**

 S281593

**Strategy Rationale**

Teachers planning for individual learners need considerable understanding of the standards and what the phases of standard acquisition look like. This will greatly aid them in moving students forward with gains as well as towards proficiency.

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

Instructors will identify and understand the need for differentiated instruction.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Weekly, from 8/3/2017 to 8/15/2017

**Evidence of Completion**

Professional Study Day notes, powerpoint w/objectives, and ILT next steps.

**Action Step 2** **5**

Instructors will further develop their understanding and use of response to intervention with progress monitoring.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Biweekly, from 8/15/2017 to 5/25/2018

**Evidence of Completion**

Professional development programs/attendance, data from progress monitoring sessions.

**Action Step 3** 5

Instructors will develop depth of understanding of standards and apply this to lesson plans.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Weekly, from 8/2/2017 to 5/25/2018

**Evidence of Completion**

PLC Agenda Notes, Professional Development attendance and content, teacher lesson plans.

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

Administrative Leadership will schedule professional development opportunities in conjunction with district and school-based coaches.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 8/17/2017 to 5/25/2018

**Evidence of Completion**

Quick Visits notes, PD attendance sheets and information, monthly review by ILT, standards-based lesson plans, PLC agenda notes.

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

Monthly administrative leadership checks with district and school-based coaches.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 8/21/2017 to 5/25/2018

**Evidence of Completion**

Meeting notes and revisions to the plan.

**G3.** Goal #2: 100% of students will make learning gains in ELA when teachers maintain high expectations for all students through mindful student engagement strategies and building classroom culture. 1

G098723

**G3.B1** 1. Instructors often misunderstand students' compliant behavior with engagement of the mind. 2

B265670

**G3.B1.S1** Instructors would benefit from learning the physical and environmental difference between compliant behavior and mental engagement. 4

S281595

### Strategy Rationale

Students who are compliant may give the instructor a first impression of being engaged, however this is often not the case. Instructors who can identify the difference between the two will be more likely to plan for true engagement and alter their instruction in the moment to accommodate the needs of the learner.

### Action Step 1 5

On-site professional development to target domain 3c of the Teacher Evaluation Rubric (engagement).

#### Person Responsible

Jennifer McCrystal

#### Schedule

Weekly, from 8/2/2017 to 5/25/2018

#### Evidence of Completion

JEPD flyers and attendance sheets, Weekly Howler by the Principal

### Action Step 2 5

On-site professional development for Bryan first year teachers and their school mentors.

#### Person Responsible

Jennifer McCrystal

#### Schedule

Every 6 Weeks, from 8/28/2017 to 5/25/2018

#### Evidence of Completion

Bryan First Year agendas, Quick Visit data/feedback,

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

Schedule JEPD focused on Domain 3c during ELA instruction.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Quarterly, from 9/26/2017 to 5/15/2018

***Evidence of Completion***

JEPD menu options.

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

Quick Visit Classroom Observations

**Person Responsible**

Jennifer McCrystal

**Schedule**

Daily, from 8/21/2017 to 5/25/2018

***Evidence of Completion***

School and District Administration and Coaches provide input / answer questions.

**G3.B2** 2.Instructors need additional strategies to plan for engagement of the mind. 2

B265671

**G3.B2.S1** Monthly Structure of the Month featured by Kagan Cooperative Learning. 4

S281596

**Strategy Rationale**

Instructors will benefit from research-proven, content free strategies they can successfully implement into any lesson to increase students mental engagement.

**Action Step 1** 5

Instructors will receive monthly professional development launching a specific Kagan strategy for the month along with weekly updates to further support the use of the structure-of-the-month in the principal's weekly newsletter The Howler.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Weekly, from 8/15/2017 to 5/15/2018

**Evidence of Completion**

Use of Kagan structures during instruction, faculty PD power points and attendance, principal's weekly newsletter.

**Action Step 2** 5

Quick Visit Feedback data will be given to teachers observed using Kagan Structures.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 8/28/2017 to 5/25/2018

**Evidence of Completion**

Quick Visit feedback collected.

**Plan to Monitor Fidelity of Implementation of G3.B2.S1** 6

Monthly faculty learning opportunity will contain featured structure-of-the-month and practice in implementing it in the classroom for immediate use.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 8/15/2017 to 5/15/2018

***Evidence of Completion***

Quick Visit data, faculty meeting power points and attendance.

**Plan to Monitor Effectiveness of Implementation of G3.B2.S1** 7

Quick Visits by school and district administration.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Daily, from 8/21/2017 to 5/18/2018

***Evidence of Completion***

Observation data from quick visits.

**G3.B3** 3. Students and teachers both often approach learning with a fixed mindset. **2**

 B265672

**G3.B3.S1** Instructors will participate in a book-study with classroom application of the book The Growth Mindset Coach. **4**

 S281597

**Strategy Rationale**

In the past, the principal has conducted a book study using Carol Dweck's MIndset book. This is a continuation of that work which provides specific lessons for teachers to utilize with their students to make intentional decisions to create a growth-mindset classroom. Research has demonstrated that although all students benefit from applying the growth mindset, students from low socio-economic backgrounds benefit even more so.

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

Instructors will participate in a book study utilizing the book The Growth Mindset Coach.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 8/15/2017 to 5/15/2018

**Evidence of Completion**

Quick Visit observation data.

**Action Step 2** **5**

The principal will highlight each month's growth mindset lesson in her weekly newsletter The Howler.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Biweekly, from 8/18/2017 to 5/18/2018

**Evidence of Completion**

Principal's weekly newsletter The Howler.

**Plan to Monitor Fidelity of Implementation of G3.B3.S1 6**

Instructors will attend book study and apply their learnings in the classroom.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 8/15/2017 to 5/15/2018

**Evidence of Completion**

Quick Visit observation, book study attendance sheets.

**Plan to Monitor Fidelity of Implementation of G3.B3.S1 6**

Principal will include applicable information from each monthly mindset lesson in at least 2 weekly newsletters.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Biweekly, from 9/1/2017 to 5/18/2018

**Evidence of Completion**

Principals weekly newsletter, The Howler.

**Plan to Monitor Effectiveness of Implementation of G3.B3.S1 7**

Instructors will utilize more growth-mindset talk and intentional instructional moves towards this end in the classroom.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 9/4/2017 to 5/18/2018

**Evidence of Completion**

Quick visit observation data (both instructional and environmental) with feedback.



**Plan to Monitor Effectiveness of Implementation of G3.B3.S1** 7

Instructors will implement growth mindset lessons into their monthly routines as highlighted in principal's weekly newsletter.

**Person Responsible**

Jennifer McCrystal

**Schedule**

Monthly, from 9/5/2017 to 5/25/2018

***Evidence of Completion***

Quick visit observation data with feedback.

## 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>2018</b>					
G1.B1.S1.A2 A379812	[no content entered]		No Start Date		No End Date one-time
G2.B2.S1.A1 A379818	Instructors will identify and understand the need for differentiated instruction.	McCrystal, Jennifer	8/3/2017	Professional Study Day notes, powerpoint w/objectives, and ILT next steps.	8/15/2017 weekly
G2.B1.S1.A1 A379815	Identify bottom quartile of all students in grade 3-5 in ELA.	McCrystal, Jennifer	8/21/2017	Score ranking report of 16-17 FSA ELA data for fourth and fifth graders and SAT-10 for third graders.	8/28/2017 one-time
G3.B1.S1.MA1 M411995	Schedule JEPD focused on Domain 3c during ELA instruction.	McCrystal, Jennifer	9/26/2017	JEPD menu options.	5/15/2018 quarterly
G3.B2.S1.MA1 M411997	Monthly faculty learning opportunity will contain featured structure-of-the-month and practice in...	McCrystal, Jennifer	8/15/2017	Quick Visit data, faculty meeting power points and attendance.	5/15/2018 monthly
G3.B2.S1.A1 A379828	Instructors will receive monthly professional development launching a specific Kagan strategy for...	McCrystal, Jennifer	8/15/2017	Use of Kagan structures during instruction, faculty PD power points and attendance, principal's weekly newsletter.	5/15/2018 weekly
G3.B3.S1.MA1 M412000	Instructors will attend book study and apply their learnings in the classroom.	McCrystal, Jennifer	8/15/2017	Quick Visit observation, book study attendance sheets.	5/15/2018 monthly
G3.B3.S1.A1 A379830	Instructors will participate in a book study utilizing the book The Growth Mindset Coach.	McCrystal, Jennifer	8/15/2017	Quick Visit observation data.	5/15/2018 monthly
G3.MA2 M412003	Quick Visit observation data will be collected on culture, engagement, and rigor throughout the...	McCrystal, Jennifer	8/21/2017	Quick visit observation notes and feedback.	5/18/2018 daily
G3.B2.S1.MA1 M411996	Quick Visits by school and district administration.	McCrystal, Jennifer	8/21/2017	Observation data from quick visits.	5/18/2018 daily
G3.B3.S1.MA1 M411998	Instructors will utilize more growth-mindset talk and intentional instructional moves towards this...	McCrystal, Jennifer	9/4/2017	Quick visit observation data (both instructional and environmental) with feedback.	5/18/2018 monthly
G3.B3.S1.MA3 M412001	Principal will include applicable information from each monthly mindset lesson in at least 2 weekly...	McCrystal, Jennifer	9/1/2017	Principals weekly newsletter, The Howler.	5/18/2018 biweekly
G3.B3.S1.A2 A379831	The principal will highlight each month's growth mindset lesson in her weekly newsletter The Howler.	McCrystal, Jennifer	8/18/2017	Principal's weekly newsletter The Howler.	5/18/2018 biweekly
G1.MA1 M411985	Our personnel is able to utilize the problem solving process to create and sustain effective...	McCrystal, Jennifer	10/2/2017	KPI data, FSA data, school grade data, teacher evaluation data	5/25/2018 quarterly
G2.MA1 M411992	Progress monitoring data in ELA will be collected bi-quarterly.	McCrystal, Jennifer	9/11/2017	Progress monitoring data will be collected, reviewed, and monitored for continuous growth in ELA by all students.	5/25/2018 every-6-weeks
G2.MA2 M411993	Quick Visit observation data will be collected.	McCrystal, Jennifer	8/14/2017	Anecdotal notes regarding teachers use of culture, engagement, and rigor will be collected and reviewed.	5/25/2018 daily
G3.MA1 M412002	iReady Diagnostics and Progress Monitoring, easyCBM progress monitoring, Reading Formatives,...	McCrystal, Jennifer	9/11/2017	iReady reports, easyCBM data graphs, School City reports, FAIR-FS reports, DRA graphs.	5/25/2018 every-6-weeks
G1.B1.S1.MA1 M411979	Teachers are developing their capacity to deliver rigorous instruction, supporting student academic...	McCrystal, Jennifer	10/2/2017	Walkthrough/observation data, student academic data	5/25/2018 daily

**Hillsborough - 0521 - Bryan Elementary School - 2017-18 SIP**  
*Bryan Elementary School*

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/End Date
G1.B1.S1.MA1 M411980	Job-embedded support is being provided to teachers that supports the problem solving process and...	McCrystal, Jennifer	10/2/2017	Coaching Logs	5/25/2018 weekly
G1.B2.S1.MA1 M411981	Students and families supported through PS/MTSS-Rtl process	McCrystal, Jennifer	10/2/2017	EWS data	5/25/2018 quarterly
G1.B2.S1.MA1 M411982	Support personnel has been added	McCrystal, Jennifer	10/2/2017	Personnel records	5/25/2018 biweekly
G1.B3.S1.MA1 M411983	Students and families supported through PS/MTSS-Rtl process	McCrystal, Jennifer	10/2/2017	EWS data	5/25/2018 quarterly
G1.B3.S1.MA1 M411984	Support personnel has been added	McCrystal, Jennifer	10/2/2017	Personnel records	5/25/2018 biweekly
G2.B1.S1.MA1 M411986	After each bi-quarterly monitoring session, the administrative leadership will analyze student gain...	McCrystal, Jennifer	9/11/2017	Students will be making continual, steady gains in ELA over the course of the school year. Instructors will also be able to discuss their students gains in depth.	5/25/2018 every-6-weeks
G2.B1.S1.MA1 M411987	School administrative leadership will maintain the monitoring of all student progress using a...	McCrystal, Jennifer	9/11/2017	Bi-quarterly monitoring of student progress will be maintained in the Progress Collaborative Data notebook as well as regular movement of student data walls at monthly PLCs. The evidence will be the regular gains of students throughout the year in ELA.	5/25/2018 every-6-weeks
G2.B1.S1.A2 A379816	Mid quarter and end-of-quarter monitoring of all students currently scoring in the bottom quartile...	McCrystal, Jennifer	9/11/2017	Tracking data will be collected and maintained on all students.	5/25/2018 every-6-weeks
G2.B1.S1.A3 A379817	Mentoring/Coaching of all students identified as performing in the bottom quartile by instructional...	McCrystal, Jennifer	11/6/2017	Mentoring/Coaching sheets maintained by the instructional staff	5/25/2018 monthly
G2.B2.S1.MA1 M411988	Monthly administrative leadership checks with district and school-based coaches.	McCrystal, Jennifer	8/21/2017	Meeting notes and revisions to the plan.	5/25/2018 monthly
G2.B2.S1.MA1 M411989	Administrative Leadership will schedule professional development opportunities in conjunction with...	McCrystal, Jennifer	8/17/2017	Quick Visits notes, PD attendance sheets and information, monthly review by ILT, standards-based lesson plans, PLC agenda notes.	5/25/2018 monthly
G2.B2.S1.A2 A379819	Instructors will further develop their understanding and use of response to intervention with...	McCrystal, Jennifer	8/15/2017	Professional development programs/ attendance, data from progress monitoring sessions.	5/25/2018 biweekly
G2.B2.S1.A3 A379820	Instructors will develop depth of understanding of standards and apply this to lesson plans.	McCrystal, Jennifer	8/2/2017	PLC Agenda Notes, Professional Development attendance and content, teacher lesson plans.	5/25/2018 weekly
G3.B1.S1.MA1 M411994	Quick Visit Classroom Observations	McCrystal, Jennifer	8/21/2017	School and District Administration and Coaches provide input / answer questions.	5/25/2018 daily
G3.B1.S1.A1 A379826	On-site professional development to target domain 3c of the Teacher Evaluation Rubric (engagement).	McCrystal, Jennifer	8/2/2017	JEPD flyers and attendance sheets, Weekly Howler by the Principal	5/25/2018 weekly
G3.B1.S1.A2 A379827	On-site professional development for Bryan first year teachers and their school mentors.	McCrystal, Jennifer	8/28/2017	Bryan First Year agendas, Quick Visit data/feedback,	5/25/2018 every-6-weeks
G3.B2.S1.A2 A379829	Quick Visit Feedback data will be given to teachers observed using Kagan Structures.	McCrystal, Jennifer	8/28/2017	Quick Visit feedback collected.	5/25/2018 monthly
G3.B3.S1.MA4 M411999	Instructors will implement growth mindset lessons into their monthly routines as highlighted in...	McCrystal, Jennifer	9/5/2017	Quick visit observation data with feedback.	5/25/2018 monthly

**Hillsborough - 0521 - Bryan Elementary School - 2017-18 SIP**  
*Bryan Elementary School*

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/End Date
G1.B1.S1.A1  A379811	Provide supplemental support personnel (to be utilized for job-embedded PD to build teacher...	McCrystal, Jennifer	9/1/2017	Staff allocation report	8/31/2018 daily
G1.B2.S1.A1  A379813	Utilize assistant teachers/aides, NBE retired teachers, and certified teachers to support...	McCrystal, Jennifer	9/1/2017	Staff allocation reports	8/31/2018 one-time
G1.B3.S1.A1  A379814	Support students and families through additional support services personnel to include social...	McCrystal, Jennifer	9/1/2017	Staff allocation reports	8/31/2018 daily

## V. Professional Development Opportunities

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

**G1.** Build school capacity to utilize the problem solving process to create and sustain effective systems that support student achievement.

**G1.B1** Professional development for teachers is needed to fully and continually develop their talents

**G1.B1.S1** Provide professional development for teachers based upon the unique needs of the school to support student academic achievement, as reflected in the budget narrative.

### **PD Opportunity 1**

Provide supplemental support personnel (to be utilized for job-embedded PD to build teacher capacity such as coaching cycles, side-by-side coaching, modeling, planning support, data analysis support, etc, to include content coaches, success coaches, academic intervention specialists, behavior specialists, resource teachers)

#### **Facilitator**

Coaches and Resource Teachers

#### **Participants**

Faculty

#### **Schedule**

Daily, from 9/1/2017 to 8/31/2018

**G2.** 100% of students will make learning gains in ELA when teachers implement standards-based lesson plans that meet the needs of individual learners through differentiation.

**G2.B1** Students being academically at-risk (one or more grade levels behind) due to a variety of factors.

**G2.B1.S1** Early identification of students most at-risk (bottom quartile) coupled with regular monitoring of individual student data growth.

**PD Opportunity 1**

Identify bottom quartile of all students in grade 3-5 in ELA.

**Facilitator**

Russell Wallace

**Participants**

All teachers grades 3-5.

**Schedule**

On 8/28/2017

**PD Opportunity 2**

Mid quarter and end-of-quarter monitoring of all students currently scoring in the bottom quartile for ELA.

**Facilitator**

ILT

**Participants**

All teachers in grades 3-5.

**Schedule**

Every 6 Weeks, from 9/11/2017 to 5/25/2018

**G2.B2** Instructors planning holistically rather than for specific student learning needs.

**G2.B2.S1** Teachers need additional information, support, and guidance to plan standards-based lessons that are differentiated for individual learning needs.

**PD Opportunity 1**

Instructors will identify and understand the need for differentiated instruction.

**Facilitator**

Jennifer McCrystal, Russell Wallace, and ILT

**Participants**

Entire faculty

**Schedule**

Weekly, from 8/3/2017 to 8/15/2017

**PD Opportunity 2**

Instructors will further develop their understanding and use of response to intervention with progress monitoring.

**Facilitator**

Jennifer McCrystal, Russell Wallace, Jeff Pare, Mellissa Alonso, Lori Thomas, Sean Miles, ILT

**Participants**

Entire faculty.

**Schedule**

Biweekly, from 8/15/2017 to 5/25/2018

**PD Opportunity 3**

Instructors will develop depth of understanding of standards and apply this to lesson plans.

**Facilitator**

Jennifer McCrystal, Russell Wallace, Mellissa Alonso, Lori Thomas, Sean Miles, ILT

**Participants**

Entire faculty.

**Schedule**

Weekly, from 8/2/2017 to 5/25/2018

**G3.** Goal #2: 100% of students will make learning gains in ELA when teachers maintain high expectations for all students through mindful student engagement strategies and building classroom culture.

**G3.B1** 1. Instructors often misunderstand students' compliant behavior with engagement of the mind.

**G3.B1.S1** Instructors would benefit from learning the physical and environmental difference between compliant behavior and mental engagement.

### **PD Opportunity 1**

On-site professional development to target domain 3c of the Teacher Evaluation Rubric (engagement).

#### **Facilitator**

Jennifer McCrystal, Russell Wallace, ILT

#### **Participants**

Entire faculty

#### **Schedule**

Weekly, from 8/2/2017 to 5/25/2018

### **PD Opportunity 2**

On-site professional development for Bryan first year teachers and their school mentors.

#### **Facilitator**

Jennifer McCrystal, Russell Wallace

#### **Participants**

First Year Teachers & their mentors

#### **Schedule**

Every 6 Weeks, from 8/28/2017 to 5/25/2018



**G3.B2** 2. Instructors need additional strategies to plan for engagement of the mind.

**G3.B2.S1** Monthly Structure of the Month featured by Kagan Cooperative Learning.

**PD Opportunity 1**

Instructors will receive monthly professional development launching a specific Kagan strategy for the month along with weekly updates to further support the use of the structure-of-the-month in the principal's weekly newsletter The Howler.

**Facilitator**

Jennifer McCrystal

**Participants**

Entire faculty.

**Schedule**

Weekly, from 8/15/2017 to 5/15/2018

**G3.B3** 3. Students and teachers both often approach learning with a fixed mindset.

**G3.B3.S1** Instructors will participate in a book-study with classroom application of the book The Growth Mindset Coach.

**PD Opportunity 1**

Instructors will participate in a book study utilizing the book The Growth Mindset Coach.

**Facilitator**

Jennifer McCrystal, Russell Wallace, ILT

**Participants**

Entire faculty.

**Schedule**

Monthly, from 8/15/2017 to 5/15/2018

**PD Opportunity 2**

The principal will highlight each month's growth mindset lesson in her weekly newsletter The Howler.

**Facilitator**

Jennifer McCrystal

**Participants**

Entire faculty.

**Schedule**

Biweekly, from 8/18/2017 to 5/18/2018

## VI. Technical Assistance Items

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

## VII. Budget

<b>1</b>	<b>G1.B1.S1.A1</b>	<b>Provide supplemental support personnel (to be utilized for job-embedded PD to build teacher capacity such as coaching cycles, side-by-side coaching, modeling, planning support, data analysis support, etc, to include content coaches, success coaches, academic intervention specialists, behavior specialists, resource teachers)</b>				<b>\$236,396.00</b>
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	5100	120-Classroom Teachers	0521 - Bryan Elementary School	UniSIG	1.66	\$139,759.00
			<i>Notes: 83% of 1 Reading Resource Teacher and 1 Academic Intervention Specialist along with fringe benefits</i>			
	6400	130-Other Certified Instructional Personnel	0521 - Bryan Elementary School	UniSIG	0.83	\$67,703.00
			<i>Notes: 83% of 1 Reading Coach along with fringe benefits</i>			
	5100	510-Supplies	0521 - Bryan Elementary School	UniSIG	0.0	\$4,444.00
			<i>Notes: Supplies to include paper, ink, notebook paper, composition notebooks, pencils, folders, chart paper, markers</i>			
	5100	520-Textbooks	0521 - Bryan Elementary School	UniSIG	0.0	\$24,490.00
			<i>Notes: Supplemental reading materials to include Fountas &amp; Pinnell LLI KG @ @\$2900, LLI Gr 1 @ \$3416, LLI Gr 2 @\$3324, LLI Gr 3 @ \$4950, LLI Gr 4 @ \$4950, LLI Gr 5@ \$4950,</i>			
<b>2</b>	<b>G1.B1.S1.A2</b>					<b>\$0.00</b>
<b>3</b>	<b>G1.B2.S1.A1</b>	<b>Utilize assistant teachers/aides, NBE retired teachers, and certified teachers to support implementation of PS-MTSS/Rtl systems, as reflected in the budget narrative</b>				<b>\$36,903.00</b>
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	5100	150-Aides	0521 - Bryan Elementary School	UniSIG	0.83	\$23,401.00
			<i>Notes: 83% of 1.0 Aide along with fringe benefits</i>			
	7200	391-Subagreements up to \$25,000	0521 - Bryan Elementary School	UniSIG	0.0	\$13,502.00
			<i>Notes: Indirect Cost @ 4.76%</i>			
<b>4</b>	<b>G1.B3.S1.A1</b>	<b>Support students and families through additional support services personnel to include social workers, psychologists, guidance counselors - Support PS-MTSS/Rtl systems, track behavior and attendance, link families to essential services, facilitate expedited screening</b>				<b>\$23,861.00</b>
	Function	Object	Budget Focus	Funding Source	FTE	2017-18

Hillsborough - 0521 - Bryan Elementary School - 2017-18 SIP  
Bryan Elementary School

	6140	130-Other Certified Instructional Personnel	0521 - Bryan Elementary School	UniSIG	0.33	\$23,861.00
			<i>Notes: 83% of .4 School Psychologist along with fringe benefits</i>			
5	G2.B1.S1.A1	Identify bottom quartile of all students in grade 3-5 in ELA.				\$0.00
6	G2.B1.S1.A2	Mid quarter and end-of-quarter monitoring of all students currently scoring in the bottom quartile for ELA.				\$0.00
7	G2.B1.S1.A3	Mentoring/Coaching of all students identified as performing in the bottom quartile by instructional staff towards their individual learning goals.				\$0.00
8	G2.B2.S1.A1	Instructors will identify and understand the need for differentiated instruction.				\$0.00
9	G2.B2.S1.A2	Instructors will further develop their understanding and use of response to intervention with progress monitoring.				\$0.00
10	G2.B2.S1.A3	Instructors will develop depth of understanding of standards and apply this to lesson plans.				\$0.00
11	G3.B1.S1.A1	On-site professional development to target domain 3c of the Teacher Evaluation Rubric (engagement).				\$0.00
12	G3.B1.S1.A2	On-site professional development for Bryan first year teachers and their school mentors.				\$0.00
13	G3.B2.S1.A1	Instructors will receive monthly professional development launching a specific Kagan strategy for the month along with weekly updates to further support the use of the structure-of-the-month in the principal's weekly newsletter The Howler.				\$0.00
14	G3.B2.S1.A2	Quick Visit Feedback data will be given to teachers observed using Kagan Structures.				\$0.00
15	G3.B3.S1.A1	Instructors will participate in a book study utilizing the book The Growth Mindset Coach.				\$0.00
16	G3.B3.S1.A2	The principal will highlight each month's growth mindset lesson in her weekly newsletter The Howler.				\$0.00
					<b>Total:</b>	<b>\$297,160.00</b>