

Polk County Public Schools

R. Clem Churchwell Elementary School



2017-18 Schoolwide Improvement Plan

R. Clem Churchwell Elementary School

8201 PARK BYRD RD, Lakeland, FL 33810

<http://schools.polk-fl.net/churchwell>

School Demographics

School Type and Grades Served (per MSID File)	2016-17 Title I School	2016-17 Economically Disadvantaged (FRL) Rate (as reported on Survey 3)
Elementary School PK-5	Yes	85%
Primary Service Type (per MSID File)	Charter School	2018-19 Minority Rate (Reported as Non-white on Survey 2)
K-12 General Education	No	49%

School Grades History

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

**Informational Baseline School Grade*

Note: The school grades calculation was revised substantially for the 2014-15 school year to implement statutory changes made by the 2014 Legislature and incorporate the new Florida Standards Assessments. The 2014-15 school grades serve as informational baseline data that schools can use to improve in future years.

School Board Approval

This plan is pending approval by the Polk County School Board.

SIP Authority and Template

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a school improvement plan (SIP) for each school in the district 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>.

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Purpose and Outline of the SIP

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

Part I: Current School Status

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

Part II: Needs Assessment

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

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

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

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify barriers that could hinder achieving those goals and resources that could be used to eliminate or reduce barriers (Step 2)
- Select high-priority barriers they want to address initially (Step 3)
- Design implementation and monitoring plans for strategies to resolve selected barriers (Steps 4-7)
- Determine how they will monitor progress toward each goal (Step 8)

Appendices

The following appendices, automatically-generated from content entered in Part III, are included in this document:

- Appendix 1 is a timeline of all action steps and monitoring activities
- Appendix 2 is an outline of all professional development opportunities and technical assistance items
- Appendix 3 is a report of the budget needed to implement the strategies

Differentiated Accountability

Florida's Differentiated Accountability (DA) system, established in [section 1008.33, Florida Statutes](#), is a statewide network of strategic support, differentiated by need according to performance data, provided to districts and schools in order to improve leadership capacity, teacher efficacy, and student outcomes. Through a data-driven planning and problem-solving process, DA field teams collaborate with district leadership to design, implement, and refine strategic goals and action plans that are documented in the SIP.

DA Regions

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

DA Categories

At the start of each academic year, traditional schools are classified for DA support in 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 R. Clem Churchwell Elementary School

DA Region and RED	DA Category and Turnaround Status
Southwest -	- N/A

I. Part I: Current School Status

A. Supportive Environment

1. School Mission and Vision

a. Provide the school's mission statement.

At Churchwell Elementary School, we the students, parents, staff, and community will work as a team in a positive environment and experience success each day through meaningful activities using all available resources.

b. Provide the school's vision statement.

Churchwell Elementary, our school and community, envisions a curriculum delivered through effective teaching practices to prepare our students for the twenty-first century and its work force. Teachers here are committed to professional development. The curriculum will be integrated and will provide the students the opportunity to work with real world experiences which will enhance learning. Emphasis will be placed on concepts and applications of mathematics to help our students communicate mathematically, and apply mathematical skills to real life. We will assess kindergarten through fifth grade students through skill grouping. We will utilize our social skills instruction, peer mediation and conflict resolution to encourage the acceptance of self and others. Through the integration of technology into the curriculum, teacher and student will access information and apply it to their learning experience.

2. School Environment

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

There is a focus on building relationships and partnerships between the school and families. The school learns about the students' cultures by inviting families to family nights each nine weeks and FSA workshops during the spring. During these family nights, students share individual data and standards based assessments/projects with their families. Families who participate in the workshops are provided an opportunity to experience how their student is assessed and gain a deeper understanding of how Florida Standards develop and build needed skills for future jobs. In addition, parents are continuously involved in ongoing parent conferences. Teachers use positive behavior plans to make positive daily connections with students.

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

Churchwell Elementary has established expectations and rules for all areas on campus through PBS. Each student has a school-wide PBS STAR card. Students have the opportunity earn STARS based on their positive choices through the school day. Churchwell Elementary has schedules in place and adults in charge of all areas on campus before, during, and after school.

c. Describe the schoolwide behavioral system in place that aids in minimizing distractions to keep students engaged during instructional time. This may include, but is not limited to, established protocols for disciplinary incidents, clear behavioral expectations, and training for school personnel to ensure the system is fairly and consistently enforced.

Churchwell Elementary has established expectations and rules for all areas on campus through PBS. Each student has a school-wide PBS STAR card. Students have the opportunity earn STARS based on their positive choices through the school day. Teachers teach the PBS expectations and rules

consistently throughout the school year. The PBS tracking form is utilized by staff members to track behaviors and observations of students misbehaviors. Teachers determine what interventions and behavior plans should be put in place.

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.

Teachers implement PBS strategies throughout the school day to ensure all social-emotional needs are met. In addition, students social-emotional needs are met through the guidance department. Based on student need, students are provided counseling from the guidance counselor. Throughout the school year, the guidance counselor forms skill groups based on student needs. Based on student need, students are paired with a staff member for mentoring. Mentors check in with student before, during, and after school.

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.

The elementary school's early warning system provides the school with a list of students that meet the following criteria:

- absent 10% or more of the days enrolled
- over-age two or more years for the grade level
- total number of OSS/ISS days is greater then 3

In addition, we can use our data to determine the students that scored a level 1 on the statewide Reading and Math standardized assessments.

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	21	17	14	54	63	37	0	0	0	0	0	0	0	206
One or more suspensions	0	0	3	4	1	2	0	0	0	0	0	0	0	10
Course failure in ELA or Math	4	3	9	2	2	0	0	0	0	0	0	0	0	20
Level 1 on statewide assessment	0	0	0	8	15	32	0	0	0	0	0	0	0	55

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	24	17	16	20	53	46	0	0	0	0	0	0	0	176

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

Intervention strategies:

- Implementation of the school-wide PBS (Positive Behavior Support) system

- Individualized behavior plans
- Character education lessons built into the student's schedules
- Provide mentors who focus on the whole child (both academic & behavior) in and outside of the school environment
- Acceleration and intervention small group instruction built into the master schedule
- Monthly MTSS meetings to discuss behavioral and academic goals and tier support for students
- Teachers discussing ongoing assessment data in PLCs weekly to form differentiated groups
- Ongoing differentiated instruction and professional development for teachers

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 accessible through the Continuous Improvement Management System (CIMS) at <https://www.floridacims.org/documents/432508>.

2. Description

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

2. Describe the process by which the school builds and sustains partnerships with the local community for the purpose of securing and utilizing resources to support the school and student achievement.

The school builds and sustains partnerships with the local community through the SAC (School Advisory Committee). Partnerships are made to make decisions about securing and utilizing resources. The SAC committee makes decisions about funding and resources. The SAC committee analyzes school data to make decisions to place resources in the school to support student achievement. Various businesses throughout the community donate funds and resources to promote student learning.

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
Agard, Jacqueline	Principal
Kalch, Laura	School Counselor
McClellan, Kathy	Instructional Coach
Friedt, Maria	Instructional Coach
Skiles, Carlene	Teacher, K-12
Gilmore, Milton	Teacher, K-12
Alexander, Reyna	Teacher, K-12
Hall, Anna	Teacher, K-12
hine, molly	Teacher, K-12
Reynolds, Dove	Teacher, K-12
Hardee, Taryn	Assistant Principal
Ritter, Daniel	Teacher, K-12
Mullens, Kelly	Teacher, K-12
Griffis, Sherra	Teacher, ESE

b. Duties

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

The leadership team and academic leadership team meets weekly to collaborate and make instructional decisions for the the school. The roles and responsibilities of the leadership team are to share and implement the vision of the school, discuss student data, implement a plan for professional development, problem solve ideas in the areas of facilities, instruction, and organization, discuss ways to involve families and communities, and implement coaching and instructional practices for all new teachers.

The instructional coaches plan with teachers, model lessons for teachers, and provide feedback for implementation of the standards.

Our Guidance Counselor works closely with our teachers to provide Tier 2 and Tier 3 intervention assistance for student with behavior problems that affect student achievement.

Our Media Specialist assists all teachers with the selection of media materials to support the new Florida Standards along with supporting students with research topics and projects.

2. Describe the process through which school leadership identifies and aligns all available resources (e.g., personnel, instructional, curricular) in order to meet the needs of all students and maximize desired student outcomes. Include the methodology for coordinating and supplementing federal, state and local funds, services and programs. Provide the person(s) responsible, frequency of meetings, how an inventory of resources is maintained and any problem-solving activities used to determine how to apply resources for the highest impact.

The leadership team identifies and aligns all available resources in order to meet the needs of all students and maximize desired student outcomes using the following data:

-Baseline Data: STAR (3rd-5th), Florida Standards Assessment (FSA), Classroom Assessments, Lowest 25% data

-Progress Monitoring: STAR, Reading Wonders Assessments, I Station

-Mid-Year: STAR, Classroom Assessments, I Station

-End of Year: STAR, FSA, Classroom Assessments, I Station

-Frequency of Data Assessments: STAR- 3 times a year; FSA-yearly; Classroom Assessments- End

of chapter and end of unit tests

-Lowest 25%-Quarterly

-Tier 2 & 3 behavior interventions

The data is used to problem solve and allocate resources for the highest impact. ESE and ESOL students are clustered in order to maximize the time the ESE Inclusion teacher and the ESOL paraprofessionals spend with students.

We also use our instructional coaches to plan, model, and support teachers based on the needs identified from the data, observations, or individual request.

2. School Advisory Council (SAC)

a. Membership

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

Name	Stakeholder Group
Jacqueline Agard	Principal
Santana McIlkenny	Parent
Michael Davis	Business/Community
Robbie Miller	Business/Community
Tania Cabrera	Education Support Employee
Laura Kalch	Education Support Employee
Debbie Ayala	Education Support Employee
Vincent Sessoms	Parent
Wayne Roberts	Business/Community
Sandra Amerson	Parent
Guadalupe Barrera	Parent
Kristie Otte	Parent
Leandra Sessoms	Parent
Gina Rodriguez	Parent

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

The principal presented the School Improvement Plan to the SAC. The school advisory council met quarterly to discuss the progress of the School Improvement Plan goals, reviewed data from various assessments used in the school, and addressed barriers that were overcome or discovered. Each SAC member was encouraged to ask questions about the data and strategies implemented to improve student achievement. Members also discussed programs that would strengthen academic focus for all students. The plan was voted on for approval.

b. Development of this school improvement plan

SAC members were given an opportunity to provide input for the incoming school year school improvement plan in the following ways:

- Assist in developing and reviewing school vision statement, goals, and objectives.
- Analyze various data sources.

- Vote on the expenditure of SAC Allocation Funds, School Recognition Funds, and Lottery Funds
- Review all funds reported in School Improvement Plan.
- Support and review school improvement implementation.
- Discuss programs that would build positive behaviors and relationships with all stakeholders in the community.

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

The SAC offers suggestions as to how they would like to see the available funds used. The priorities are in the areas of student learning and how instruction impacts the learning of students.

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

Funds were used in the following fashion:

1. to purchase student computers to complete the media center computer lab. The cost was \$2,558.88.

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

Yes

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

3. Literacy Leadership Team (LLT)

a. Membership

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

Name	Title
Agard, Jacqueline	Principal
Kalch, Laura	School Counselor
Hardee, Taryn	Assistant Principal
McClellan, Kathy	Instructional Coach
Friedt, Maria	Teacher, K-12
Gilmore, Milton	Teacher, K-12
Skiles, Carlene	Instructional Media

b. Duties

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

The School-Based Literacy Leadership Team meets weekly to examine data from STAR and ongoing reading and math assessments. The team looks for trends in data, brainstorms interventions and discusses resources for teachers. They focus on curriculum needs as we continue to implement the Florida Standards. In addition, the instructional coaches and administration meet to ensure the coaching cycle is being implemented on campus with fidelity.

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.

The master schedule is designed so that teachers have common planning time. Teachers meet with grade level teams to collaboratively plan Language Arts, Math, Social Studies, and Science lessons. The master schedule is also designed so that teachers meet in PLCs to discuss ongoing assessment data based on the Florida Standards. Teachers discuss students needs based on data and create differentiated small group and center plans that target those needs. In addition, the PLCs address the needs of the instructional staff.

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

The administrative team attends Recruitment and Hiring Fairs to collaborate with area colleges to interview candidates for teaching positions. Academic coaches also use their contacts at universities to recruit future teachers. In addition, Churchwell Elementary meets with new teachers on a weekly basis to discuss and provide instructional strategies, curriculum, student engagement, and answer questions about daily classroom practices.

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

New teachers to Churchwell Elementary and teachers that are new to the profession are mentored throughout the year. Teachers are paired with experienced teachers in their grade level. This pairing helps the new teacher have an on campus resource should they have questions about school information, planning, curriculum, and instruction. All new teachers will have a new teacher orientation session with the school's instructional coaches. This orientation helps the new teachers adjust to the school environment, gather all their supplies and curriculum needs, and gather information about orientation and the first week of school. The new teachers will meet once a month to ask questions and share ideas. In addition, they will have weekly sessions with their mentor teacher to discuss progress, ask questions, and express concerns.

E. Ambitious Instruction and Learning

1. Instructional Programs and Strategies

a. Instructional Programs

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

Teachers use the district learning schedules and create lesson plans that are standards based/driven. The core instructional programs and materials are district issued. Teachers use all programs and materials to match the Florida standards they are teaching. Grade levels collaboratively plan and submit lesson plans for administration for review.

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.

Churchwell Elementary teachers use ongoing assessments to track student data in ELA and Math. Teachers graph student results and discuss their student performance on the common assessment

with their grade level teams. From the analysis of this data, teachers then create differentiated groups and centers based on the level of mastery of the FL standards.

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: 5,400

An additional 30 minutes of instruction was added to the school day in 2014-2015 by adjusting the bell schedule. This has allowed for increased instructional time. A school-wide focus is on bell-to-bell instruction and making sure we are using all time wisely.

Strategy Rationale

The addition of 30 instructional minutes allow the teachers and students to reach rigor needed for each standard.

Strategy Purpose(s)

- Core Academic Instruction

Person(s) responsible for monitoring implementation of the strategy

Agard, Jacqueline, jacqueline.agard@polk-fl.net

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

We will use STAR and district ongoing progress monitoring assessments in reading and math to determine the effectiveness of this strategy.

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.

Our PreK readiness rate is 100%. Students in PreK have the opportunity to visit a Kindergarten classroom prior to attending Kindergarten. The students meet the Kindergarten teachers and learn the daily transitions and routines of a kindergartner.

5th grade students at Churchwell Elementary are given the opportunity to meet guidance counselors and/or administration from the school they will be attending. They have the opportunity to attend a family night at their middle school and have the opportunity to register for classes prior to starting their 6th grade year.

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.

Churchwell provides exposure to various careers through participation in a Career Day, The Great American Teach-In, and Take Your Child to Work Day. This includes reading and writing follow-up

activities that encourage the students to analyze and synthesize the information gained from these experiences. Churchwell is also offering 4th and 5th grade students the opportunity to earn industry certificates.

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

Churchwell is sponsoring an initiative for career and technical education through the Type to Learn Program. This will be the catalyst for industry certifications in IC3 Spark and IC3 industry certification. Churchwell has also put together a steering committee for year long planning of a Makerspace that will launch in the 2017-2018 school year.

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

Fifth grade students will have the opportunity to earn industry certification in agriculture.

4. Describe strategies for improving student readiness for the public postsecondary level based on annual analysis of the [High School Feedback Report](#), as required by section 1008.37(4), Florida Statutes.

II. Needs Assessment

The school's completion of this 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.

In reviewing the past two years of data the areas of strength are teaching to the standards and providing differentiated instruction to students in our subgroups along with using primary staff to aid in filling gaps for intermediate students. Our areas of need would be levels K - 2 and subgroups within those grade levels in differentiation and rigor of instruction.

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.

The identified needs are a result of the focus on tested grade levels and ensuring that those students were receiving rigorous standard driven instruction in addition to students entering school not having exposure to a pre-school education.

C. Strategic Goals

School Improvement Goals

The following key is intended to help readers understand how the sections of this document correspond to the steps of the 8-step planning and problem-solving framework used in the School Improvement Plan. The Quick Key numbers can help registered users go directly to the point of entry for any given goal, barrier and strategy within the online survey.

Problem Solving Key

G = Goal

B =
Barrier

S = Strategy

1 = Problem Solving Step  S123456 = Quick Key

Strategic Goals Summary

- G1.** If staff consistently uses clear, high expectations and rules on campus through PBiS then it will create a culture of learning throughout the school.

- G2.** If teachers consistently analyze each of the Florida Standards and teach all components of the standards to the full extent, then all students will be moved towards proficiency in all content areas.

Strategic Goals Detail

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

G1. If staff consistently uses clear, high expectations and rules on campus through PBiS then it will create a culture of learning throughout the school. 1a

G098956

Targets Supported 1b

Indicator	Annual Target
2+ Behavior Referrals	100.0

Targeted Barriers to Achieving the Goal 3

- New teachers are unfamiliar with the PBiS and CHAMPS process at Churchwell Elementary.

Resources Available to Help Reduce or Eliminate the Barriers 2

- Coaches, PD for new teachers, school counselor

Plan to Monitor Progress Toward G1. 8

Teacher class star cards will be collected every quarter.

Person Responsible

Maria Friedt

Schedule

Quarterly, from 10/11/2017 to 5/1/2018

Evidence of Completion

Student referrals will decrease by 10%.

Plan to Monitor Progress Toward G1. 8

The PBiS committee will meet bimonthly to review and discuss if school wide program has been implemented with fidelity.

Person Responsible

Daniel Ritter

Schedule

Monthly, from 8/14/2017 to 5/31/2018

Evidence of Completion

Each committee member representing their grade will present their grade level information that will show a gradual increase of students earning more tiered rewards.

G2. If teachers consistently analyze each of the Florida Standards and teach all components of the standards to the full extent, then all students will be moved towards proficiency in all content areas. 1a

G098957

Targets Supported 1b

Indicator	Annual Target
FSA ELA Achievement	70.0
FCAT 2.0 Science Proficiency	70.0
ELA/Reading Gains	65.0
ELA/Reading Lowest 25% Gains	62.0
FSA Mathematics Achievement	76.0
Math Gains	77.0
Math Lowest 25% Gains	72.0

Targeted Barriers to Achieving the Goal 3

- Curriculum: Knowledge in analyzing the Florida Standards; Learning the use of current rigorous resources and activities
- Planning: Planning expectations and preparing for collaborative planning
- Assessments and data: How to use formative assessments to drive planning and instruction

Resources Available to Help Reduce or Eliminate the Barriers 2

- Instructional Resource Teachers
- Paras ESOL
- Computer labs
- Math/Reading Resources
- Technology-R.W. Intervention
- Common planning time and data chats
- Think Central, CPALMS, MFAS, Reading Wonders
- Media Center
- Regional and school instructional coaches
- Title One Funds
- Administration and instructional coaches implementing the coaching cycle
- Part-time Title I Para

Plan to Monitor Progress Toward G2. 8

Students will be monitored through district ongoing progress monitoring and K-5 will take common assessments in reading, writing, math and science.

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Beginning, Mid-year and end of year district assessments and monthly ongoing assessments in reading, writing, math and science.

Action Plan for Improvement

For each strategy selected in the plan to reduce a targeted barrier to a strategic goal, this section lists the rationale for that strategy (i.e., why the school believes it will reduce the barrier) and the action steps that have been identified as necessary to implementing the strategy, including details such as the point person, timing and duration, and evidence of completion. At the end of each set of action steps is the plan for monitoring the implementation and effectiveness of the respective strategy.

Problem Solving Key

G = Goal **B** =
Barrier **S** = Strategy

1 = Problem Solving Step  S123456 = Quick Key

G1. If staff consistently uses clear, high expectations and rules on campus through PBiS then it will create a culture of learning throughout the school. **1**

 G098956

G1.B1 New teachers are unfamiliar with the PBiS and CHAMPS process at Churchwell Elementary. **2**

 B266437

G1.B1.S1 New teachers will be partnered with a mentor teacher on their grade level team. In addition they will be provided professional development. The school will continue to implement CHAMP's and a Positive Behavior Plan. **4**

 S282333

Strategy Rationale

To maintain instructional momentum teachers need to implement CHAMPS and PBiS strategies in all areas of the school.

Action Step 1 **5**

implementation of CHAMP's and Positive Behavior System through out the year.

Person Responsible

Taryn Hardee

Schedule

Monthly, from 8/3/2017 to 5/31/2018

Evidence of Completion

Discipline referral and number of participation in PBiS celebrations

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

Coaches will monitor the use of daily star cards for accurate implementation

Person Responsible

Kathy McClellan

Schedule

Weekly, from 8/3/2017 to 5/25/2018

Evidence of Completion

Teachers will submit class list of Star chart points each quarter.

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

Teachers class star information will be collected each quarter to check for effectiveness.

Person Responsible

Maria Friedt

Schedule

Quarterly, from 8/3/2017 to 5/25/2018

Evidence of Completion

A gradual increase in student receiving Tier 3 rewards based on Star cards.

G2. If teachers consistently analyze each of the Florida Standards and teach all components of the standards to the full extent, then all students will be moved towards proficiency in all content areas. 1

G098957

G2.B1 Curriculum: Knowledge in analyzing the Florida Standards; Learning the use of current rigorous resources and activities 2

B266438

G2.B1.S1 Provide professional development to unpack standards and find rigorous resources in planning 4

S282334

Strategy Rationale

To strengthen the understanding of standards

Action Step 1 5

Provide Professional Development: Professional development will consist of personnel from the district reading and math department, to strengthen teachers understanding of standards analysis and develop rigorous plans. Teachers will collaboratively plan each week (one session for ELA and one session for Math/Science). Administration and school coaches will monitor and support the teachers by collaboratively planning with teachers. Teachers will be supported through the coaching cycle.

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Sign in sheets, ARROWS, presentations/handouts; lesson plans, student artifacts, classroom observations, meeting minutes

Action Step 2 5

Administrators will look for evidence of implementation of professional development during observations in the classrooms. They will also provide specific feedback when needed to improve the implementation of the new learning.

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Observation notes from each administrator.

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

Administration and school based coaches will monitor lesson planning. and attend planning sessions

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Lesson plans, meeting observations, minutes from the grade level planning, student artifacts

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

Teachers will use the Florida Standards, grade level content specifications and assessment limits when planning to ensure that they are meeting the full intent of the standard. Grade levels will collaboratively plan with assistance from the instructional coaches and administration.

Person Responsible

Jacqueline Agard

Schedule

Daily, from 8/10/2017 to 5/24/2018

Evidence of Completion

Lesson plans, observations, student artifacts, meeting notes

S282335

Strategy Rationale

Teachers to understand and teach the depth of rigor needed to maintain gains

Action Step 1 5

Utilizing school instructional coaches and administration: Coaches and administration will be utilized in collaborative planning to increase rigor within the lessons and in understanding the full intent of the standard.

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Lesson plans, grade level meeting notes, observations, and student artifacts

Action Step 2 5

Teachers in grades 3-5 will attend District initiated professional development as it is offered to gain a deeper understanding of planning and assessment

Person Responsible

Jacqueline Agard

Schedule

Annually, from 8/10/2017 to 5/24/2018

Evidence of Completion

When the teachers return they will use the knowledge of the standards as they plan and prepare lessons.

Plan to Monitor Fidelity of Implementation of G2.B1.S2 6

Administration will monitor the quality and rigor of lesson plans.

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Lesson plans, focused classroom observations, student artifacts

Plan to Monitor Effectiveness of Implementation of G2.B1.S2 7

Administration will monitor monthly student data in reading, writing, math, and science to ensure that students are becoming proficient in the Florida Standards. In addition, discipline and attendance reports will be reviewed to ensure that PBIIS practices are aiding in the creation and maintenance of a positive instructional environment.

Person Responsible

Jacqueline Agard


Schedule

Weekly, from 8/10/2017 to 5/24/2018


Evidence of Completion

Each teacher's data binder, grade level data binder, observations, and student artifacts

G2.B2 Planning: Planning expectations and preparing for collaborative planning 2

 B266439

G2.B2.S1 Teachers will attend PLCs to learn the essential components of collaborative planning and the planning expectations 4

 S282336

Strategy Rationale

Teachers will be able to plan more effectively and better manage planning time

Action Step 1 5

Hold PLC to address expectations and group norms for planning; Administration will collaborate with teachers during planning and follow up with classroom walkthroughs to ensure implementation.

Person Responsible

Jacqueline Agard

Schedule

Monthly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Lesson plans, observations, student data and student artifacts, attending planning sessions, walkthrough monitoring schedule, administration and coaches cycles with teachers

Action Step 2 5

Administrators and coaches will monitor the weekly planning sessions

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Administrator observations and notes.

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

Administration will monitor planning through effective instruction and assessment data

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Walkthrough data, administration attending planning sessions

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

Administration will do walkthroughs of classrooms and attend collaborative planning

Person Responsible

Jacqueline Agard


Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Lesson plans, focused observations, and student artifacts

G2.B3 Assessments and data: How to use formative assessments to drive planning and instruction 2

 B266440

G2.B3.S1 Teachers will create and analyze the data from common formative assessments to drive their instruction 4

 S282337

Strategy Rationale

Teachers will create assessments based on the standards and analyze the data

Action Step 1 5

Teachers share data during planning sessions and create differentiated groups based on student data

Person Responsible

Jacqueline Agard

Schedule

On 5/24/2018

Evidence of Completion

teacher data spreadsheets for standards, small groups plans reflecting differentiation, student data folders,

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

Classroom coaching walkthroughs

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

coaching walkthrough sheets

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

Planning sessions with administration and coaches

Person Responsible

Jacqueline Agard

Schedule

On 5/24/2018

Evidence of Completion

lesson planning sessions, agenda/minutes

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

Academic Leadership Team Planning and Collaboration

Person Responsible

Jacqueline Agard

Schedule

Weekly, from 8/10/2017 to 5/24/2018

Evidence of Completion

Coaching sessions with administration, coaching walkthroughs, planning sessions with teachers

IV. Implementation Timeline

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
2018					
G1.MA1 M413597	Teacher class star cards will be collected every quarter.	Friedt, Maria	10/11/2017	Student referrals will decrease by 10%.	5/1/2018 quarterly
G2.MA1 M413608	Students will be monitored through district ongoing progress monitoring and K-5 will take common...	Agard, Jacqueline	8/10/2017	Beginning, Mid-year and end of year district assessments and monthly ongoing assessments in reading, writing, math and science.	5/24/2018 weekly
G2.B1.S1.MA1 M413599	Teachers will use the Florida Standards, grade level content specifications and assessment limits...	Agard, Jacqueline	8/10/2017	Lesson plans, observations, student artifacts, meeting notes	5/24/2018 daily
G2.B1.S1.MA1 M413600	Administration and school based coaches will monitor lesson planning. and attend planning sessions	Agard, Jacqueline	8/10/2017	Lesson plans, meeting observations, minutes from the grade level planning, student artifacts	5/24/2018 weekly
G2.B1.S1.A1 A380983	Provide Professional Development: Professional development will consist of personnel from the...	Agard, Jacqueline	8/10/2017	Sign in sheets, ARROWS, presentations/handouts; lesson plans, student artifacts, classroom observations, meeting minutes	5/24/2018 weekly
G2.B1.S1.A2 A380984	Administrators will look for evidence of implementation of professional development during...	Agard, Jacqueline	8/10/2017	Observation notes from each administrator.	5/24/2018 weekly
G2.B2.S1.MA1 M413603	Administration will do walkthroughs of classrooms and attend collaborative planning	Agard, Jacqueline	8/10/2017	Lesson plans, focused observations, and student artifacts	5/24/2018 weekly
G2.B2.S1.MA1 M413604	Administration will monitor planning through effective instruction and assessment data	Agard, Jacqueline	8/10/2017	Walkthrough data, administration attending planning sessions	5/24/2018 weekly
G2.B2.S1.A1 A380987	Hold PLC to address expectations and group norms for planning; Administration will collaborate with...	Agard, Jacqueline	8/10/2017	Lesson plans, observations, student data and student artifacts, attending planning sessions, walkthrough monitoring schedule, administration and coaches cycles with teachers	5/24/2018 monthly
G2.B2.S1.A2 A380988	Administrators and coaches will monitor the weekly planning sessions	Agard, Jacqueline	8/10/2017	Administrator observations and notes.	5/24/2018 weekly
G2.B3.S1.MA1 M413605	Academic Leadership Team Planning and Collaboration	Agard, Jacqueline	8/10/2017	Coaching sessions with administration, coaching walkthroughs, planning sessions with teachers	5/24/2018 weekly
G2.B3.S1.MA1 M413606	Classroom coaching walkthroughs	Agard, Jacqueline	8/10/2017	coaching walkthrough sheets	5/24/2018 weekly
G2.B3.S1.MA3 M413607	Planning sessions with administration and coaches	Agard, Jacqueline	8/10/2017	lesson planning sessions, agenda/ minutes	5/24/2018 one-time
G2.B3.S1.A1 A380989	Teachers share data during planning sessions and create differentiated groups based on student data	Agard, Jacqueline	8/10/2017	teacher data spreadsheets for standards, small groups plans reflecting differentiation, student data folders,	5/24/2018 one-time
G2.B1.S2.MA1 M413601	Administration will monitor monthly student data in reading, writing, math, and science to ensure...	Agard, Jacqueline	8/10/2017	Each teacher's data binder, grade level data binder, observations, and student artifacts	5/24/2018 weekly
G2.B1.S2.MA1 M413602	Administration will monitor the quality and rigor of lesson plans.	Agard, Jacqueline	8/10/2017	Lesson plans, focused classroom observations, student artifacts	5/24/2018 weekly
G2.B1.S2.A1 A380985	Utilizing school instructional coaches and administration: Coaches and administration will be...	Agard, Jacqueline	8/10/2017	Lesson plans, grade level meeting notes, observations, and student artifacts	5/24/2018 weekly
G2.B1.S2.A2 A380986	Teachers in grades 3-5 will attend District initiated professional development as it is offered to...	Agard, Jacqueline	8/10/2017	When the teachers return they will use the knowledge of the standards as they plan and prepare lessons.	5/24/2018 annually

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Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
G1.B1.S1.MA1 M413595	Teachers class star information will be collected each quarter to check for effectiveness.	Friedt, Maria	8/3/2017	A gradual increase in student receiving Tier 3 rewards based on Star cards.	5/25/2018 quarterly
G1.B1.S1.MA1 M413596	Coaches will monitor the use of daily star cards for accurate implementation	McClellan, Kathy	8/3/2017	Teachers will submit class list of Star chart points each quarter.	5/25/2018 weekly
G1.MA2 M413598	The PBiS committee will meet bimonthly to review and discuss if school wide program has been...	Ritter, Daniel	8/14/2017	Each committee member representing their grade will present their grade level information that will show a gradual increase of students earning more tiered rewards.	5/31/2018 monthly
G1.B1.S1.A1 A380982	implementation of CHAMP's and Positive Behavior System through out the year.	Hardee, Taryn	8/3/2017	Discipline referral and number of participation in PBiS celebrations	5/31/2018 monthly

V. Professional Development Opportunities

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

G1. If staff consistently uses clear, high expectations and rules on campus through PBiS then it will create a culture of learning throughout the school.

G1.B1 New teachers are unfamiliar with the PBiS and CHAMPS process at Churchwell Elementary.

G1.B1.S1 New teachers will be partnered with a mentor teacher on their grade level team. In addition they will be provided professional development. The school will continue to implement CHAMP's and a Positive Behavior Plan.

PD Opportunity 1

implementation of CHAMP's and Positive Behavior System through out the year.

Facilitator

Kathy McClellan

Participants

New Teachers

Schedule

Monthly, from 8/3/2017 to 5/31/2018

G2. If teachers consistently analyze each of the Florida Standards and teach all components of the standards to the full extent, then all students will be moved towards proficiency in all content areas.

G2.B1 Curriculum: Knowledge in analyzing the Florida Standards; Learning the use of current rigorous resources and activities

G2.B1.S1 Provide professional development to unpack standards and find rigorous resources in planning

PD Opportunity 1

Provide Professional Development: Professional development will consist of personnel from the district reading and math department, to strengthen teachers understanding of standards analysis and develop rigorous plans. Teachers will collaboratively plan each week (one session for ELA and one session for Math/Science). Administration and school coaches will monitor and support the teachers by collaboratively planning with teachers. Teachers will be supported through the coaching cycle.

Facilitator

Reading and Math departments at the district, school based coaches, administrators

Participants

Teachers

Schedule

Weekly, from 8/10/2017 to 5/24/2018

G2.B1.S2 Provide professional development using Marzano's Taxonomy of Educational objectives

PD Opportunity 1

Utilizing school instructional coaches and administration: Coaches and administration will be utilized in collaborative planning to increase rigor within the lessons and in understanding the full intent of the standard.

Facilitator

Math and Reading district and school coaches

Participants

teachers

Schedule

Weekly, from 8/10/2017 to 5/24/2018

PD Opportunity 2

Teachers in grades 3-5 will attend District initiated professional development as it is offered to gain a deeper understanding of planning and assessment

Facilitator

District personnel

Participants

Third- Fifth grade teachers

Schedule

Annually, from 8/10/2017 to 5/24/2018

G2.B2 Planning: Planning expectations and preparing for collaborative planning

G2.B2.S1 Teachers will attend PLCs to learn the essential components of collaborative planning and the planning expectations

PD Opportunity 1

Hold PLC to address expectations and group norms for planning; Administration will collaborate with teachers during planning and follow up with classroom walkthroughs to ensure implementation.

Facilitator

Administration and Academic Leadership Team

Participants

teachers

Schedule

Monthly, from 8/10/2017 to 5/24/2018

G2.B3 Assessments and data: How to use formative assessments to drive planning and instruction

G2.B3.S1 Teachers will create and analyze the data from common formative assessments to drive their instruction

PD Opportunity 1

Teachers share data during planning sessions and create differentiated groups based on student data

Facilitator

Academic Leadership Team, Administration

Participants

Teachers

Schedule

On 5/24/2018

VI. Technical Assistance Items

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

VII. Budget

1	G1.B1.S1.A1	implementation of CHAMP's and Positive Behavior System through out the year.				\$0.00
2	G2.B1.S1.A1	Provide Professional Development: Professional development will consist of personnel from the district reading and math department, to strengthen teachers understanding of standards analysis and develop rigorous plans. Teachers will collaboratively plan each week (one session for ELA and one session for Math/Science). Administration and school coaches will monitor and support the teachers by collaboratively planning with teachers. Teachers will be supported through the coaching cycle.				\$6,000.00
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	6400	120-Classroom Teachers	1841 - R. Clem Churchwell Elementary	Title, I Part A		\$6,000.00
<i>Notes: Collaborative Planning days for grade levels</i>						
3	G2.B1.S1.A2	Administrators will look for evidence of implementation of professional development during observations in the classrooms. They will also provide specific feedback when needed to improve the implementation of the new learning.				\$14,000.00
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	6400	120-Classroom Teachers	1841 - R. Clem Churchwell Elementary	Title, I Part A		\$14,000.00
<i>Notes: Libby Math Training and materials</i>						
4	G2.B1.S2.A1	Utilizing school instructional coaches and administration: Coaches and administration will be utilized in collaborative planning to increase rigor within the lessons and in understanding the full intent of the standard.				\$144,114.49
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	2110	100-Salaries	1841 - R. Clem Churchwell Elementary	Title, I Part A		\$144,114.49
<i>Notes: This is for Reading and Math coaches</i>						
5	G2.B1.S2.A2	Teachers in grades 3-5 will attend District initiated professional development as it is offered to gain a deeper understanding of planning and assessment				\$0.00
6	G2.B2.S1.A1	Hold PLC to address expectations and group norms for planning; Administration will collaborate with teachers during planning and follow up with classroom walkthroughs to ensure implementation.				\$0.00
7	G2.B2.S1.A2	Administrators and coaches will monitor the weekly planning sessions				\$0.00
8	G2.B3.S1.A1	Teachers share data during planning sessions and create differentiated groups based on student data				\$0.00

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	Total: \$164,114.49
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