

Lennard High School



2014-15 School Improvement Plan

Lennard High School

2002 E SHELL POINT RD, Ruskin, FL 33570

www.sdhc.k12.fl.us

School Demographics

School Type

High

Title I

Yes

Free/Reduced Price Lunch

75%

Alternative/ESE Center

No

Charter School

No

Minority

77%

School Grades History

Year	2013-14	2012-13	2011-12	2010-11
Grade	C	C	C	B

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.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F, or with a grade of F within the prior two years. For all other schools, the district may use a template of its choosing. All districts must submit annual assurances that their plans meet statutory requirements.

This document was prepared by school and district leadership using the Florida Department of Education's school improvement planning web application located at <https://www.floridacims.org>.

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Purpose and Outline of the SIP

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

Part I: Current School Status

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

Part II: Needs Assessment

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

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

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

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify resources available to support the goals and barriers that could hinder achieving those goals (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 is a statewide network of strategic support, differentiated by need according to performance data, and provided to schools and districts in order to improve leadership capacity, teacher efficacy and student outcomes. DA field teams collaborate with district and school leadership to design, implement and refine improvement plans, as well as provide instructional coaching, as needed.

DA Regions

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

DA Categories

Traditional public schools are classified at the start of each school year, based upon the most recently released school grades (A-F), into one of the following categories:

- Not in DA – currently A or B with no F in prior three years; charter schools; ungraded schools
- Monitoring Only – currently A or B with at least one F in the prior three years
- Prevent – currently C
- Focus – currently D
 - Planning – two consecutive grades of D (i.e., DD), or a grade of F immediately followed by a grade of D in the most recent grades release (i.e., FD)
 - Implementing – two consecutive grades of D in the most recent grades release preceded by a grade below C (i.e., FDD or DDD)
- Priority – currently F
 - Planning – declined to a grade of F in the most recent grades release and have not received a planning year or implemented a turnaround option during the previous school year
 - Implementing – two consecutive grades of F (i.e., FF), or three consecutive grades below C with an F in the most recent grades release (i.e., FDF or DDF)

DA Turnaround and Monitoring Statuses

Additionally, schools in DA are subject to one or more of the following Turnaround and Monitoring Statuses:

- Former F – currently A-D with at least one F in the prior three years; SIP is monitored by FDOE
- Planning – Focus Planning and Priority Planning; district is planning for possible turnaround
- Implementing – Focus Implementing and Priority Implementing; district is implementing the Turnaround Option Plan (TOP)

2014-15 DA Category and Statuses

DA Category	Region	RED
Not In DA	4	Jim Browder
Former F	Turnaround Status	
No		

Part I: Current School Status

Supportive Environment

School Mission and Vision

Provide the school's mission statement

We will promote high expectations for all students to meet their potential while becoming productive citizens in our global society.

Provide the school's vision statement

Dr. Earl J. Lennard High School will provide a rigorous education for our students.

School Environment

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

We begin the school year with a "Meet and Greet" and "Freshman Orientation" where parents and families are invited to meet teachers, learn school procedures, and ask questions. Parent conferences are held throughout the year. We solicit parent feedback through various formal and informal means, including school meetings and newsletters. We hold a variety of events targeted to parents and community members.

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

We have staff members strategically assigned duties in the morning and after school. Staff members greet children and families as they arrive on campus. Students and family members are welcomed and we work to provide assistance to each individual as needed. We continuously seek parental input into the programs and procedures that we have established as well as seek input in supporting our students to be successful learners. We operate on a single discipline policy which supports our students knowing expectations so there is clear communication between adults and students.

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

Our school has developed a school wide discipline plan that includes a tiered system for support. The staff is trained in how to use the system and support is provided as needed for individual students requiring a differentiated plan. Our school also uses attendance monitoring and we have a team working to refine particular areas, such as the cafeteria, to make unstructured times more structured.

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:

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)

Identify the problem (based on an analysis of the data dis-aggregated via data sorts) in multiple areas – curriculum content, behavior, and attendance.

Develop and test hypotheses about why student/school problems are occurring (changeable barriers).

Develop and target interventions based on confirmed hypotheses. Interventions may include academic interventions as well as counseling, mentoring, and other pupil services.

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.

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

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).

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

Early Warning Systems

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

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.

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

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

Indicator	Grade Level				Total
	9	10	11	12	
Attendance below 90 percent	101	107	88	104	400
One or more suspensions	103	149	117	104	473
Course failure in ELA or Math	74	165	154	173	566
Level 1 on statewide assessment	201	155	118	80	554
Students with 2+ Indicators	141	174	140	137	592
N Students	542	530	439	461	1972

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

Indicator	Grade Level				Total
	9	10	11	12	
Students exhibiting two or more indicators	141	174	140	137	592

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/charts 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).

Family and Community Involvement

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

Describe how the school works at building positive relationships with families to increase involvement, including efforts to communicate the school's mission and vision, and keep parents informed of their child's progress

Title I schools use the Parent Involvement Plan (PIP) to meet the requirements of 20 U.S.C. § 6314(b)(1)(F).

Will the school use its PIP to satisfy this question?

Yes

PIP Link

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

Description

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

We have organizations that have offered to support our school in a variety of ways. The administration and its leadership team have met with key people in the organizations to create a list of volunteer opportunities. Our plan is to communicate through emails, phone calls, and meetings in order to develop meaningful projects to support our school and increase student achievement.

Effective Leadership

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

School Leadership Team

Membership

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

Name	Title
Freitas, Mary	Principal
Kriz, Christopher	SAC Member
McFarland, Martha	Assistant Principal
Tasci, Hulya	Assistant Principal
Villate, Franz	SAC Member
Catalfamo, Frank	SAC Member
Dacunto, Teresa	Teacher, K-12
Marshall, Bobby	Teacher, K-12
Oggero, Margaret	Teacher, K-12
Perez, Olgai	Attendance/Social Work
Price, Christina	Guidance Counselor
Sarmiento, Adrian	Guidance Counselor
Stanley, Tracy	Teacher, K-12
Sutter, Ashlee	Teacher, K-12
Wohlgamuth, Diana	Teacher, K-12
Wulfert, Allyson	Teacher, K-12

Duties

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

The leadership team includes, for example:

- Principal
- Assistant Principal for Curriculum
- Assistant Principal for Administration
- Guidance Counselor
- School Psychologist
- School Social Worker
- Academic Coaches (Reading, Math, etc. and other specialists on an ad hoc basis),
- ESE teacher
- Subject Area Leaders (Middle)
- Team Leaders (Middle)
- Department Heads (High)
- SAC Chair
- ELP Coordinator
- ELL Representative
- Attendance Committee Representative
- Behavior Team Representative or Behavior Specialist/Coach

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

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 includes, for example:

- Principal
- Assistant Principal for Curriculum
- Assistant Principal for Administration
- Guidance Counselor
- School Psychologist
- School Social Worker
- Academic Coaches (Reading, Math, etc. and other specialists on an ad hoc basis),
- ESE teacher
- Subject Area Leaders (Middle)

- Team Leaders (Middle)
- Department Heads (High)
- SAC Chair
- ELP Coordinator
- ELL Representative
- Attendance Committee Representative
- Behavior Team Representative or Behavior Specialist/Coach

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

School Advisory Council (SAC)

Membership

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

Name	Stakeholder Group
Frank Catalfamo	Teacher
Christopher Kriz	Teacher
Erin Harding	Teacher
Rafael Corsi	Education Support Employee
Hulya Tasci-Hart	Principal
Debra Elmore	Parent
Shiela Sanford	Teacher
Chantail Williams	Teacher
Jessica Carranza	Teacher
Jason Talley	Teacher
Franz Villate	Teacher
Julie Barrera	Student
Barbara McKenzie	Parent
Brent Rose	Parent

Duties

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

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.

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, evaluate progress towards meeting the prior year's school improvement goal(s), 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.

The SAC committee will be involved in the generation of the Standard and Non-Standard Waiver approvals and the SAC composition form. In addition members of the SAC will construct in collaboration with the School- Based Leadership Team (SBLT), the SAC budget. The SAC committee will be involved in the adoption of the SIP and in mid-year reflection and report. The SAC committee will be involved in overseeing professional development to aid faculty and staff in maintaining fidelity with maintaining SIP goal.

All the steps that are part of the school improvement plan reflect and relate to the areas of curriculum, instruction, assessment and behavior. Input, with time for reflection, was sought from staff and SAC committee to do the analyses of these areas. Using data and all components of the school improvement plan, the goals of the SAC committee will be directly tied to student achievement progress.

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.

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

In the 2013-14 academic year, SIP funding was used for a wide variety of projects in Reading, Math, Social Studies, and Science; budgets for each project ranged from \$30 to \$300, depending upon the specific student needs as described by instructors.

All SIP funds were disbursed after discussion and approval by the SAC.

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

Yes

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

Literacy Leadership Team (LLT)**Membership**

Identify the name, email address and position title for each member of the school-based LLT.:

Name	Title
Freitas, Mary	Principal
Villate, Franz	Teacher, K-12
McFarland, Martha	Assistant Principal
Kriz, Christopher	Teacher, K-12
Catalfamo, Frank	Teacher, K-12
Tasci, Hulya	Assistant Principal
Stanley, Tracy	Teacher, K-12
Wulffert, Allyson	Teacher, K-12

Duties

Describe how the LLT promotes literacy within the school

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.

Public and Collaborative Teaching

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

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.

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

Teacher Interview Day and Recruitment Fairs occur in June under the oversight of Human Resources. All applicants must be pre-approved by the District to attend these events. SDHC is implementing the Empowering Effective Teachers (EET) initiative, which awards salary increases to all teachers based on sustained performance. Performance levels are tied to a 3-year average of value added measures. The teacher evaluation is based on that value added, along with peer/mentor evaluation data and principal/administration evaluation data. PLCs and the District's Mentoring program for new teachers are essential for teacher retention.

The Salary Differential program for identified high needs Title I schools helps to recruit and retain high quality teachers. All new hires must be approved by the District. This program requires teachers to be rated in the "good to excellent" range, be highly qualified for their position, and to have completed, signed and implemented an Individualized Professional Development Plan (IPDP).

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.

Ambitious Instruction and Learning

Instructional Programs and Strategies

Instructional Programs

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

Hillsborough County Public Schools use state-adopted standards as the foundation for content area instruction. Florida adopted Common Core State Standards in mathematics, language arts, and literacy in history/social studies, science, and technical subjects in July 2010, which were fully implemented in 2013-14. The Common Core (CC) standards may be accessed at: http://www.cpalms.org/Standards/Common_Core_Standards.aspx. These standards describe the

level of student achievement for which the state will hold schools accountable for students' learning. The domains, strands, standards, and benchmarks which comprise the Florida Standards are authorized by Section 1003.41, F.S., and are adopted by the State Board of Education (SBE). Rule 6A-1.09401, FAC, requires public schools 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.

The benchmarks are in the subject areas of mathematics beyond college and career ready (calculus, discrete mathematics, and financial literacy), science, social studies, the arts (dance, music, theatre, and visual arts), health education, physical education, world languages, gifted education and special education skills.

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 (as established by the Commissioner) 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/instruction/StudentProgressionPlan/index.asp>.

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.

Instructional Strategies

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.

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 statute.

Strategy Rationale

School's inclusion in the Low 300.

Strategy Purpose(s)

- Core Academic Instruction

Person(s) responsible for monitoring implementation of the strategy

McFarland, Martha, martha.mcfarland@sdhc.k12.fl.us

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

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

Student Transition and Readiness

PreK-12 Transition

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

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.

SEE: HCPS Pupil Progression Plan

Students are programmed & scheduled appropriately through clear communication with feeder schools, utilizing district scheduling guidelines, At-Risk lists, and early warning systems based on a student's need for support.

School based Spring and Summer orientation programs include: elective fairs, school visits, open houses, parent and student information meetings, magnet information sessions and district Career and College Nights.

High Schools hold ongoing articulations between and amongst feeder schools to best assist with the transition into 9th grade, through vertical planning sessions with feeder school departments, ESE, ELL, AVID, and magnet articulation amongst schools.

Hillsborough County Public Schools offers numerous summer camp offerings, including AVID/GAP camps, IB camps, Transition, band and athletic camps.

College and Career Readiness

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.

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).

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).

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.

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.** To bolster standardized gains in English Language Arts and Mathematics by increasing differentiated instruction and utilizing technology.
- G2.** To educate all students in a safe, drug-free environment conducive and supportive of learning.
- G3.** To improve the total graduation rate through progress monitoring, and continue promoting a school culture of scholarship.
- G4.** To increase student achievement through planning and implementation of rigorous, Core-aligned lessons by instructors.

Strategic Goals Detail

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

G1. To bolster standardized gains in English Language Arts and Mathematics by increasing differentiated instruction and utilizing technology. 1a

G057973

Targets Supported 1b

Indicator	Annual Target
ELA/Reading Gains	65.0
ELA/Reading Lowest 25% Gains	68.0
AMO Reading - All Students	59.0
Math Gains	81.0
Math Lowest 25% Gains	77.0
AMO Math - All Students	59.0

Resources Available to Support the Goal 2

- Extended Learning Program
- Instructional Leadership Team
- Mini-Boot Camps

Targeted Barriers to Achieving the Goal 3

- Student Attendance

Plan to Monitor Progress Toward G1. 8

Annual net decrease in percentage of at-risk students non-attendance.

Person Responsible

Mary Freitas

Schedule

On 6/5/2015

Evidence of Completion

SDHC Annual Attendance Report

G2. To educate all students in a safe, drug-free environment conducive and supportive of learning. 1a

G057974

Targets Supported 1b

Indicator	Annual Target
Attendance rate	90.4
Attendance Below 90%	10.0
Discipline incidents	1384.0
One or More Suspensions	473.0

Resources Available to Support the Goal 2

- Campus Resource Officer
- School Psychologist

Targeted Barriers to Achieving the Goal 3

- Student Attendance
- Drug-Abuse Recognition

Plan to Monitor Progress Toward G2. 8

Logs of all 2014-15 student discipline incidents involving drug abuse, and comparison to prior academic years.

Person Responsible

Mary Freitas

Schedule

On 6/5/2015

Evidence of Completion

2014-15 SDHC discipline logs.

G3. To improve the total graduation rate through progress monitoring, and continue promoting a school culture of scholarship. 1a

G057975

Targets Supported 1b

Indicator	Annual Target
College Readiness Mathematics	52.0
College Readiness Reading	54.0
Dropout Rate	0.4
4-Year Grad Rate (At-Risk)	58.0
5-Year Grad Rate	85.0
4-Year Grad Rate (Standard Diploma)	74.0

Resources Available to Support the Goal 2

- Student Success Center
- Guidance Office
- College and Career Specialist
- AVID

Targeted Barriers to Achieving the Goal 3

- Student Attendance
- Academic Motivation

Plan to Monitor Progress Toward G3. 8

Total net number of students at-risk of not graduating in standard time.

Person Responsible

Mary Freitas

Schedule

On 6/5/2015

Evidence of Completion

SDHC graduation report.

G4. To increase student achievement through planning and implementation of rigorous, Core-aligned lessons by instructors. **1a**

G057976

Targets Supported **1b**

Indicator	Annual Target
AMO Math - Hispanic	55.0
AMO Math - African American	54.0
AMO Reading - Hispanic	53.0
AMO Reading - African American	51.0
Bio I EOC Pass	46.0

Resources Available to Support the Goal **2**

- Instructional Leadership Team
- Professional Development System
- Monthly Faculty Meetings
- Mini-Teaching Lessons
- Interdepartmental Observations

Targeted Barriers to Achieving the Goal **3**

- Student Attendance
- Teacher Knowledge of Higher-Level Pedagogy

Plan to Monitor Progress Toward G4. **8**

PDS faculty logs will be collected to show increase in numbers of secondary, non-required training attendance.

Person Responsible

Mary Freitas

Schedule

Quarterly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Positive increase in training attendance, and monitoring of classroom instruction for use of training items (e.g. higher-order thinking questions).

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. To bolster standardized gains in English Language Arts and Mathematics by increasing differentiated instruction and utilizing technology. **1**

 G057973

G1.B1 Student Attendance **2**

 B146898

G1.B1.S1 Identify at-risk students, and track attendance through site-based resources. **4**

 S159134

Strategy Rationale

At-risk students (those in greater danger of missing graduation requirements) need more instructional time, practice, and exposure; more educational engagement among this sub-group will increase total core gains.

Action Step 1 **5**

Identify Non-Attending Students

Person Responsible

Hulya Tasci

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Daily Attendance Logs

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

Identification and communication of attendance to all stakeholders; publication and monitoring of at-risk student logs.

Person Responsible

Hulya Tasci

Schedule

Weekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Daily attendance rosters, including specifics of increase and decrease.

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

Quarterly net decrease in percentage of at-risk students non-attendance.

Person Responsible

Mary Freitas

Schedule

Quarterly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Presentation of at-risk student logs and attendance to MTSSI Committee.

G2. To educate all students in a safe, drug-free environment conducive and supportive of learning. 1

G057974

G2.B1 Student Attendance 2

B146900

G2.B1.S1 Identify at-risk students, and track attendance through site-based resources. 4

S159135

Strategy Rationale

At-risk students (those in greater danger of missing graduation requirements) need more instructional time, practice, and exposure; more educational engagement among this sub-group will increase total core gains.

Action Step 1 5

Identify Non-Attending Students

Person Responsible

Hulya Tasci

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Daily Attendance Logs

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

Identification and communication of attendance to all stakeholders; publication and monitoring of at-risk student logs.

Person Responsible

Hulya Tasci

Schedule

Weekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Daily attendance rosters, including specifics of increase and decrease.

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

Quarterly net decrease in percentage of at-risk students non-attendance.

Person Responsible

Mary Freitas


Schedule

Quarterly, from 8/19/2014 to 6/5/2015


Evidence of Completion

Presentation of at-risk student logs and attendance to MTSSI Committee.

G2.B2 Drug-Abuse Recognition 2

 B146901

G2.B2.S1 Recognition and understanding of drug abuse signs by faculty, paraprofessionals, and administrators. 4

 S159136

Strategy Rationale

All possible student drug use and abuse is more likely to be controlled and constrained if recognized and treated early.

Action Step 1 5

Implementations of training on drug-use symptoms, signs, and action steps school-wide.

Person Responsible

Martha McFarland

Schedule

On 6/5/2015

Evidence of Completion

Complete participation in training by all faculty, paraprofessionals, and administrators.

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

School-wide check of progress toward completing training.

Person Responsible

Martha McFarland

Schedule

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

Evidence of Completion

PDS training logs.

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

Administrative sit-downs with faculty and paraprofessionals not completed with training.

Person Responsible

Martha McFarland

Schedule

Quarterly, from 8/19/2014 to 6/5/2015

Evidence of Completion

PDS training logs.

G3. To improve the total graduation rate through progress monitoring, and continue promoting a school culture of scholarship. 1

G057975

G3.B1 Student Attendance 2

B146902

G3.B1.S1 Identify at-risk students, and track attendance through site-based resources. 4

S159137

Strategy Rationale

At-risk students (those in greater danger of missing graduation requirements) need more instructional time, practice, and exposure; more educational engagement among this sub-group will increase total core gains.

Action Step 1 5

Identify Non-Attending Students

Person Responsible

Hulya Tasci

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Daily Attendance Logs

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

Identification and communication of attendance to all stakeholders; publication and monitoring of at-risk student logs.

Person Responsible

Hulya Tasci

Schedule

Weekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Daily attendance rosters, including specifics of increase and decrease.

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

Quarterly net decrease in percentage of at-risk students non-attendance.

Person Responsible

Mary Freitas


Schedule

Quarterly, from 8/19/2014 to 6/5/2015


Evidence of Completion

Presentation of at-risk student logs and attendance to MTSSI Committee.

G3.B2 Academic Motivation 2

 B146903

G3.B2.S1 Deficiency of positive study habits, intrinsic motivation, and supportive home environment. 4

 S159138

Strategy Rationale

Lack of higher education exposure from community members translates into lack of student appreciation for academics.

Action Step 1 5

Raise community awareness of student programs, and usefulness of high school education.

Person Responsible

Martha McFarland

Schedule

On 6/5/2015

Evidence of Completion

School-sponsored community events, and the utilization of the AVID program to foster interest in higher education through field trips, guest speakers, and the Morning Show.

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

Monitoring of student progression, especially at-risk students, toward completion of graduation requirements.

Person Responsible

Martha McFarland

Schedule

Quarterly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Guidance Office logs of student progress, and quarterly progress reports.

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

Quarterly net decrease in number of students, especially seniors, not on track for standard graduation.

Person Responsible

Martha McFarland

Schedule

Quarterly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Guidance Office logs of student progress, and quarterly progress reports.

G4. To increase student achievement through planning and implementation of rigorous, Core-aligned lessons by instructors. 1

G057976

G4.B1 Student Attendance 2

B146904

G4.B1.S1 Identify at-risk students, and track attendance through site-based resources. 4

S159139

Strategy Rationale

At-risk students (those in greater danger of missing graduation requirements) need more instructional time, practice, and exposure; more educational engagement among this sub-group will increase total core gains.

Action Step 1 5

Identify Non-Attending Students

Person Responsible

Hulya Tasci

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Daily Attendance Logs

Plan to Monitor Fidelity of Implementation of G4.B1.S1 6

Identification and communication of attendance to all stakeholders; publication and monitoring of at-risk student logs.

Person Responsible

Hulya Tasci

Schedule

Weekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Daily attendance rosters, including specifics of increase and decrease.

Plan to Monitor Effectiveness of Implementation of G4.B1.S1 7

Quarterly net decrease in percentage of at-risk students non-attendance.

Person Responsible

Mary Freitas


Schedule

Quarterly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Presentation of at-risk student logs and attendance to MTSSI Committee.

G4.B2 Teacher Knowledge of Higher-Level Pedagogy 2

 B146905

G4.B2.S1 Increase in the number of effective training opportunities for faculty, and higher degree of communication regarding CCSS goals, requirements, and expectations. 4

 S159140

Strategy Rationale

Student achievement can be bolstered through application of effective teaching strategies; all faculty can continually improve pedagogy and ability to craft powerful lessons.

Action Step 1 5

Additional core-content training will be advertised and offered, with the expectation that all faculty attend a small number throughout the academic year.

Person Responsible

Martha McFarland

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Faculty professional development logs.

Action Step 2 5

Additional core-content training will be advertised and offered, with the expectation that all faculty attend a small number throughout the academic year.

Person Responsible

Martha McFarland

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Faculty professional development logs.

Plan to Monitor Fidelity of Implementation of G4.B2.S1 6

Faculty development and training logs will be monitored by the administration on a quarterly basis.

Person Responsible

Martha McFarland

Schedule

Quarterly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Copies of faculty training logs will be kept with the Administration Office.

Plan to Monitor Effectiveness of Implementation of G4.B2.S1 7

Continual advertising and promotion of supplement training, and gradual net increase in number of total training attended by faculty.

Person Responsible

Martha McFarland

Schedule

Quarterly, from 8/19/2014 to 6/5/2015

Evidence of Completion

Copies of faculty training logs will be kept with the Administration Office.

Appendix 1: Implementation Timeline

Action steps and monitoring activities identified in the SIP as necessary to achieve the school's goals.

Hillsborough - 0073 - Lennard High School - 2014-15 SIP
Lennard High 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	Identify Non-Attending Students	Tasci, Hulya	8/19/2014	Daily Attendance Logs	6/5/2015 biweekly
G2.B1.S1.A1	Identify Non-Attending Students	Tasci, Hulya	8/19/2014	Daily Attendance Logs	6/5/2015 biweekly
G2.B2.S1.A1	Implementations of training on drug-use symptoms, signs, and action steps school-wide.	McFarland, Martha	8/19/2014	Complete participation in training by all faculty, paraprofessionals, and administrators.	6/5/2015 one-time
G3.B1.S1.A1	Identify Non-Attending Students	Tasci, Hulya	8/19/2014	Daily Attendance Logs	6/5/2015 biweekly
G3.B2.S1.A1	Raise community awareness of student programs, and usefulness of high school education.	McFarland, Martha	8/19/2014	School-sponsored community events, and the utilization of the AVID program to foster interest in higher education through field trips, guest speakers, and the Morning Show.	6/5/2015 one-time
G4.B1.S1.A1	Identify Non-Attending Students	Tasci, Hulya	8/19/2014	Daily Attendance Logs	6/5/2015 biweekly
G4.B2.S1.A1	Additional core-content training will be advertised and offered, with the expectation that all faculty attend a small number throughout the academic year.	McFarland, Martha	8/19/2014	Faculty professional development logs.	6/5/2015 biweekly
G4.B2.S1.A2	Additional core-content training will be advertised and offered, with the expectation that all faculty attend a small number throughout the academic year.	McFarland, Martha	8/19/2014	Faculty professional development logs.	6/5/2015 biweekly
G1.MA1	Annual net decrease in percentage of at-risk students non-attendance.	Freitas, Mary	8/19/2014	SDHC Annual Attendance Report	6/5/2015 one-time
G1.B1.S1.MA1	Quarterly net decrease in percentage of at-risk students non-attendance.	Freitas, Mary	8/19/2014	Presentation of at-risk student logs and attendance to MTSSI Committee.	6/5/2015 quarterly
G1.B1.S1.MA1	Identification and communication of attendance to all stakeholders; publication and monitoring of at-risk student logs.	Tasci, Hulya	8/19/2014	Daily attendance rosters, including specifics of increase and decrease.	6/5/2015 weekly
G2.MA1	Logs of all 2014-15 student discipline incidents involving drug abuse, and comparison to prior academic years.	Freitas, Mary	8/19/2014	2014-15 SDHC discipline logs.	6/5/2015 one-time
G2.B1.S1.MA1	Quarterly net decrease in percentage of at-risk students non-attendance.	Freitas, Mary	8/19/2014	Presentation of at-risk student logs and attendance to MTSSI Committee.	6/5/2015 quarterly
G2.B1.S1.MA1	Identification and communication of attendance to all stakeholders; publication and monitoring of at-risk student logs.	Tasci, Hulya	8/19/2014	Daily attendance rosters, including specifics of increase and decrease.	6/5/2015 weekly
G2.B2.S1.MA1	Administrative sit-downs with faculty and paraprofessionals not completed with training.	McFarland, Martha	8/19/2014	PDS training logs.	6/5/2015 quarterly
G2.B2.S1.MA1	School-wide check of progress toward completing training.	McFarland, Martha	8/5/2014	PDS training logs.	6/5/2015 quarterly
G3.MA1	Total net number of students at-risk of not graduating in standard time.	Freitas, Mary	8/19/2014	SDHC graduation report.	6/5/2015 one-time
G3.B1.S1.MA1	Quarterly net decrease in percentage of at-risk students non-attendance.	Freitas, Mary	8/19/2014	Presentation of at-risk student logs and attendance to MTSSI Committee.	6/5/2015 quarterly
G3.B1.S1.MA1	Identification and communication of attendance to all stakeholders; publication and monitoring of at-risk student logs.	Tasci, Hulya	8/19/2014	Daily attendance rosters, including specifics of increase and decrease.	6/5/2015 weekly
G3.B2.S1.MA1	Quarterly net decrease in number of students, especially seniors, not on track for standard graduation.	McFarland, Martha	8/19/2014	Guidance Office logs of student progress, and quarterly progress reports.	6/5/2015 quarterly

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
G3.B2.S1.MA1	Monitoring of student progression, especially at-risk students, toward completion of graduation requirements.	McFarland, Martha	8/19/2014	Guidance Office logs of student progress, and quarterly progress reports.	6/5/2015 quarterly
G4.MA1	PDS faculty logs will be collected to show increase in numbers of secondary, non-required training attendance.	Freitas, Mary	8/19/2014	Positive increase in training attendance, and monitoring of classroom instruction for use of training items (e.g. higher-order thinking questions).	6/5/2015 quarterly
G4.B1.S1.MA1	Quarterly net decrease in percentage of at-risk students non-attendance.	Freitas, Mary	8/19/2014	Presentation of at-risk student logs and attendance to MTSSI Committee.	6/5/2015 quarterly
G4.B1.S1.MA1	Identification and communication of attendance to all stakeholders; publication and monitoring of at-risk student logs.	Tasci, Hulya	8/19/2014	Daily attendance rosters, including specifics of increase and decrease.	6/5/2015 weekly
G4.B2.S1.MA1	Continual advertising and promotion of supplement training, and gradual net increase in number of total training attended by faculty.	McFarland, Martha	8/19/2014	Copies of faculty training logs will be kept with the Administration Office.	6/5/2015 quarterly
G4.B2.S1.MA1	Faculty development and training logs will be monitored by the administration on a quarterly basis.	McFarland, Martha	8/19/2014	Copies of faculty training logs will be kept with the Administration Office.	6/5/2015 quarterly

Appendix 2: Professional Development and Technical Assistance Outlines

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

Professional Development Opportunities

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

G2. To educate all students in a safe, drug-free environment conducive and supportive of learning.

G2.B2 Drug-Abuse Recognition

G2.B2.S1 Recognition and understanding of drug abuse signs by faculty, paraprofessionals, and administrators.

PD Opportunity 1

Implementations of training on drug-use symptoms, signs, and action steps school-wide.

Facilitator

SDHC Professional Development System

Participants

Faculty

Schedule

On 6/5/2015

G4. To increase student achievement through planning and implementation of rigorous, Core-aligned lessons by instructors.

G4.B2 Teacher Knowledge of Higher-Level Pedagogy

G4.B2.S1 Increase in the number of effective training opportunities for faculty, and higher degree of communication regarding CCSS goals, requirements, and expectations.

PD Opportunity 1

Additional core-content training will be advertised and offered, with the expectation that all faculty attend a small number throughout the academic year.

Facilitator

Professional Development System

Participants

Faculty

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

Technical Assistance Items

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

G1. To bolster standardized gains in English Language Arts and Mathematics by increasing differentiated instruction and utilizing technology.

G1.B1 Student Attendance

G1.B1.S1 Identify at-risk students, and track attendance through site-based resources.

PD Opportunity 1

Identify Non-Attending Students

Facilitator

Mark Robinson

Participants

Faculty

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

G2. To educate all students in a safe, drug-free environment conducive and supportive of learning.

G2.B1 Student Attendance

G2.B1.S1 Identify at-risk students, and track attendance through site-based resources.

PD Opportunity 1

Identify Non-Attending Students

Facilitator

Mark Robinson

Participants

Faculty

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

G3. To improve the total graduation rate through progress monitoring, and continue promoting a school culture of scholarship.

G3.B1 Student Attendance

G3.B1.S1 Identify at-risk students, and track attendance through site-based resources.

PD Opportunity 1

Identify Non-Attending Students

Facilitator

Mark Robinson

Participants

Faculty

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

G3.B2 Academic Motivation

G3.B2.S1 Deficiency of positive study habits, intrinsic motivation, and supportive home environment.

PD Opportunity 1

Raise community awareness of student programs, and usefulness of high school education.

Facilitator

Mark Robinson

Participants

Student Population

Schedule

On 6/5/2015

G4. To increase student achievement through planning and implementation of rigorous, Core-aligned lessons by instructors.

G4.B1 Student Attendance

G4.B1.S1 Identify at-risk students, and track attendance through site-based resources.

PD Opportunity 1

Identify Non-Attending Students

Facilitator

Mark Robinson

Participants

Faculty

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

G4.B2 Teacher Knowledge of Higher-Level Pedagogy

G4.B2.S1 Increase in the number of effective training opportunities for faculty, and higher degree of communication regarding CCSS goals, requirements, and expectations.

PD Opportunity 1

Additional core-content training will be advertised and offered, with the expectation that all faculty attend a small number throughout the academic year.

Facilitator

Mark Robinson

Participants

Faculty

Schedule

Biweekly, from 8/19/2014 to 6/5/2015

Budget Rollup

Summary	
Description	Total
Grand Total	0