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| National Heritage Academies |
| School Improvement Process Workbook |

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| Student Intervention ServicesJuly 2023 |

1.0 Overview - SIP Workbook

The school has created this schoolwide plan in order to outline and direct its schoolwide improvement efforts for the 2020 - 2021 school year and beyond. By evaluating and updating this plan, the school will meet state and federal requirements pertaining to schoolwide planning each year.

As part of the school’s Comprehensive Needs Assessment, the school analyzes and disaggregates norm-referenced and criterion-referenced, as well as authentic assessment data, to ensure that all students master academic goals and State standards. The results of the data analysis drive changes (if needed) to the school’s implementation of curriculum, instructional practices, professional development, and the school’s schoolwide plan.

1.1 Schoolwide Plan Introduction

**Fill in the table with the planed date for each activity.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **School Improvement Process Activities** | **2023-24** | **2024-25** | **2025-26** | **2026-27** |
| Comprehensive Needs Assessment & Goal Identification completed | TBD | TBD | TBD | TBD |
| Schoolwide Plan reviewed and updated | TBD | TBD | TBD | TBD |
| Effectiveness of school improvement process in school evaluated | 3/2/2023 | TBD | TBD | TBD |
| Modifications made to plan based on comprehensive needs assessment and evaluation of effectiveness of SIP efforts | TBD | TBD | TBD | TBD |
| Title I Parent Meetings | 10/5/23 | TBD | TBD | TBD |

2.0 Evidence of Collaboration - NY

**Please complete the following chart with your SIP team members (add rows as necessary):**

Stakeholder Collaboration

Schoolwide plan information is provided to the school’s Board of Directors via Board Meetings and/or additional documented correspondence. Students do not participate on the planning team as the school serves students in grades K-8.

These stakeholders work throughout the year and as the school conducts its formal school improvement activities in order to do the following: - Evaluate the mission statement, parent/family engagement policy\*, parent-student compact\*, and plan effectiveness - Analyze academic goals, criteria for success, strategies, and action activities in relation to data - Ensure alignment of the curriculum implementation and educational program to State standards in core content areas - Ensure specific objectives are evident in each core content area - Ensure instruction is delivered with appropriate teaching strategies that are based on research and best practice - Monitor the plan as evidenced by regular meetings - Build a comprehensive professional learning plan consistent with student academic performance needs - Identify parent and community resources that enhance instructor and student learning

\*Note: Parents also contribute directly to the approval and/or revision of the parent/family engagement policy and the parent-student compact at the Title I Parent Meeting that is held in the spring each school year.

3.0 Collaboration with Teachers and Other School Staff (including Title I staff)



Figure: Grant Allocation Summary

**Select a date for your SIP staff meeting.**

03/02/2023

4.0 Collaboration with Parents

**Select a date for your SIP parent meeting.**

03/29/2023

5.0 Collaboration with the School Board

**Please enter the date of your Board Meeting at which the SIP will be presented.**

03/02/2023

6.0 Comprehensive Needs Assessment - Overview

The school conducts a comprehensive needs assessment annually as part of its continuous improvement process. While data is gathered and evaluated informally throughout each year, the school’s formal needs assessment takes place each spring. The school carried out its school improvement activities in order to identify priority needs and assess overall school and student performance. During this comprehensive needs assessment process, the school assessed data aligned with Department of Education guidelines, which have been established in order to provide schools with a comprehensive improvement structure based on current research and best practices. Specifically, data is collected and assessed as it relates to student achievement, school programs and processes, student/teacher/parent perceptions, and demographics. The school’s review of data includes that which is listed below, among others: - Student achievement on norm-referenced assessments (NWEA PGA and MAP) - Student achievement on criterion-referenced assessments - Student demographics - Discipline, tardy, truancy, and attendance rates - Parent/student perception surveys - Staff surveys, including teacher quality information - Curriculum alignment - Program implementation - Student engagement

The school has also engaged in the following school improvement activities as part of its school improvement process: the identification of particular focus areas within the school’s English Language Arts (ELA) and Math curriculum for each grade level; the development of corresponding grade level action plans; and the implementation of the formative assessment planning process.

The gathering and analysis of such data enables teachers to directly address student learning needs and gauge the degree to which the school-wide, grade-level, and individual student learning goals are being met, as well as provides the means by which comprehensive school improvement efforts are identified. Essentially, this data analysis serves as the primary driver for the school’s decision-making process as it relates to improvement; all goals, objectives, action steps, schoolwide reform strategies, professional development activities, and parent/family/community engagement decisions documented in this schoolwide/school improvement plan are driven by this needs assessment.

7.0 Staff Data

Staff data is collected in order to provide information on trends in staff experience, attendance, HQ status and satisfaction year over year.



Figure: Teacher Turnover, % Highly Qualified, and Years Teaching Experience



Figure: Teacher Absences and % Instructional Time Lost



Figure: Staff Perceptions

**What trends do you notice in your school staff data?**

The overall engagement index has improved since the 2022 school year. Loyalty scores have improved, as well as School environment scores improving as well as Personal perceptions.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

We are trying to empower teachers and help them grow by providing them with more opportunities to collaborate with other schools and colleagues.

8.0 Parent Perception Data

Parent perception data is collected in order to provide information on trends in parent satisfaction year over year.



Figure: Parent Survey Results



Figure: Parent Complaint Counts

**What trends do you notice in your school parent perception data?**

School environment and procedures was the biggest area of complaint amongst parents in 2021-22. Parents did not have any complaints regarding academics themselves in 2021-22.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

We are working to build better relationships with parents with an increase of in-person meetings and events. Allowing parents to now enter the building post-pandemic provides them with more exposure to the school as well as its systems, procedures and staff.

9.0 Demographic Data

Student Demographic Data is collected to demonstrate trends in enrollment, attendance, mobility and discipline year over year.



Figure: Gender, Ethnicity, and Enrollment



Figure: % EL, % Homeless, %FRL, % IEP

**What trends do you notice in your school student demographic data?**

Gender and Ethnicity data have stayed similar throughout the years. Enrollment has fluctuated by grade similarly to last year

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

We have upcoming enrollment events that we are holding to try and increase enrollment. Kinder seems to remain the tougher grade to fill at this time.

9.1 Student Attrition Data



Figure: Student Attrition

**What trends do you notice in your school student attrition data?**

Are attrition is almost 1% lower than it was last year at this time. It is still higher than 2021 which is to be expected seeing that was a unique COVID year.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

Yes we are holding more engagement events this year, and contacting students on the attrition lists parents monthly.

9.2 Student Attendance



Figure: Student Attendance

**What trends do you notice in your student attendance data?**

Our student attendance rate has increased since the 2021-2022 school year. The number of absences has also decreased since last year.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

We are holding monthly incentives for attendance; students get rewards and certificates for perfect attendance as well. Parent newsletters have gone out describing importance of daily attendance and missed instruction.

9.3 Student Discipline



Figure: Suspensions, Events By Wing, Events Per Student, Events By Gender

**What trends do you notice in your student discipline data?**

We are noticing that are teachers are working to hold their students accountable for their actions. Through Behave with Care professional developments teachers have learned the importance of documentation of student behaviors.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

We have hired 2 ABSS staff members to help support in the school. We are working to develop them and get them necessary training to proactively work with students vs. reactively. We have also implemented CHAMPS to help teachers with classroom management.

10.0 School Community Summary

**Provide a summary of unique features and challenges associated with the community in which your school resides. Include demographic and economic information.**

14214 zip code is located in west New York. 14214 zip code is part of Erie County. 14214 zip code has 2.86 square miles of land area and has no water area. As of 2010-2014, the total 14214 zip code population is 19,743, which has shrunk 9.68% since 2000. The population growth rate is much lower than the state average rate of 3.26% and is much lower than the national average rate of 11.61%. 14214 zip code median household income is $38,969 in 2010-2014 and has grown by 28.06% since 2000. The income growth rate is lower than the state average rate of 35.25% and is about the same as the national average rate of 27.36%. 14214 zip code median house value is $137,700 in 2010-2014 and has grown by 64.12% since 2000. The house value growth rate is lower than the state average rate of 90.79% and is higher than the national average rate of 46.91%. As a reference, the national Consumer Price Index (CPI) inflation rate for the same period is 26.63%. On average, the public school district that covers 14214 zip code is worse than the state average in quality. The 14214 zip code area code is 716.

11.0 Student Interim Data



Figure: Interim Scaled Score Distribution



Figure: Interim Percent At or Above 3.0

**What trends do you notice in your student interim data?**

Math continues to be the weaker subject for us. Overall our scores are not where we would like to see them be.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

We used interim data to create state test prep plans to try and make the largest impact possible on the state assessments.

12.0 State Test Data



Figure: State % Proficient by Grade

12.1 Subgroup State Achievement Data



Figure: State % Proficient by Subgroup

**What trends do you notice in your student state test data by grade?**

Grades 4 and 8 struggled the most.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

Increasing student proficiency is a focus within using the curriculum with fidelity and focusing on data to drive instruction.

**What trends do you notice in your student state test data by gender?**

Our females students perform better on the state tests than males.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

Increase male population in tutoring groups.

**What trends do you notice in your student state test data by students who are homeless or in foster care?**

Students scores decreased from year to year.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

Selecting homeless students/foster students in state test prep groups.

**What trends do you notice in your student state test data by migrant status?**

No data was given on migrant status.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

No data was given on migrant status.

**What trends do you notice in your student state test data by EL subgroup?**

Students went from 45% proficient to 21%. Student proficiency decreased.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

EL tutoring and summer learning should work to improve this trend.

**What trends do you notice in your student state test data by race/ethnicity?**

Hispanic and African american students dropped overall proficiency.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

Student tutoring and summer learning should work to improve this trend.

13.0 Comprehensive Needs Summary

**Reading**

**What strengths and challenges in Reading have been identified?**

K-2: Strengths: Workshop and Reading Mastery time is hard scheduled. Haggerty being incorporated into the day for additional phonemic awareness. Challenges: kids still struggle with decoding, word sounds, letter sounds 3-5: Strengths: Teachers understand the need to teach fundamental skills- phonics in small groups and workshop setting to fill in gaps. Challenges: Being able to find the time in the workshop to fill the gaps and having consistent resources across the grade level. Consistency with intervention 6-8: Strengths: Teachers are executing engaging lessons using the NHA Literature Seminar novels. Hot questions and checks for understanding are incorporated into each lesson. Challenges: Teachers are struggling to fit in all of the components of literature seminar into their 90 minute block.

**What trends have been identified in Reading?**

K-2: students are collectively low in phonics- aimsweb scores are lower (inference) due to being timed. 3-5: iReady computer based and workbook at the students reading level is crucial to see growth. Students entering grade below grade level. Utilizing the ELA program with fidelity has assisted in filling gaps in reading comprehension and fluency. 6-8: Vocabulary and reading comprehension continue to be a struggle for students. Most students start the school year multiple grade levels behind.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

K-2: Student’s who fell under the 10th percentile has been receiving intervention services. Teachers are also turning in action plans after every assessment to help close the gap. 3-5: Increase and consistency with interventions. Professional development to show a true workshop model for ELA to reach students' individual needs. Teachers to assign individual iReady lessons to follow student growth 6-8: Purposeful reteaching during intervention and workshop time. Targeted small groups, after school tutoring.

**Writing**

**What strengths and challenges in Writing have been identified?**

K-2: Strengths: progressing through writing learning the process and working on RACE responses. Following curriculum to learn different writing standards. Challenges- Struggle with knowing letter sounds and letter names as well as finding details and working through their own thoughts 3-5: Strengths: Having RACE across the Academy allows all students from year to year to be familiar. The constructed response questions with reading passages, and students loving to share their work. Weaknesses: Weak vocabulary and below grade level reading makes writing difficult. Spelling and handwriting is lacking. 6-8: Strengths: Teachers are implementing RACE with fidelity. Weaknesses: Teachers are not getting to the writing lesson on most days due to the time needed to be spent on reading.

**What trends have been identified in Writing?**

K-2: Students are working toward learning RACE and the writing process. Across the board we are noticing students are struggling with restating and going back to the passage to find details. 3-5: Lack of foundational reading and writing skills leads to students' struggle. Writing workshops and one to one meetings with teachers, RACE responses, and constructed responses. 6-8: Students use RACE to complete writing responses consistently. Students struggle to elaborate their ideas, expand on their writing and use grade level appropriate vocabulary.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

K-2: We are working weekly on different strategies such as topics and RACE responses to enhance their skills. Teachers have a writing block built in their schedule for grammar and handwriting and have the day on Friday to work on teaching the students the writing process. 3-5: Teachers are using the NYS grading rubric as well as the NHA rubrics to clearly define and teach what the students need to improve writing. Writing is done whole group, small group and individually to assess the needs of each student. RACE is present across the school which will also assist the students with consistency. 6-8: Next year's coaching focus will center around implementing authentic writing instruction into each lesson.

**Math**

**What strengths and challenges in Math have been identified?**

K-2: Strengths: The bridges curriculum builds from year to year and allows students a more hands on approach Challenges: Students are struggling with word problems and guessing on the operation that they are supposed to be using 3-5:Strengths: Consistency with Bridges curriculum and following it with fidelity this year. Increase is the use of ready books and iReady assigned lessons to follow my path for each student. Growth in iReady scores from Fall to Spring. Weaknesses: Students continue to struggle with basic Math skills. Addition and subtraction is not mastered leading to trouble with Multiplication and division. Low reading comprehension has students struggling with multi-step work problems. 6-8:Strengths: Teachers have begun to incorporate manipulatives and are utilizing the illustrative curriculum. Challenges: Students lack the fundamental skills that are required to grasp the higher level concepts.

**What trends have been identified in Math?**

K-2: Reading the problem is difficult for some, which then leads to the wrong answer 3-5: Students are improving in their Math skills, but still low in their understanding of basic concepts. Teachers are using iReady more consistently and hae begun used the curriculum with fidelity. 6-8: Reading comprehension and lack of fundamental skills impact student ability to solve problems.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

K-2: Utilizing workshop time based on iReady data and assessments to work with students who are struggling. 3-5: Inconsistent intervention services are impeding the progress of some of our students. Increasing iReady screen time and consistency with Bridges is assisting students. Interim scores improved but are not where we want them to be. 6-8: Teachers are utilizing workshop time and intervention to build foundational skills.

**Science**

**What strengths and challenges in Science have been identified?**

K-2: Strengths: Students are engaged in lessons that are hands on. It is allowing them to learn different material and incorporate reading and writing. Challenges: Finding the time to complete the full lesson plan that is assigned. Would also like to see some videos withing the curriculum so that the kids are able to watch and learn about different topics that they can’t imagine. 3-5: Strengths: Students are enjoying hands-on activities in Science. StemScopes has a variety of tools to address the needs of the students including intervention. Weaknesses: StemScopes is a very high level program and students struggle with understanding concepts. Teachers need to find alternative ways to address that gap. More Science in the lower academy will assist in preparing the students for 5th grade Science exam next year. 6-8: Strengths: Weaknesses: Teachers find the vocabulary and level of background knowledge required to for the Stem scopes lessons to be challenging and beyond what students are ready for.

**What trends have been identified in Science?**

K-2: The lessons tend to go over in time and hard to fit in schedule 3-5:Teachers are often playing catch up from previous years in Science. Many NYS ELA passages were based on Science this year. Haing prior knowledge with help close the gap. 6-8: Students struggle with the background knowledge needed to get through the lessons.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

K-2: We ae breaking down the lessons in manageable chunks to allow for time 3-5: Vertically align lessons with previous grade to close the gap. Utilize the tools StemScopes offers to the teachers. Consistency with teaching Science every day. 6-8: Teachers are incorporating vocabulary introductions and modifying lessons to meet the needs of students.

**Social Studies**

**What strengths and challenges in Social Studies have been identified?**

K-2: We have a full curriculum that involves inquiry based learning and provides us with all the materials we need. The challenges are that the lessons tend to be a bit long. Challenges: Finding the time to complete the full lesson plan that is assigned. Would also like to see some videos or hands on engagement within the lesson, 3-5: Strength: InquirEd is now aligned to NYS curriculum but still missing of engagement for the students. The Studies Weekly when utilized is informative and fun for the students. Weakness: Teachers are not using the InquireEd curriculum with fidelity. Increased training on the curriculum will help teachers. 6-8: Strengths: Students are engaged with the content and teachers encourage real-world connections. Weakness: Lack of curricular resources, lack of background knowledge

**What trends have been identified in Social Studies?**

K-2: We have noticed that the units take longer than what is anticipated 3-5: Teachers have expressed concern for lack of prior knowledge to begin teaching Social Studies. They need to go back and reteach topics that should have been taught previously. 6-8: Teachers have to supplement the majority of their material due to lack of curricular tools.

**Are there action steps you are taking/will take to impact this trend? If yes, what are they?**

K-2: We are breaking the lessons into appropriate time to allow for the curriculum to be taught fully. 3-5: Ensure teachers are teaching SS every day. NYS ELA test had many passages on Social Studies this year that impeded success, because students were missing basic vocabulary that should have been previously taught. 6-8: Teachers work closely with team lead to ensure quality and rigorous plans.

**Student Interventions**

**How does your school make sure all students learn at a high level?**

The intervention team works with students who are academically behind their current grade level to provide academic support to help close the achievement gap. Lesson plans are reviewed for all teachers each week to ensure that high-quality, rigorous lessons are taking place. Classroom walk-throughs are taking place ensuring that the Undefendables are in place and that teachers are focusing on the 4 school-wide goals. Teachers are being held to a higher standard when it comes to utilizing the curricular tools they are provided with. They are in turn implementing the programs with fidelity.

**How does your school identify students who need intervention?**

There is a school-wide student referral process. Our initial At Risk students are determined by retention status, most recent iReady scores and classroom observations. If a teacher has a concern about a student, they go through the SST Referral process (ex. notify dean, meeting set up with staff and parent, goals identified and tracked for 6 weeks f tier 2 interventions and then another 6 weeks of tier 3 interventions, and then the school would submit SPED referral is no progress is being made. Dean of SPED and Intervention runs a “Child Find” report on every new student to the school to determine if they receive SPED/504 services. ELLs start with HLQ to determine if they qualify to receive services.

**How does your school intervene for students who need the most instruction support (both in the classroom and through intervention programs)?**

The school uses recent data to determine a student’s need for intervention services. Once identified, they are placed into an intervention group where they receive targeted instruction in their areas of need. In addition to data, classroom observations are conducted and concerns are discussed with the classroom teachers. Once students are assigned to an intervention group, the intervention teacher begins pulling them for small group intervention support.

**How does your school determine if the needs of those students are being met?**

Student data is reviewed to determine if they are making progress. Data is shared with the parents and next steps are discussed. Data would include their classroom grades, iReady scores, and any intervention progress monitoring data that is collected. If the student is making progress, the interventions are working. If not, intervention services need to be adjusted based on the needs of the students.

**How are your teachers involved in analyzing student achievement data to improve the results of all students?**

Teachers are required to review and analyze data for all students. They work through data cycles (which include the creation of action plans) for assessments like iReady and interim assessments. In addition to the data cycles, teachers complete action plans based on common assessments that the students take. These action plans are what drives small group instruction in the classroom.

**Describe how you will support efforts to reduce the overuse of discipline practices that remove students from the classroom.**

The school has recently hired a Dean of School Culture that works alongside the two academic behavior support specialists. They work to promote a positive school culture through a variety of activities and provide behavior support for the teachers. They infuse moral focus lessons into their time with the students to reduce distractions and removals from the classroom.

**Highly Qualified Staff**

**What does your school do to attract and/or retain high quality teachers (different from the things NHA might do on your behalf)?**

We try to grow and develop teacher leaders within the school to allow promotion opportunities. In addition, we try to encourage a positive school culture and provide team building opportunities for the staff to work together and develop positive working relationships. In addition, new teachers will be invited to shadow a current teacher at the school as well as being invited to a new teacher luncheon.

**Staff Professional Development**

**What staff development offerings were the most effective last year?**

There are a variety of PD offered to the staff throughout the year. Those include three annual regional PD days planned by NHA based on curriculum development needs, instructional strategies, trends. There are also monthly C&I visits with PD based on observations, as well as teacher and dean feedback, Back to School week PD, different PD through staff meetings (Behave with care, Capturing Kids Hearts, etc), Oracle assigned PDs, some teachers being sent to visit top performing schools, in addition to PD for online resources such as Lexia and Dreambox. Of these PDs, the most effective ones were the ones that centered around promoting positive relationships with the students (Capturing Kids Hearts and Behave with Care). These have the most impact on our students and therefore lead to the most success with our students.

**How do you know the PD was effective?**

The school looks at what the focus of the PD was and then looks for proper implementation of the program. The PD is determined successful and/or effective once it is observed in action. There are questions to be asked and discussed as a team. Are the teachers implementing the PD with fidelity? Are the students making growth (academically or behaviorally)? Are we seeing a change in the climate and culture of the school?

**How will the learning be sustained moving forward?**

The PD strategies must continue to be monitored and observed. Changes need to be made based on observations and data collected. The school needs to ensure that the strategies are being implemented successfully in the classroom.

**Describe the systems or processes in place that provide opportunities for professional growth and building the capacity of teachers.**

Teachers are provided with several learning opportunities to help develop and grow their leadership skills. Select teachers are chosen to be content leaders as well as being given the opportunity to visit top performing schools where they observe high quality teachers in action and are able to bring back ideas for best practices to the school. Teachers are encouraged to apply for open leadership positions at the school and NHA as well.

**Describe (1) teacher needs that impact academic achievement, and (2) how your Title II, Part A program is designed to address those needs for the upcoming year.**

Our MS math teacher needs additional support and we will work to provide her coaching through Title II, Part A funds.

Schoolwide Reform Strategies

The school educational program is grounded in the principles of Effective Schools Research, which was originally developed by Ronald R. Edmonds, who served on the faculties of Harvard University and Michigan State University. Effective Schools Research recommends research-based school attributes that are associated with quantifiably improved student learning. By definition, an “Effective School” is one in which all children obtain at least the essential knowledge, concepts, and skills needed to be successful at the next higher level. Within the Effective School, there are seven unique characteristics that correlate with school effectiveness. The school, a public-school academy, has adopted these characteristics as part of its promise to deliver a high-quality educational option for parents of the community. A summary of the Effective School correlates is as follows: - Clear School Mission - High Expectations for Success - Instructional Leadership - Frequent Monitoring of Student Progress - Opportunities to Learn and Student Time-on-Task - Safe and Orderly Environment - Strong Home-School Relations

In addition to adopting these characteristics of Effective Schools Research, the educational program includes a “Back to Basics” approach, a longer school day, and structured discipline, and the curriculum includes a moral focus component based on the Greek cardinal virtues. The educational program utilizes a curriculum that is scientifically research-based, aligned with State standards, and designed to ensure college opportunity for each child that the school serves.

While Effective Schools Research serves as the foundation of the school’s educational program, it has adopted a number of schoolwide reform strategies to ensure that it: - Provides opportunities for all children to meet the State’s proficient and advanced levels of student academic achievement; - Uses effective methods and instructional strategies that are based on scientifically-based research; and - Addresses the needs of all children in the school, but particularly the needs of low-achieving children and those at risk of not meeting the State student academic achievement standards.

One research-based schoolwide reform strategy that the school has adopted is the utilization of a master schedule that provides teachers with opportunities to differentiate instruction in order to meet the varied learning needs of students. According to Tomlinson and Eidson, differentiated instruction “refers to a systematic approach to planning curriculum and instruction for academically diverse learners” and is “a way of thinking about the classroom with the dual goals of honoring each student’s learning needs and maximizing each student’s learning capacity” (2003). The school uses differentiated instruction by implementing regularly scheduled workshop sessions and flexible grouping in order to meet each student’s individual learning needs. The school believes that “only when a student works at a level of difficulty that is both challenging and attainable for that student does learning take place” (Tomlinson, 2003). As such, the school employs differentiated instruction in order to address the needs of all children in the school—particularly those at risk of not meeting challenging State standards.

Another research-based schoolwide reform strategy that the school has adopted is the development of what Richard DuFour calls a Professional Learning Community. Specifically, the school has worked to develop a teaching environment in which all teachers work together to ensure that students learn, where collaboration among teachers is prevalent, and where there is a focus on student learning and results (DuFour, 2004). The school has adjusted its class and teacher schedules to ensure that grade-level teachers share a common planning time in which each member of the instructional team participates in dialogue about student learning and develops strategies to improve both teaching and learning. Mike Schmoker, a leading school improvement thinker, has argued that professional learning communities “feature the most powerful set of structures and practices for improving instruction” (2006). With this in view, the school has implemented these research-based professional learning communities to ensure that teachers are using effective methods and instructional strategies, thereby meeting the needs of all students.

In addition to utilizing differentiated instruction and implementing professional learning communities, the school has also adopted a system that ensures that teachers and students can establish and communicate about student learning goals and track student progress through the formative assessment process. Research supports these schoolwide reform strategies. Specifically, research has demonstrated that “goal setting has a general tendency to enhance learning” (Marzano, 2007). As such, the school believes it is imperative to identify student learning goals, or educational objectives, so that teachers and students can gauge learning with respect to those goals and celebrate student success that they make progress toward mastery. Importantly, because the school is utilizing specific student learning goals- which align with all applicable Department of Education guidelines- teachers can effectively provide feedback on student learning through the use of formative assessment. Marzano points out that “major reviews of research on the effects of formative assessment indicate that it might be one of the more powerful weapons in a teacher’s arsenal” (2007). W. James Popham describes formative assessment as “a planned process in which assessment-elicited evidence of students’ status is used by teachers to adjust their ongoing instructional procedures or by students to adjust their current learning tactics” (2008). Since teachers of the school have well-established student learning goals, they are able to utilize the formative assessment process to track student learning, gauge progress toward mastery, adjust instruction accordingly, and celebrate student success as it relates to learning. Indeed, the employment of these research-based strategies ensures that all students are given the opportunity to learn and succeed in the school’s classrooms.

Finally, the school has adopted as a schoolwide reform strategy the delivery of additional opportunities to learn for students who need to grow in their background knowledge. In Marzano’s seminal meta-analysis of research on school-, teacher-, and student-level factors that impact student achievement, the author argues that there is a strong correlation between background knowledge and student achievement. Where students do not have background knowledge sufficient to ensure academic success, the school works to provide increased opportunities for students to enhance their background knowledge so that their learning can be accelerated; such opportunities may include tutoring, mentoring, vocabulary instruction, and other interventions that ensure students have increased time to learn the knowledge and skills they need to be academically successful. The school’s foundation of Effective Schools Research, coupled with these comprehensive schoolwide reform strategies, is the means by which it ensures that all children are academically successful. Indeed, these strategies enable the school to provide opportunities for all students to progress toward and demonstrate proficiency, and to also ensure college opportunity for each student the school serves.

With these strategies in mind, the school has developed a number of goals to support its effort to ensure that all the school’s students succeed and are able to master State standards. These goals are outlined in the following section of this plan.

Instruction by Highly Qualified Teachers

The school has adopted a hiring practice that requires all new and existing teachers to meet the “highly qualified” requirements as outlined by Every Student Succeeds Act of 2015 legislation. The academy’s management company, National Heritage Academies, tracks teacher qualification status and ensures that teachers achieve and maintain the correct qualifications. All teachers are provided with a fifty percent (50%) tuition reimbursement to either achieve or maintain highly qualified status.

All teachers are currently highly qualified. The school has developed a plan to ensure that it complies with the applicable section of the Every Student Succeeds Act of 2015. The plan outlines the means by which 100% of the school’s staff will reach highly qualified status by the close of the school year.

Strategies to Attract High Quality Teachers

The school will continue to monitor its teacher-turnover rate in order to maintain its commitment to attracting and retaining high-quality, highly qualified teachers. The school will continue to monitor its teacher-turnover rate in order to maintain its commitment to attracting and retaining high-quality, highly qualified teachers. The school holds as a top priority the recruiting, hiring, and retaining of high quality, highly qualified, and fully licensed teachers to serve its students. Efforts made by the school and its management partner, National Heritage Academies, include the following: - Establishing close relationships with local universities and colleges with teacher education programs. - Yearly attendance at college teacher specific job fairs. - Internal teacher job fair events sponsored by National Heritage Academies. - Advertising positions through online college postings, newspaper advertisements, the National Heritage Academies website, and a weekly internal job newsletter that is sent out to all school and NHA employees. - Offering a competitive salary and benefits package, including fifty percent (50%) reimbursement benefit for continuing education. - Providing a comprehensive orientation that facilitates a successful transition into teaching. - Providing opportunities for teachers to improve their instructional skills through a comprehensive professional development program. - Including teachers in the continuous improvement planning process, and other school initiatives and activities.

The school has developed a plan to ensure that it complies with all applicable sections of the Every Student Succeeds Act of 2015. Research indicates that one of the most significant initiatives schools undertake to retain staff is to create a team-based collaborative culture within the school. The focus at the school on grade level teams and on having teachers as active members of the improvement team, serves to ensure that the school achieves greater consensus, collaboration, and cooperation throughout the school. This should be an asset in ensuring that the teacher turnover rate remains low.

14.0 Wellness Policy and Goal Evaluation

The National School Lunch Act mandates that all schools participating in the National School Lunch Program and/or School Breakfast Program establish a Wellness Policy and general requirements for the development, implementation, dissemination and assessment of the policy and evaluate it annually.

**Has progress been made on the Wellness Goals?**

Yes, all goals and events have been planned or have already taken place.

**Do you think the Wellness Policy and goals are positively impacting student wellness, nutrition, and regular physical activity?**

Yes, we are teaching students and their families about wellness, nutrition and regular physical activity.

**In your opinion, does the Wellness Policy need to be changed? If so, what would you change?**

More wellness activities/events would be great to offer students as well as parents.

**What changes, if any, do you think are necessary to be made to the Wellness goals?**

We would be comfortable to add additional wellness opportunities to the school wide plans.

15.0 School Improvement Goals

**Action Plan for Continuous Improvement**

|  |  |
| --- | --- |
| Goal |  |
| Baselne Data |  |
| Area of Need |  |
| Root Cause |  |
| Strategies |  |
| Activities/Action Steps the School will Implement as Part of the Overall Strategy for Continuous Improvement and Meeting Goal/Objective. |
| **Name** | **Activity Type** | **Action Steps** | **Begin Date** | **End Date** | **Staff Responsible** | **Funding** | **Measurement of Progress** | **Goal Status** | **Notes** |
|  |  |  |  |  |  |  |  |  |  |
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|  |  |
| --- | --- |
| Goal |  |
| Baselne Data |  |
| Area of Need |  |
| Root Cause |  |
| Strategies |  |
| Activities/Action Steps the School will Implement as Part of the Overall Strategy for Continuous Improvement and Meeting Goal/Objective. |
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16.0 Evaluation of School Improvement Efforts

**How does your school evaluate the effectiveness of your goals and strategies each year?**

Reviewing data and reflecting on where we are at and where we need to grow from the mid-year to the end of the year assessments.

**Please complete the following review of the goals from the previous year, if available.**

17.0 Professional Learning Plan

In accordance with ESSA, the academy provides high-quality and ongoing professional learning for teachers, principals, and paraprofessionals and, if appropriate, pupil services personnel, parents, and other staff to enable all children in the school to meet the state's student academic achievement standards.

The school plans to carefully integrate its professional learning for the staff—for both teachers and paraprofessionals—into its collaborative team-focused culture and its ongoing teacher supervision and support model. The cornerstone of that model is the grade level team arrangement which provides daily opportunities for common planning/professional learning time for the grade level teams within the regular school days as well as regularly scheduled vertical house/full faculty meetings outside of the school day.

**Consider the data you have gathered and carefully identify and prioritize your professional learning needs.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Content Hours** | **Title** | **Objectives** | **PD Type (Required, Grants, or General Funded)** | **# of Estimated Attendees** | **Intended Audience** |
| 8/31 | 8 hours | DEI at BUCS | Train staff on DEI |  | Board Funded | 70 |
| 9/5 | 6 hours | Behave with Care | School Behavior Management |  | General | 70 |
| 8/28 | 6 hours | Onboarding New Teachers | Systems overview |  | General | 15 |
| 8/29 | 6 hours | Onboarding New Teachers | Systems overview |  | General | 15 |
| 11/7/23 | 8 hours | Regional PD | Curriculum Updates |  | General | 70 |
| 2/16/23 | 8 hours | Regional PD | Curriculum Updates |  | General | 70 |
| 3/24 | 1 hour | SIP Overview | Review SIP-collect Feedback |  | General | 70 |
| 1/24 | 1 hour | Behave with Care | School Behavior Management |  | General | 70 |
| 10/23 | 1 hour | Title I | Collect Staff Feedback |  | General | 70 |
| 1/26 | 4 hours | Data Dive | Review data plan for data driven instruction |  | General | 70 |
| 3/1 | 4 hours | Data Drive | Review data plan for data driven instruction |  | General | 70 |
| 8/30 | 8 hours | Back to school PD | TBD |  | General | 70 |
| 9/6/23 | 8 hours | Back to School  | TBD |  | General | 70 |
| 9/7/23 | 8 hours | Back to School  | TBD |  | General | 70 |

18.0 Community Partnerships

The school utilizes a variety of partnerships to support staff, students, and parents. The school employs an Admissions Representative who works in partnership with the community to organize events, fundraisers, and charity events, as well as to inform the media and local community of school events. Additionally, the school partners with area organizations or community members in order to promote a symbiotic relationship between itself and the community.

**Please complete the sections below for each partnership that your school has developed and include specific details as appropriate.**

|  |  |
| --- | --- |
| **Partner Name** | **Benefits of Partnership** |
| Best Self | Wrap around programming for our students after school |
| UB Dental | Dental Care for our students |
| BH&S | Buffalo hearing and speech related service providers for special education students. |

19.0 Parent and Family Engagement Plan and Activities Calendar

The school believes that parents are an integral part of the school and student success. As such, the school has designed a governance structure and parental engagement activities in order to ensure that parents participate in the activities of the school. The school desires parents to be engaged in their child’s education, and the partnership of parents, students, and teachers within the school promotes an optimum learning environment to ensure success. The school’s Parent and Family Engagement Policy and the Parent-Student Compact agreement are used in the school’s Title I program to ensure that parents have the opportunity to provide input in Title I programming and participate in the improvement process. The school’s parents are also asked to complete the school’s Annual Title I Parent Survey; information from that survey is reviewed as part of the school’s comprehensive needs assessment and the evaluation of the school’s Schoolwide Plan.

In accordance with ESSA, the school reviews and distributes the Parent-Student Compact to parents during parent-teacher conferences, during which time the compact is discussed as it relates to individual student performance and the participation and commitment of the parent, teacher, and child in the child’s education.

**Complete the calendar below by listing details for your planned parent engagement activities for next year.**

|  |  |
| --- | --- |
| **Month** | **Engagement Activity** |
| September 2023 | Title I Parent Meeting (includes review/feedback of School Improvement Plan, Parent Involvement Policy, Commitment to Excellence Contracts, Homeless Dispute Resolution and Title I programming) |
| October 2023 | Title I Parent Learning Event (i.e. Reading Night, Math Night, etc.) |
| November 2023 | Fall Parent/Teacher Conferences (includes review of Commitment to Excellence Contracts) |
| March 2024 | Parent SIP Meeting |
| April 2024 | Spring Parent/Teacher Conferences |
| June 2024 | Field Day |
| May 2024 | Book Fair |
| June 2024 | Kinder Moving up day |
| June 2024 | 8th Grade Graduation |
| February 2024 | Black History Month Celebration |
| December 2023 | Family Holiday event |
| May 2024 | Sweets with Someone Special |

Through these activities and parental/family engagement components, the school assures that it appropriately: 1) provides assistance to parents/families; 2) provides materials and training to help parents/families work with children to improve their achievement; 3) trains teachers and other required staff in the importance of and how to partner with parents/families; 4) coordinates and integrates to the appropriate degree its parent and family engagement activities with other programming; 5) communicates information related to school and parent programs and activities are communicated in an understandable format and language; and 6) provides full opportunities for parents/families with limited English proficiency, disabilities, and parents of migratory children to be involved in the activities of the school and to receive appropriate information and school reports. As such, it complies with ESSA.

Parental and family engagement activities, and the parent/family engagement component of this schoolwide plan, will be involved in the annual evaluation of the schoolwide plan. Feedback from parents provided through communication and their participation in the evaluation process will be incorporated into the review process and the school improvement plan and programs will be adjusted accordingly.

Additionally, results of individual student academic assessments will be discussed with parents regularly and, as appropriate, will be shared in a language that parents/families can understand. As such, the school complies with Section 1113(b)(3).

Preschool Transition Strategies

The school is committed to connecting with preschool age children in order to prepare them for school and has developed preschool transition strategies to ensure that incoming students are well-prepared for kindergarten.

Specifically, the school has a dedicated Admissions Representative who works with area preschools, daycares, Head Start programs, etc., in ensuring kindergarten readiness. The school’s Admissions Representative and Administrators meet with community members and preschools to discuss Preschool Transition. Meetings consist of informing parents about the school, inviting parents and students to visit the school and kindergarten classrooms, inviting preschool/daycare staff to visit the school and the kindergarten classrooms, and a training/delineation of information regarding the skills and knowledge students will need to know when they enter the kindergarten classroom. Training/informational packets, which are delivered to parents and area preschools/daycares, contain information about kindergarten readiness, activities to prepare children for kindergarten, and commonly asked questions regarding the transition from preschool to kindergarten.

Further, open-house meetings and events are held at the school over the course of the year in order to encourage area parents and preschoolers to spend time at the school. Kindergarten teachers meet with parents and students, explaining some of what parents and students should expect as the children make the transition into kindergarten.

Teacher Participation in Making Assessment Decisions

Teachers at the school play an active role in making assessment decisions for their students. Specifically, teachers choose to implement as appropriate tests and assessments that measure student performance with respect to the school’s curriculum. Through the formative assessment planning process, teachers work collaboratively with respect to the curriculum in order to identify what specific knowledge or skills students need to know and also to identify how they will determine when such learning has taken place. Teachers participate in the decision-making process regarding whether they use curricular program assessments, common grade-level assessments, or other formative or summative assessments to determine or gauge student learning on an ongoing basis throughout the year. Instruction is adjusted accordingly by each teacher as they work to ensure mastery is attained by each student within their classroom and at the school.

Additionally, schools administer the NWEA assessment. After the NWEA testing period, grade level teams analyze and interpret NWEA data in order to identify areas of strength and areas for improvement with respect to their students. These activities support the school’s overall school-wide student achievement goals (as outlined above) and are used to drive classroom instruction. Teachers create formative and summative assessments to gauge students’ progress regarding these areas for improvement. During common planning time, teachers discuss and analyze assessment data and determine the degree to which students have mastered the content that has been taught.

Assistance to Students Having Difficulty Mastering Standards

The school has implemented activities to ensure that students who experience difficulty mastering standards are provided with effective and timely additional assistance. Additionally, the school has developed measures to ensure that students' difficulties are identified on a timely basis in order to provide teachers and school leadership with sufficient information on which to base effective assistance.

As noted above, teachers utilize formative assessment to meet the varied learning needs of students. The school uses differentiated instruction by implementing regularly scheduled workshop sessions and flexible grouping in order to meet each student’s individual learning needs. The school believes that “only when a student works at a level of difficulty that is both challenging and attainable for that student does learning take place” (Tomlinson, 2003).[1] As such, it employs differentiated instruction in order to address the needs of all children in the school and particularly those at risk of not meeting challenging State standards. As part of this differentiation, teachers use the formative assessment process to ask and answer these questions: 1) What do we want each student to learn? 2) How will we know what each student has learned? and 3) How will we respond when students have difficulty learning? By answering these questions collaboratively, teachers ensure that appropriate intervention is delivered to students who are having difficulties mastering challenging state standards.

Beyond this, the school’s instructional staff collaborates with its Interventions Assistance Team (IAT), which works to identify students having academic or behavioral difficulties. Students who are in danger of having difficulty mastering the State’s academic achievement standards are first identified by the individual teacher’s assessment process, and then students are referred to the IAT. Classroom teachers are provided by the IAT with suggested intervention strategies to implement with individual students. Such strategies sometimes include, but are not limited to: - Adapting time allotted for learning task or completion of assessment - Adapting the number of items that the learner is expected to complete or learn - Adapting the goals or outcome expectations while using the same materials - Adapting the way instruction is given to the learner. For example: visual aids, hands on activities or cooperative groups.

Teachers log interventions used with the individual students and share the results with the school’s IAT team as appropriate.

Additional supplemental interventions are offered for at risk students. Some of these supplemental interventions may include: - Supplemental Staffing (i.e. paraprofessionals, academic specialist, and social worker). - Supplemental subscriptions (BrainPop, Study Island, Accelerated Reader) for intervention programming. - Extended Learning Opportunities, including summer learning programming and before school tutoring. - The use of researched-based, formative assessment to track and analyze individual student progress and drive instruction that is aligned with highly specific reading curriculum, state content standards and grade-level expectations. - Keep track of students’ progress, at least every two weeks, in specified classes - Monthly examination of student work by classroom teacher related to classes. - The use of Formative Assessment to plan instruction that will target areas of weakness, proficiency and mastery.

Coordination and Integration of Federal, State, and Local Services and Programs

The school ensures that the use of all federal, state, and local funds is coordinated to ensure focus on the goals, strategies, and action activities identified in this Schoolwide Plan. Furthermore, coordination and integration of all federal, state, and local services and programs are ensured through collaboration among administration, staff, parents, and other stakeholders as part of the school’s improvement planning process. Specifically, the school utilizes funds from State and local sources, as well as federal sources—including Titles I and IIA—to support the goals identified in the Schoolwide Plan. While funding will not be consolidated, the school’s entire educational program is supported by the school’s Schoolwide Plan; this includes the school’s general educational program (State and local funds) as well as supplemental programs (supported through federal Title I funds). The school’s professional development program, supplemented with funding available through Titles IIA, is also supported by the academy’s Schoolwide Plan. Although the school is not required to delineate the funds that it is consolidating or the specific amounts contributed by each source—because it is not actually consolidating funds—please see the table below for a summary of the resources available to the school and the degree to which they support the components within this Schoolwide Plan.

Since the school is a single school K-8 public school academy, it does not currently apply for or receive violence prevention funds, housing program funds, Head Start funds, adult education funds, vocational and technical education funds, or job training funds. If the school receives these funds at any point in the future, their use will be coordinated along with all other available funds through the school’s Schoolwide Plan.

While the school receives funds through the National School Lunch Act / Child Nutrition Act, their use is not coordinated under this plan as they do not contribute directly toward upgrading the school’s educational program.

Curriculum Alignment

The school implements the National Heritage Academies Curriculum. National Heritage Academies is the school’s management company and has gone to extensive lengths to create a guaranteed and viable curriculum. NHA has researched the level of knowledge and skills students must have to be successful in terms of mastering State standards as well as being prepared for a challenging college program. This has included analyzing data from the NAEP (National Assessment of Educational Progress), ACT (American College Testing), and Northwest Evaluation Association’s (NWEA) in order to determine what students must know in order to be successful in college. By understanding the required knowledge base to succeed at the college level, NHA was able to work backwards and breakdown this knowledge base at each grade level. This breakdown allows for a seamless building of knowledge which will best prepare our students for high school and college. They utilized these findings and state standards to create the curriculum, ensuring the curriculum is aligned to and meets state requirements.

Additionally, the refinement of the curriculum was completed in collaboration with Dr. Robert Marzano and Associates and teachers are working toward the full implementation of formative and summative assessment as proposed by Dr. Marzano.

While the school utilizes the NHA Curriculum to guide instruction, it also understands how that curriculum aligns with State content standards. When the State’s content standards require students to demonstrate knowledge or skills beyond or different from the NHA Curriculum, the school utilizes supplemental curricular tools and resources to ensure that students are fully equipped to demonstrate mastery according to the State’s expectations.

Methods of Effective Use of Technology

The school utilizes technology in a variety of ways to support student learning. Some of these may include Accelerated Reader, Lexia, Brian Pop and Raz Kids, which are each used to improve the academic achievement of all students. Additionally, the school uses myNHA to record attendance, discipline reports, and grades to inform instruction and remediation. All staff and students have internet access in order to research educational topics and ensure technology proficiency among students. Likewise, all staff members communicate via e-mail and voicemail to increase parent awareness and student progress.

On-the-Job Learning

Since the school is a K-8 school that emphasizes a “back-to-basics” curriculum, on-the-job opportunities in a career sense are limited. However, the school does have a strong character education or moral focus component within its curriculum, and in that context, students are expected to serve others via specific service projects that are undertaken at each grade level. Additional on-the-job learning opportunities include: - Safety Monitor - Crossing Guard - Peer Mentoring - Junior Achievement - Career Day - Student Government - College and Career Fair

Building Level Decision Making

Decision Making Process:

Decision-making authority within the school lies with the school’s leadership team, although the school values and considers the input and perspective of staff and stakeholders as decisions are made. Each staff member and stakeholder’s input is valuable, and decisions become effective only once consensus is achieved among them. Decisions support the vision and purpose of the school, National Heritage Academies, and also the best practices of school improvement research and effective teaching strategies. Staff members and stakeholders participate as appropriate as members of the school operating committees in partnership with the parents.

Job Description of the School Improvement Team:

The school has a School Improvement Team that is responsible for the school improvement efforts of the school. Its job is to conduct the school’s comprehensive needs assessment, analyzing student and other data in order to establish appropriate goals and strategies to reduce achievement gaps as identified in the annual gap analysis and adequate yearly progress reviews. The School Improvement Team also reviews and assists in the development, implementation, and evaluation of the following school improvement components: - Annual review of the Building Mission Statement - Building goals, strategies, and assessments based on academic standards for all students - Curriculum alignment with State Standards and Benchmarks, NHA Curriculum, and Core Knowledge objectives - Monitor and evaluate the process for the building school improvement plan - Building professional development plans consistent with student academic performance needs - The utilization of community resources and volunteers - Participatory decision-making process - Identifying community resources that enhance instructor and student learning

The School Improvement Planning Team meets regularly to assess progress on and accomplishment of goals and implementation of the various components of the Schoolwide Plan.