

School Improvement Plan

for

Heritage Junior-Senior High School



13608 Monroeville Road
Monroeville, IN 46773
260-446-0140

Heritage Junior Senior High School 2018-2019

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Purpose Statement

The purpose of Heritage Jr/Sr High School is to provide a comprehensive program of instruction to enable our students to obtain maximum growth and development so they can achieve post-secondary success. As part of this process, we are responsible for identifying individual student strengths and weaknesses through data analysis, for building an instructional framework to meet those needs, and for providing this information to our stakeholders.

Vision Statement

Excellence....Everyone....Everyday

Mission Statement

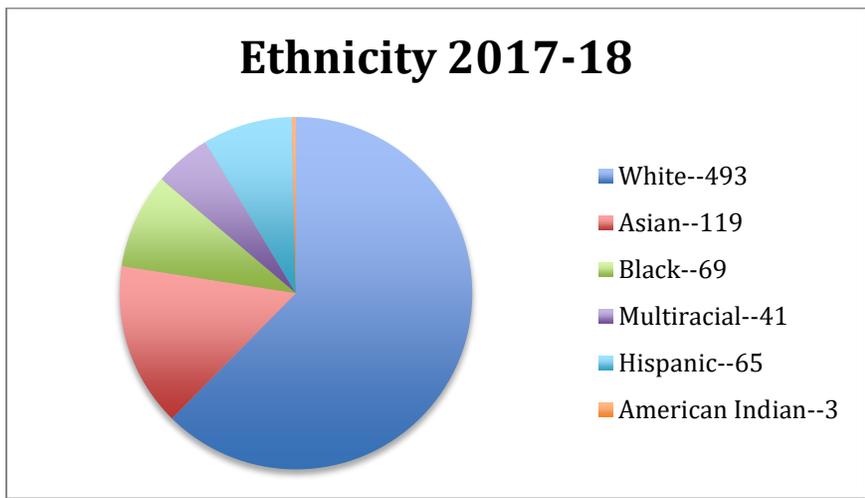
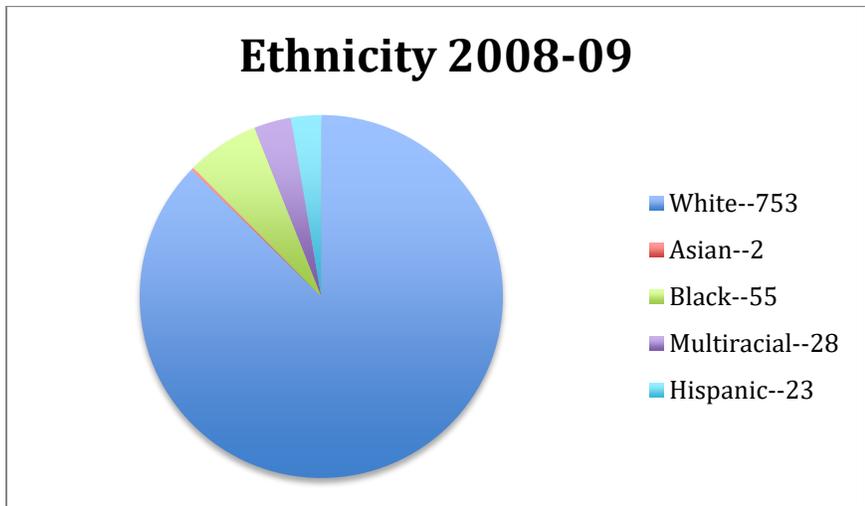
Our mission is to inspire a student's passion for learning, knowledge, skills while building character and responsible citizenship.

Belief Statements

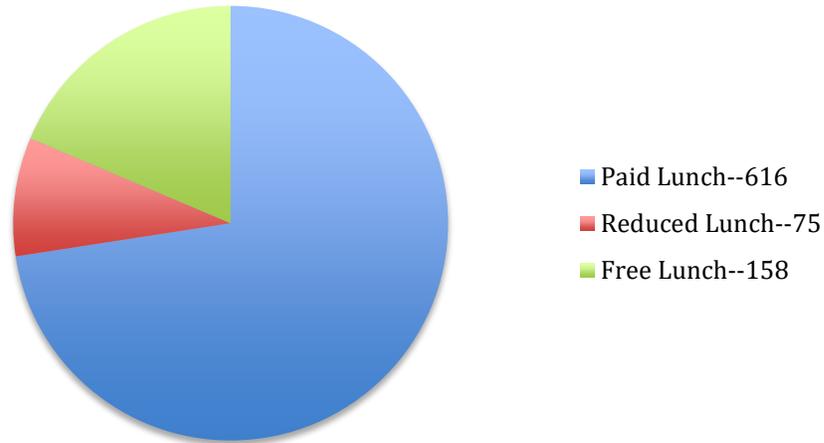
- Students are unique individuals with special talents, strengths and needs and should be challenged to reach their maximum potential.
- Students should be prepared as productive and contributing members in a diverse, global society.
- Students have a shared responsibility for learning with family, school, and community.
- Staff members, as mentors and facilitators, should strive for continual improvement and diversification of student-driven strategies.
- Decisions affecting education stakeholders should be informative and data-based.
- Schools should advocate responsible citizenship, ethical behavior and diversity.
- Schools should encourage stakeholder involvement as a positive contribution and necessary component in the education process.

School Profile Description

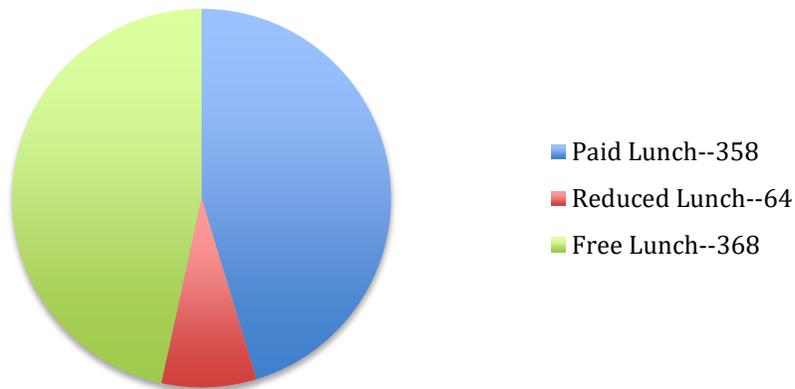
Heritage Junior/Senior High School is one of five high schools in the East Allen County Schools Corporation. The school campus serves grades K through 12, with the junior/senior high serving grades 7-12. Heritage has the largest attendance area in the corporation located in a rural setting between the towns of Monroeville and Hoagland. Current student enrollment is 806 students. Heritage employs 41 full time teachers, including six special education teachers and two EL teachers. The staff also contains five special education paraprofessionals, two office paraprofessionals, one EL paraprofessional, and one translator. Heritage has two full time guidance counselors and three administrators. In 2018, Heritage graduated 133 students.



Socioeconomic Status 2008-09



Socioeconomic Status 2017-18



Heritage has realized the challenges facing us over the past few years. The school continues to be impacted by the major influx of non-English (Burmese/Karin) speaking students. The students notably affect the EL, Asian, male, female, and free/reduced categories. Extensive research has led to the implementation of programs that have been initiated and will continue to strengthen student achievement. Teachers are trained in strategies and assessments that will lead to positive student achievement. The district curriculum bundles contain activities to meet the needs of EL students. There is a need for continuity and cohesiveness among the staff to embed these strategies as a part of our daily practices.

Our ISTEP+ data shows that only 4% of our EL students in the 10th grade passed the Language Arts portion of the ISTEP test, and only 4% of the EL students passed the math portion. Additionally, of our Free/Reduced Lunch students, only 34% passed the 10th grade Language Arts test, and only 15% passed the math test.

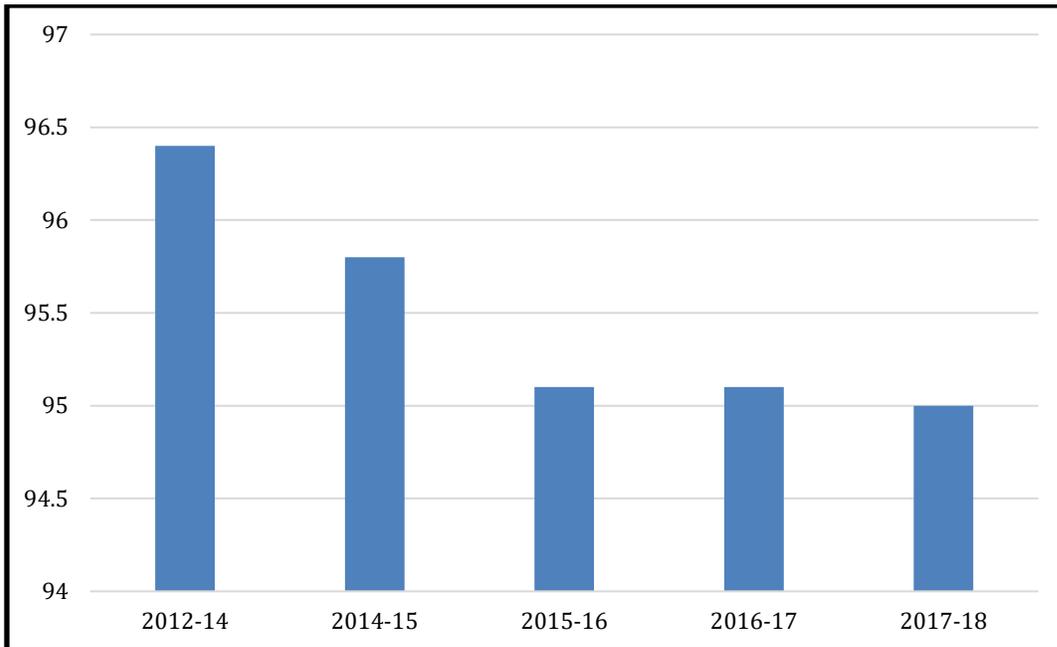
Community Profile

Heritage attendance area is part of East Allen County Schools (EACS) which is a dynamic school corporation located on the eastern side of the Fort Wayne metropolitan area. EACS is Indiana's 27th largest school district by population and serves the entire eastern half of Allen County. The 9,000+ students who attend EACS reside in a 343-square mile area which includes the communities of Grabill, Harlan, Hoagland, Leo-Cedarville, Monroeville, New Haven, Woodburn, and portions of the City of Fort Wayne. Allen County is the largest Indiana County. The EACS district is culturally diverse. Rich farmland joins the district's urban and suburban areas. Each community maintains a small-town, tranquil atmosphere while offering convenience to city, churches/worship centers, shopping malls, social and civic organizations, leisure, entertainment, and cultural opportunities.

Student Data

Heritage students come from diverse community settings including small communities (population of 1200 or less), rural farms, subdivisions, multiple mobile home parks, and urban housing. The ethnicity of the student population is: 62% white, 38% minority (8.7% Black, 8.2% Hispanic, 5.2% Multiracial, 15.1% Asian and <1% Indian). Forty-five percent of the student population pays for lunch; 47% receive free lunch; and 8% utilize the reduced lunch program. Heritage is located in a rural setting between Monroeville and Hoagland; therefore, 100% of students ride the bus or provide their own transportation.

Attendance Rates



As evidenced above, Heritage Junior-Senior High School has seen a decline in our attendance rate over the past three years. In 2013-14, our attendance rate rose by more than 1%, but it then declined for two years before leveling out at 95%.

Graduation Rates

<u>Year</u>	<u>State Average</u>	<u>Heritage</u>
<u>2013-14</u>	<u>89.8</u>	<u>82.9</u>
<u>2014-15</u>	<u>90.7</u>	<u>90.1</u>
<u>2015-16</u>	<u>89.1</u>	<u>92.4</u>
<u>2016-17</u>	<u>88.9</u>	<u>92.4</u>
<u>2017-18</u>	<u>TBA</u>	<u>93%</u>

Our graduation rate had been on a steady decline. Its lowest point was in the 2013-14 school year. We hypothesize that this is partially due to the transition of the student body as many adjusted to the Heritage environment for the first time. However, for the past four years, our graduation rate has been above 90.

Safe and Disciplined Learning Environment

Heritage maintains a safe and disciplined learning environment. Security cameras are placed strategically throughout the interior and exterior of the building. Monitors are located in the main office, and videotapes are regularly made of all activities. All exterior doors are locked during the day and a new safe entrance brings visitors in through the main office. Visitors are required to check in at the main office and display a visitor's badge at all times. All Heritage staff and substitute teachers are required to display identification badges at all times during normal school hours.

All teachers and staff members have participated in the ALICE training that began in the spring of 2014. We continue to offer training and practice drills throughout the school year. The ALICE (Alert, Lockdown, Inform, Counter, Evacuate) Training instructor program certifies local representatives to teach proactive survival strategies in violent intruder or active shooter situations. This helps save lives by providing training that will bridge the gap between the time a violent event begins and law enforcement arrives. A comprehensive crisis intervention plan includes procedures for emergency situations. Each teacher retains a copy of the plan, along with safeguards maintaining accountability of all students in a crisis.

To promote diversity, Heritage has implemented a school-wide Positive Behavioral Support (PBIS) program which is used to address challenging behaviors. PBIS consists of students, teachers & administrators who create, promote, and reward positive student behavior expectations.

Special education and at-risk students use the Why Try and the Life Centered Career Education programs to help develop social and decision-making skills and assist with the transition to life after high school.

Documentation of office referrals for Monday Schools, In-school suspensions, Out-of-school suspensions, and Expulsions are maintained by the school administration. Student bus misbehaviors are processed by the transportation office and seldom affect classroom performance.

Suspension and Expulsions

	In School Suspensions	Out of School Suspensions	Expulsions
2013-2014	218	95	2
2014-2015	280	112	4
2015-2016	212	109	14
2016-2017	120.5	221.5	10
2017-2018	191	72	8

Comprehensive Needs Assessment

Math: In 2017-18, the 10th graders had a 26% pass rate on the Algebra I ISTEP. Our special education population only had a 7% pass rate. Our EL population had a pass rate of 4%. Our 8th grade students had a 54% pass rate, and our 7th grade students had a 50% pass rate. To address the math achievement gap, East Allen County Schools has implemented a core curriculum based on differentiating instruction to meet the needs of all students. Seventh and eighth grade students with low math scores have been placed in blocked math classes that meet for an extra 30 min.

Language Arts: In 2017-18, the 10th graders had a 52% pass rate on the English 10 ISTEP. Our special education population had a 0% pass rate. Our EL population had a pass rate of 4%. To address the learning gaps between the special education population, the Asian population, and the general education students, East Allen County schools has a bundled curriculum for all grade levels. All EL students with a WIDA score of 2 or above are placed in a general education English class. An EL teacher co-teaches one 9th grade English class and two 10th grade English classes. These classes have the majority of the lower level EL students in them. We have a full-time instructional coach available to assist in all classrooms. In addition, we launched the 8 Step process during the 2014-15 school year, which includes a half hour success time four times per week. During this time, students who show low English achievement are placed in English remediation groups.

Free/Reduced Lunch: The free and reduced lunch population has been increasing steadily. This would account for some of the growth in the performance gap between the general population and those eligible for Free/Reduced lunch. In 2018, 38% of 8th graders on free/reduced lunch passed the language arts portion and 29% passed the math portion of the ISTEP+. For 7th grade, 54% passed language arts and 49% passed math in 2018. At 10th grade, 34% of Free/reduced lunch students passed the language arts portion and 15% passed math.

Special Education: For the ISTEP administered during the 2017-18 school year, 7th graders at Heritage who were in the special education program had an 24% pass rate on

the English portion of ISTEP+, and an 24% pass rate on the math portion. Eighth graders in the special education program had a 10% pass rate for English, and a 16% pass rate on math. Tenth graders in the special education program had a 0% pass rate in English and 7% pass rate in math.

Disability	Number of Students
Learning Disability	49
Autism Spectrum Disorder	6
Cognitive Disability	18
Other Health Impaired	18
Emotional Disability	26
Visual Impairment	1
Total	118

Immediate Improvement Needs Language Arts and Math:

Academic Needs:

- ***EL (Burmese) students*** show the greatest need in achieving grade level material, especially in the area of Language Arts.
- ***Low math areas:*** Computation, problem solving, number sense, algebra functions, data analysis and probability
- ***Low reading / language areas:*** Point of view, theme/main idea, literal figurative meaning, and citing textual evidence
- ***Applied skills:*** Key errors made by students not meeting standards across grades and assessment tools are reading comprehension and math computation.

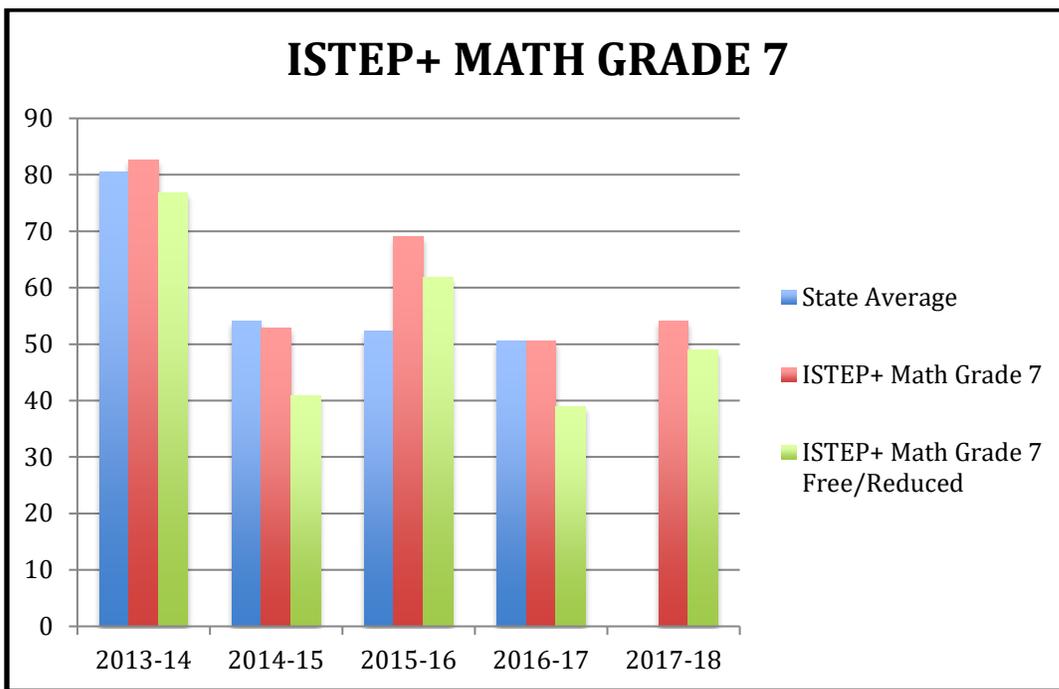
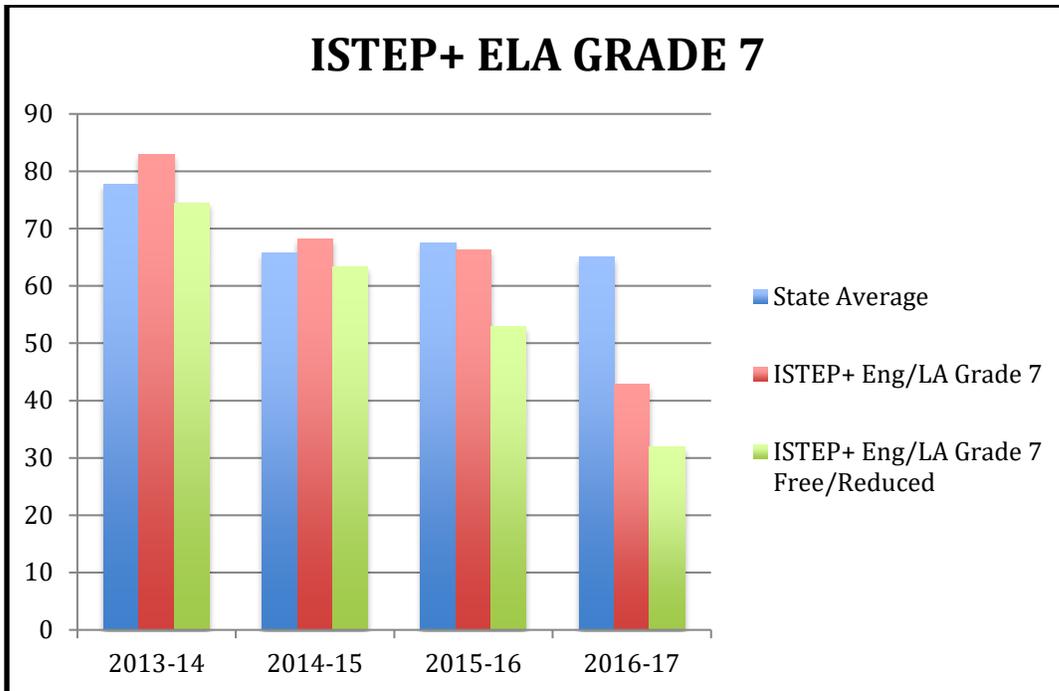
As our areas of concern are reading comprehension and computation with real numbers, Heritage needs to refocus its staff to become “reading” and “math” teachers across the curriculum. We cannot assume that most students come to the secondary level with the literacy skills necessary to accomplish the curriculum goals. All students can benefit from reading comprehension strategies and programs that promote better literacy skills. Resources need to be allocated for staff development in this area and for student resources such as Success Time, My Virtual Reading Coach, 6+1 Writing Traits and Edgenuity. A common math goal will also support areas needing most improvement based on ISTEP+ and Core 40 test results. Response to Intervention training will be utilized to assess and remediate struggling students in both academics and behavior.

Due to the transitional process of East Allen County Schools, Heritage will continue to look at English Learner (EL) scores from the WIDA test. Heritage will continue to address the needs of the growing EL population through curriculum and resource development. Staff training will also be a major focus in regards to the growing EL population.

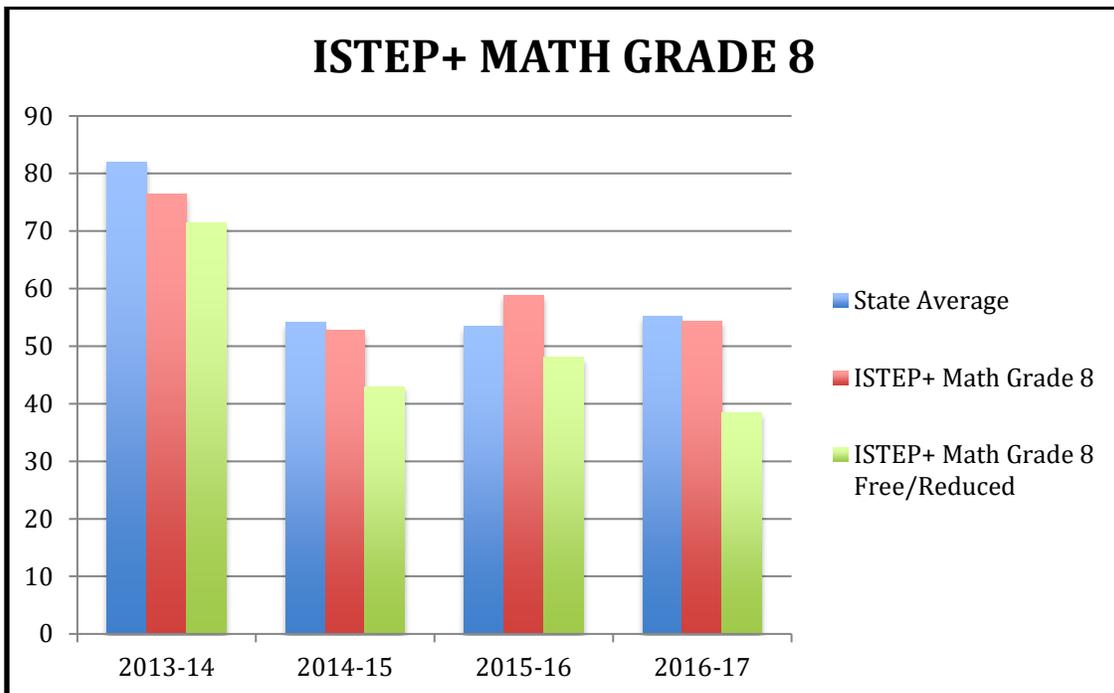
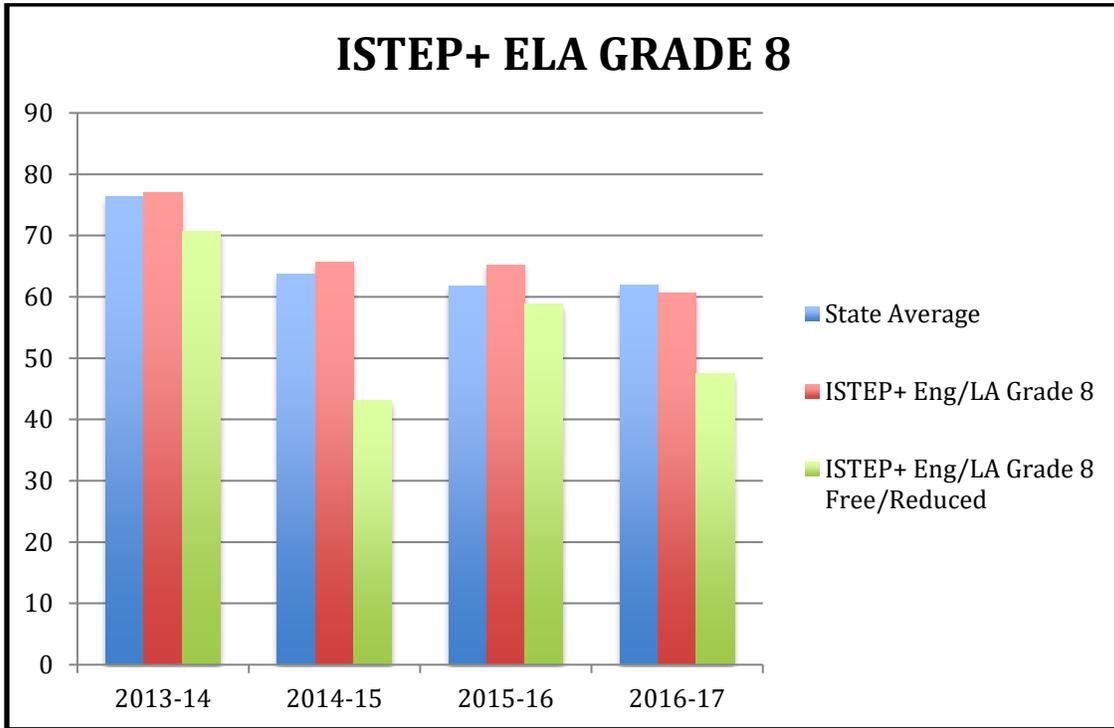
Additional Concerns for 2018-19

- ***Student suspensions/expulsions:*** During the 2017-18 school year, there were 191 in-school suspensions, 72 out-of school suspensions, and 8 expulsions. The number of our of school suspensions has dropped, but the number of in-school suspensions has dramatically risen.
- ***Attendance rate*** in 2017-18 it was 95.1%. We speculate that the drop is due to our high mobility rates.
- ***Teacher Mobility Rates:*** In 2018-19, 22% of the certified staff were assigned to new positions or are new to the school.
- ***Professional Development Opportunities:*** Teachers participated in professional development workshops throughout the year. Professional Development was offered in literacy, technology, math, ESL, NWEA, and data analysis, as well as strategies to improve instruction. Additional professional development in EL Instruction and reading/vocabulary instruction would be beneficial.
- ***Parent Involvement:*** There was 33% participation in 2018 Fall Parent-Teacher conferences.
- ***Graduation Rate:*** Our graduation rate continues to hover in the low 90s. This can be attributed in part to our high mobility and EL rates. Increased support for the low ability and EL students will help improve our graduation rates.

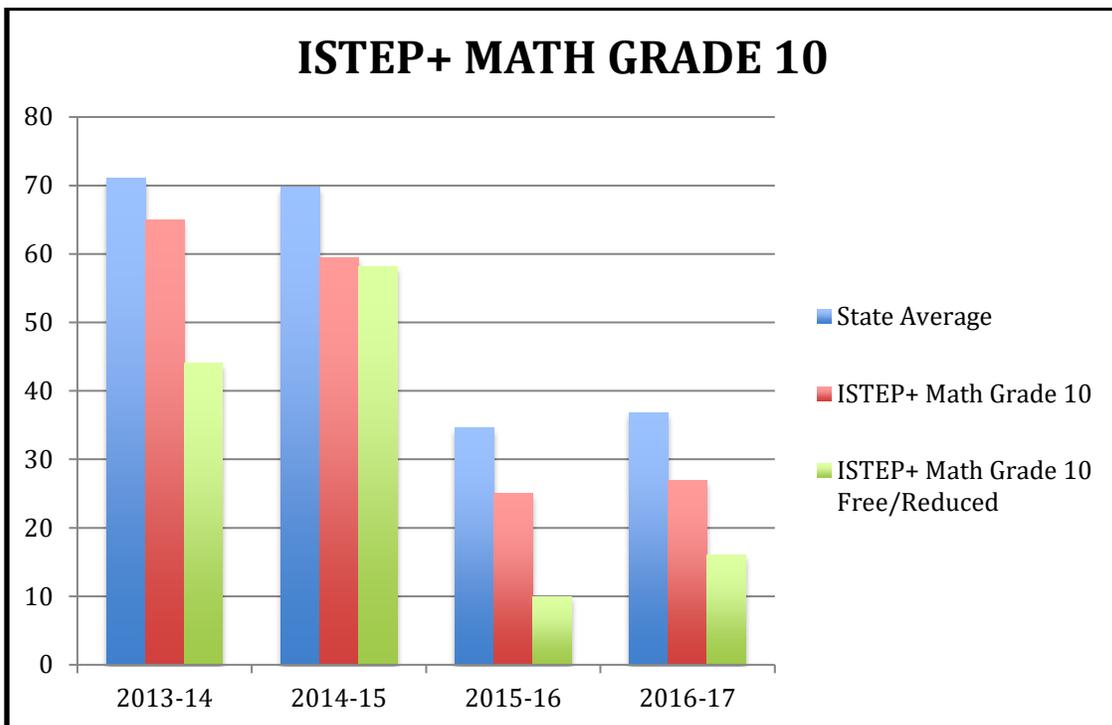
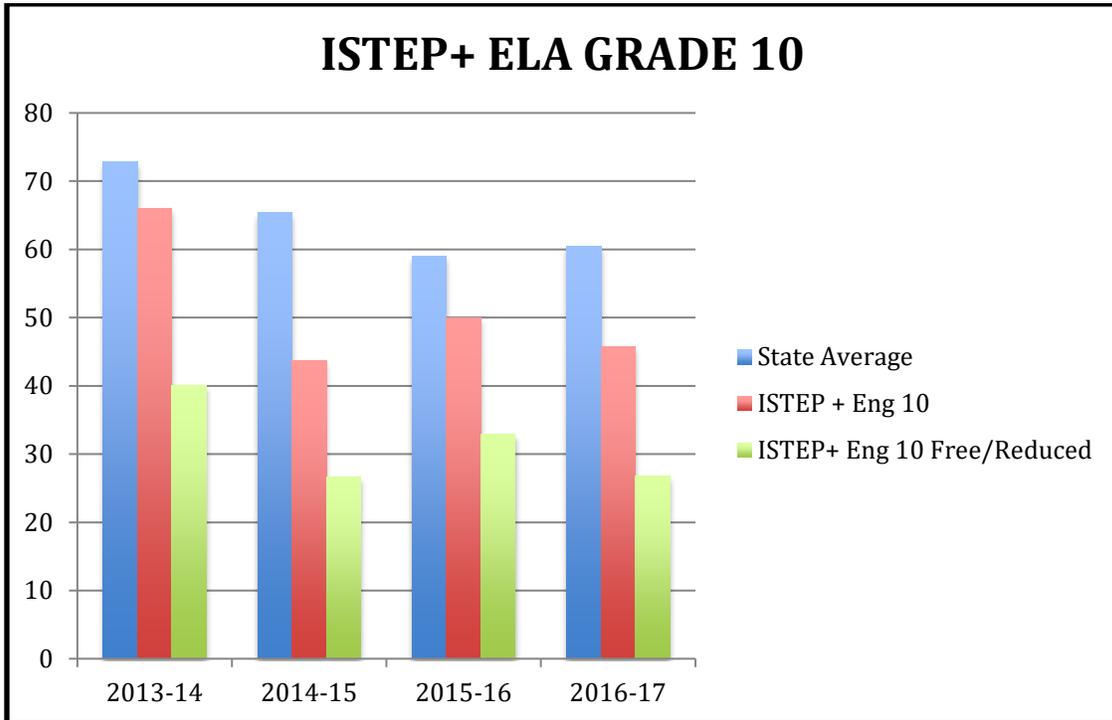
ISTEP+ Data



ISTEP+ Data



ISTEP+/ECA Data



Research-Based Principles for Comprehensive Reform

Based on our comprehensive needs assessment, it is clear that we must utilize a myriad of programs and interventions. We know that we need a clear, detailed plan to move our school forward and in turn have a positive effect on student performance. The following is a detailed description of the research-based practices that Heritage will utilize during the school year:

Bundled Curriculum: East Allen County Schools uses a district-wide, bundled curriculum for all English and Math classes. These bundles include essential questions for each unit and are correlated to the College and Career Ready Indiana Academic Standards. The bundles are reviewed and revised each summer. The bundles are embedded with WIDA standards & MPI's, as well as strategies and resources to help meet the needs of our EL population. Bundles can be found on the EACS shared server and on Canvas.

RTI or Response-to-Intervention: RtI includes a school-wide, multi-level instructional and behavioral system for preventing school failure through screening, progress monitoring, and data-based decision making for instruction, movement within the multi-level system, and disability identification.

Edgenuity/Moby Max: Edgenuity is used in grades 9-12, and Moby Max is used for grades 7 & 8. Both deliver standards-aligned curricula that provide interactive, self-paced, challenging, engaging activities. Activities promote exploration, individual and cooperative learning, problem solving, reflection, and real-world connections. These programs apply current and confirmed research about how students think and learn. Edgenuity is also used as a credit recovery measure at the high school level.

Technology: Smart boards equipped with Apple TV are located in most classrooms for teacher and student use. In addition, all students have Ipads that are used for classroom activities and homework. Many subject areas have the entire curriculum available on the IPads.

6+1 Writing Traits: Used in all English classes, 6+1 Writing Traits instruction is a district-wide initiative designed to help teachers understand the skills students need to become better writers and develop powerful lessons for creating a writing environment. In addition, the lessons and vocabulary used to develop these skills allow teachers and students to communicate and understand writing using a common language. Students develop a better understanding of the traits needed for good writing and begin to develop those skills over time. The assessment tools used by the district are based on ISTEP+ and the Six Traits writing rubrics.

A.L.I.C.E.: All teachers and staff members have participated in the ALICE training that began in the spring of 2014. We continue to offer training and practice drill throughout the school year. The ALICE (Alert, Lockdown, Inform, Counter, Evacuate) Training instructor program certifies local representatives to teach proactive survival strategies in violent intruder or active shooter situations. This helps save lives by providing training that will bridge the gap between the time a violent event begins and law enforcement arrives.

Math DMR: Used to develop mathematical reasoning and problem solving abilities, build computational skills, and deepen conceptual understanding. Every math class starts with Daily Math Review (DMR). This is used to review math skills that have already been taught but students have yet to master. Each DMR includes math review and mental math. The data from the DMR is then analyzed to determine whether the skill has been mastered.

My Virtual Reading Coach: My Virtual Reading Coach improves students' reading performance by assessing reading abilities, developing an individual student syllabus, differentiating instruction, and providing mastery-based activities to address reading gaps. It then provides interactive lessons with media-rich content, direct, explicit, and systematic instruction, scaffold instruction and remediation, virtual reading specialists and speech pathologists, self-paced and mastery-based instruction, and immediate and specific feedback.

Read 180: READ 180 is a comprehensive system of curriculum, instruction, assessment, and professional development proven to raise reading achievement for struggling readers in grades 4–12+. Designed for any student reading two or more years below grade-level, READ 180 leverages adaptive technology to individualize instruction for students and provides data to teachers.

Character Counts: Character Counts is a character education program that improves classroom management, academic achievement, and school climate.

PBIS: Positive Behavioral Interventions and Supports is a method that provides program models appropriate behaviors and rewards students who exhibit those behaviors.

Texts and Lessons for Content Area Reading: The book authored by Daniels and Steineke helps support content area teachers and language arts teachers alike by pairing more than 75 short, kid-tested reproducible non-fiction texts with 33 simple, ready-to-go lessons that deepen comprehension and support effective collaboration.

8-Step: The *8-Step Process* was developed by teachers who were having success with all of their students, as evidenced by State testing achievement scores, particularly with at-risk students—those labeled as special education students, English language learners and students of poverty. It works because it is a *process*—not a *program*—and teachers

manage it through the use of quality tools and specific process strategies. Implementation of this process addresses both equity and excellence for teaching and for learning.

Support for “low” and “high” achieving students

Special Education: Heritage offers many levels of support for children identified through the RTI process who have special education needs. Autism Spectrum Disorder, Communication Disorder, Learning Disability, Mental Disability, Hearing Impairment, Vision Impairment, Emotional Disability, Multiple Disability, Orthopedic Impairment, Traumatic Brain Injury, and Other Health Impairments are areas in which licensed teachers and highly qualified paraprofessionals provide services. These individuals serve on the RtI committee.

Resource Services: A licensed, highly qualified teacher provides instruction for students who have been identified through the RtI model as needing academic support but do not qualify for special services. They provide building level support to educators. They serve as members of the RtI committee.

Basic Skills Classes: Eleventh and twelfth grade students who have not passed the English 10 ECA and/or the Algebra I ECA are placed in and English and/or algebra basic skills class to help bring them up to grade level.

Algebra Lab: Students who struggle with beginning algebra concepts are placed in an algebra lab class to receive additional instruction.

Curriculum Bundles: Teachers have created district-wide curriculum bundles for all English and math classes. Included in each bundle is a performance task that meets the needs of a variety of learning styles. Each performance task also includes MPI's to help teachers adapt lessons for EL students.

English Blocks: All junior high language classes are 2 periods long. One period is used for literature and one period is used for grammar/writing.

Math Blocks: Junior high students and Algebra I students with low ISTEP+ math scores are placed in 2 periods of math.

Read 180 is an intervention for students who are reading below grade level. The teacher and the literacy coach receive on-going training in the Read 180 process.

LCCE is an educational system designed to provide individuals with the important skills that they need to function successfully as productive workers and independent, fulfilled individuals. LCCE is used with our special education students.

EACS AMAO Improvement Plan—Heritage is working with district leaders to help LEP students achieve learning goals. These goals include increasing the number of LEP students who reach an overall Level 5 and increasing the LEP subgroup pass rate for ISTEP+ in grades 7-10.

Links (Linking Assessment and Instruction for Independence) is an evidence-based, comprehensive, web-based curriculum to teach upper elementary, secondary and postsecondary students with autism and other developmental disabilities to be independent across school, community and vocational routines.

JAG: Jobs for America’s Graduates is a school-to-career program that has a mission to keep young people in school through graduation. The focus is on providing work-based learning experiences that will lead to career advancement opportunities or to enrollment in a post-secondary institution.

Project-Based Learning: Students work in teams to explore real-world problems and create presentations to share what they have learned. Compared with learning solely from textbooks, this approach has many benefits for students, including deeper knowledge of subject matter, increased self-direction and motivation, and improved research and problem-solving skills.

Co-Teaching: Techniques are utilized to integrate and assist Special Needs and English Language Learner students with their instruction in the general education classroom. Math and English classes that contain multiple Special Ed students are co-taught with the Special Ed teacher and the content teacher while English classes that contain EL students are co-taught with two English teachers, one of whom specializes in EL.

Success Time: Four times per week, students meet in success time groups. Low and medium achieving students in grades 7-10 receive remediation in English and/or math. Junior and senior students who have not passed ECA also receive remediation. Those who have passed ECA are placed in groups for college and career readiness preparation.

ICE/OSI Programs: Students have the opportunity to intern or work in career fields of interest outside of the school environment. These real-world placements give students the opportunity to connect academics to the world of work.

Dual Credit and Collegiate Connection: Heritage offers 9 dual credit courses. Dual credit programs offer IPFW, Ivy Tech, and Trine University college credit while still in high school. EACS students also have an opportunity to earn college credit for coursework taken and earned via Anthis Career Center. Students are enrolled in dual credit courses totaling 720 college credits for the 2018-19 school year.

Advanced Placement/Honors Classes: Heritage offers 4 Advanced Placement courses. These are courses with college-level rigor. Upon completion of the course, students who score at least a 3 out of 5 on the corresponding AP test may receive college credit for that course. Heritage also offers honors classes for English 9 and English 10.

EACS High Ability Plan: EACS offers high ability programs for grades k-12 to provide educational choices that engage and challenge high ability learners.

School-Wide Reform Strategies

Goal Submission

Upon evaluation of achievement data over the past three years through staff in-service meetings and School Improvement Committee Meetings, Heritage has chosen the following goals for their school improvement plan:

Goal #1

All students will improve reading comprehension skills across the curriculum.

- ISTEP+ Reading Comprehension and Writing Scores (grades 7-10)
- NWEA
- Scantron Assessments
- End-of-Course Assessment

Goal #2

All students will improve in adding, subtracting, multiplying and dividing real numbers (decimals, fractions and integers) without a calculator.

- ISTEP+ Computation Scores (Grade 7 and 8)
- NWEA
- Scantron Assessments
- End-Of-Course Assessments

Goal #3

English Learner (EL) students will increase their average reading and writing scores by .5+.

- NWEA
- Scantron Assessments
- WIDA Access Assessments

Instruction by Highly Qualified Teachers

All of the teachers at Heritage Jr./Sr. High School are highly qualified and many hold a master's degree.

Teacher	Subject Area	HQ by:	Masters
Albietz, Deena	Librarian	24 credit hours	X
Alexander, David	Spanish/English	PRAXIS	
Alexander, Gail	Language Arts	24 credit hours	X
Bultemeier, Eric	Science	24 credit hours	
Bunnell, Joel	Language Arts	PRAXIS	
Church, Deena	Visual Arts	PRAXIS	
Donahue, Tonya	Language Arts	24 credit hours	X
Easterday, Jeff	Science	PRAXIS	X
Edholm, Kelsey	Science	PRAXIS	
Emrah, Tori	Special Education	PRAXIS	
Flood, Molly	Language Arts	24 credit hours	
Fuelling, Jonathan	Science	24 credit hours	X
Fuelling, Rachel	Special Education	24 credit hours	
Gettys, Jessica	Special Education	24 credit hours	X
Gray, Adam	PE	REPA	
Habisch, Jason	Social Studies	24 credit hours	X
Harris, Katie	Language Arts	PRAXIS	X
Hoting, Sharla	Special Education	PRAXIS	X
Johns, Ken	Agriculture	24 credit hours	
Johnson, Allison	Language Arts	24 credit hours	
Kleinschmidt, Chad	Science	24 credit hours	
Kolkman, Casey	Remediation	24 credit hours	
Kosmoski, Andra	Mathematics	24 credit hours	
Laycock, Keegan	Visual Arts	PRAXIS	X
Lehrman, Dean	Mathematics	24 credit hours	X
Luginbill, Angela	Mathematics	24 credit hours	X
Martin, Ryan	Special Education	PRAXIS	
Meintel, Norm	Social Studies	24 credit hours	X
Meyer, Kameron	Business/Social Studies	PRAXIS	X
Minchski, Amanda	Business	PRAXIS	X
Parr, Matthew	Mathematics	PRAXIS	X
Pfenning, Josiah	Music	PRAXIS	
Pierce, Katie	English	24 credit hours	X
Pollock, Kathy	Curriculum Coach	PRAXIS	X
Roller, Kimberley	Language Arts	24 credit hours	X
Rowe, Jennifer	Special Education	REPA	
Shirey, Michael	Agriculture	24 credit hours	X
Shovlin, Erica	Business	PRAXIS	X
Sisson, Nicole	Health/PE	PRAXIS	
Smith, Matthew	Mathematics	24 credit hours	X
Sutherland, Ben	Mathematics	24 credit hours	
Tigulis, Abby	Social Studies	24 credit hours	X
Tigulis, Nico	PE	24 credit hours	X
Whitacre, Natalie	Social Studies	PRAXIS	
Yanez, Mercedes	Spanish	REPA	

High Quality and On-Going Professional Development

Heritage's school improvement goals, student testing data and district initiatives guide our scheduling for staff development. The focus of professional development at Heritage is reading/language arts, student behavior/management, and math. All teachers and instructional staff at Heritage take part in professional development throughout the year. This training is ongoing and job embedded. The following professional development has supported Heritage teachers in preparing students.

- ***The Instructional Coach*** attends all professional development that deals with all disciplines so as to support staff members in their efforts of implementation. She is a trainer within our building and district level. The instructional coach provides instruction to students, using student data analysis. Dialogic conversations and observations take place with teachers. A large part of the professional development for the building is provided by her, including professional development for the English and math departments.
- ***Crisis Prevention Intervention*** is training provided to selected staff members to provide assistance for students who need behavioral interventions.
- ***Paraprofessional Training*** is an ongoing offering of topics to focus on supporting teachers' efforts and student development.
- ***Fred Jones Training*** has been offered to all faculty members in an attempt to have a common understanding of discipline and behavior management strategies.
- ***Focused observations and "walk-throughs"*** are used to determine the effectiveness of staff development. Feedback from outside technical assistants, our coach, and school administrators will also be considered to determine strategic areas for improvement. Plans for future staff development will reflect the identified strategies as recommended by the evaluation.
- ***Balanced Math*** is focused instruction on grade level standards that are essential for student learning and are driven by performance indicators. All math teachers have had training on this concept along with collaboration time in department meetings.
- ***6+1 Writing Traits*** is a writing method used in junior high English classrooms. All junior high writing teachers have been trained in this method.
- ***Data Analysis: Math and English Teachers*** have been allocated 4 days to spend analyzing ISTEP/ECA data, Acuity data, and 4 ½ week assessments and developing techniques to better meet the needs of students who have not passed.
- ***EL Training:*** English, math, science, and social studies teachers have been trained to help EL students better develop their vocabulary. This training also included the use of MPIs to modify EL assignments.

High Quality Teachers to High Need Schools

Heritage Jr/Sr High School attracts high-quality teachers in the following ways:

- When Heritage is given the opportunity to hire teachers, substitutes who have displayed exemplary skills, developed positive relationships with both students and staff, and enriched the culture are given due consideration.
- Heritage is close in proximity to several universities that offer teacher-education programs, including Indiana University-Purdue University Fort Wayne, the University of Saint Francis, and Indiana Wesleyan University. IPFW works closely with our school in developing future leaders through observations, student teaching, and substituting.
- The East Allen County School district offers and funds professional development for teachers.

Strategies to Promote Effective Parental Involvement

Heritage Jr/Sr High School encourages its stakeholders to stay informed with reference to issues and initiatives taking place within the building.

Our parents are involved in various meaningful, relationship building activities that support their children's learning.

- Parents attend "Back to School Night" and scheduled Parent /Teacher Conferences. Translators are available for those parents who need language support.
- Parent volunteers are active in organizations such as Band Boosters.
- Weekly emailed grade reports and quarterly report cards are used to inform parents of their students' academic performance.
- Assessment reports, such as ISTEP+, PSAT, and ECA are sent home throughout the year after the testing information is gathered and disaggregated. This data describes the students' current abilities, growth they have made, and where they should be for their current age and grade in school.
- Telephone conferences, informal parent/teacher conferences, and Individual Education Plan meetings are held with parent attendance, when appropriate. Parent initiated contact is always encouraged.
- Parents have access to student information via RDS.
- School Messenger is a tool for parent notification of events relating to the school. A message is programmed into the system and then all Heritage families receive a phone call with that message.

- A newsletter is emailed home each week.
- Parents who have access to a computer can view the EACS website and Canvas for more school happenings or class-specific information. Canvas includes an overview in each subject area, weekly standards in all areas, homework assignments, and tips for parents. It also serves as a valuable communication tool between school and home.
- A district provided translator has been assigned to Heritage to help with language needs of the EL students and parents. This translator travels to the EL students' homes for parent teacher conferences to provide student-specific information to non-English speaking parents.

Measures to Include Teachers in Academic Assessments

Teacher representatives, instructional coach, principal, and district representatives review and design assessments. Current instructional measures, along with data, are utilized in making decisions concerning the improvement of individual student achievement levels and the overall instructional program.

Teachers collect, report, and use data for reading fluency, comprehension, writing language, math computation, and problem solving. ISTEP+, SRI, 4 week assessments, NWEA, and other data is collected throughout the year. Data from all of these assessments is used to guide and target instruction.

Initially, the instructional coach and classroom teachers analyze assessment data to determine achievement levels of individual students. Instructional and curricular decisions are made regarding remediation and intervention on an individual, small group, or whole group basis. Adjustments in the pace and content are made based on the needs of students across the grade level or department.

Then, the data is analyzed at a school level. Departments use weekly collaboration time as well as in-service time for data analysis. Current data is mined to determine weaknesses and strengths in the curriculum and/or instruction. Teachers identify best practices, strategies, and/or curriculum changes to improve student learning and performance.

The final step is to have members of the Math and Language Arts committees review, develop, and articulate implementation action plans. After a period of implementation, it is the committees' responsibility to reconvene, review, and modify when necessary the plan of action.

Effective, Timely Assistance

The identification of students for programs, interventions and high ability groupings are accomplished through evaluation of testing data. These programs service those students who are most in need, based on assessment. Resources for these programs are used more efficiently because of the ongoing identification process. Using assessment data, teachers are able to group students for targeted instruction.

- **Classroom assessments and observations** are gathered daily. Formative and summative assessments also provide staff with valuable achievement information needed to inform their instruction. All grades take the NWEA predictive tests in the areas of Language Arts and Math three times a year. All grade levels of Language Arts and Math students take 4 week assessments to determine their comprehension of the core standards. ISTEP+ and ECA scores and other district assessments are used to identify student need and skill level. Universal assessment data and progress monitoring are used to track student achievement over time and guide targeted lesson planning.
- **4½ Week Assessments** are aligned with the College and Career Ready Indiana Academic Standards and the school's Instructional Calendar. The formative assessments are designed to reflect the format and rigor of the state's ISTEP+ and ECA tests. These short, frequent assessments allow teachers to:
 - Check for understanding
 - Tell which students are learning and which need more help
 - Chart student progress
 - Adjust teaching methods to achieve better results
 - Modify the Instructional Calendar as needed for re-teaching or acceleration
- **RtI Committee** (Response to Intervention and Instruction), a committee of individuals (parents, legal guardian, principal, special education, student services, classroom teachers, and any other appropriate staff or community members deemed necessary) meets at the request of staff or parent to review data gathered in an effort to identify key strengths and weaknesses and investigate and provide students and families with resources that can support student success or achievement. Assessments allow teachers to determine levels of mastery and acquisition of skills. Overall, instructional planning and curricular decisions are based on demonstrated needs of students through assessment evaluation. Teachers use content to facilitate the learning of skills and mastery of standards based on assessment data. Each RTI students' progress is monitored quarterly.

- ***Special Education Students (IEP)***, when identified, are provided with the services they are eligible to receive.
- ***Resource Staff*** provides support for students that are not at benchmark in the areas of language arts and math.
- Heritage has two full-time ***EL (English Learner)*** instructors, one full time Burmese interpreter, and one paraprofessional to facilitate the learning of non-English speaking students. Through the school corporation, we have access to interpreters and translators for multiple languages.
- An ***intervention/remediation program*** is in place to assist those students who need assistance in English and/or Math. A Basic Skills Math class is available at the junior high level. Math and Language basic skills classes are available for high school students who have not passed the ECA.
- ***Core Curriculum:*** The instructional practices that are implemented with the core curriculum are researched-based and support the achievement of the College and Career Ready Indiana Academic Standards.

Check List for School Improvement Plan

Item	Page Number
Narrative description of the school, the community, and the educational programs	5-9, 16-20
Description and location of curriculum	16
Titles and descriptions of assessment instruments to be used in addition to ISTEP+	15, 23-27
Statement of mission, vision, or beliefs	3
Summary of data derived from an assessment of the current status of educational programming, including the following: <ul style="list-style-type: none"> • Data, including graphs, from the annual performance report • Other information about educational programming and the learning environment 	13-15 16-20
Information about how the school's curriculum supports the achievement of Indiana Academic Standards	16
Information about how the school's instructional strategies support the achievement of Indiana Academic Standards	16-20
Conclusions about student achievement, based on information from ISTEP+ and other assessment strategies	10
Parental participation in the school (planning, reviewing the SIP)	2, 24
Technology as a learning tool	16-17
Safe and disciplined learning environment	9
Professional development	23-24
Student achievement objectives/goals, derived from an assessment of the current status of educational programming on attendance rate	11-12
Student achievement objectives/goals, derived from an assessment of the current status of educational programming on percentage of students meeting academic standards under the ISTEP+ program	19-20
Student achievement objectives/goals, derived from an assessment of the current status of educational programming on graduation rate (for secondary schools)	12
Specific areas where improvement is needed immediately	10-11
Benchmarks for progress that specify how and to what extent the school expects to make continuous improvement in all areas of the educational system	29-36
Academic Honors Diploma and Core 40 information, including provisions to offer courses that allow all students to become eligible to earn the Academic Honors Diploma, and provisions to encourage all students to earn an Academic Honors Diploma or to complete the Core 40 curriculum	18-20
Proposed interventions (strategies) based on student achievement objectives/goals	29-36
Professional development that emphasizes improvement of student learning and performance, supports improvement efforts, and includes methods to improve the cultural competency of teachers, administrators, staff, parents, and students.	22-23
Statutes and rules to be waived	
Time line for implementation, review, and revision	29-36
Cultural Competency	
Evidence that identifies the racial, ethnic, language-minority, cultural, exceptional learning, and socioeconomic groups that are included in the school's student population; incorporates culturally appropriate strategies for increasing educational opportunities and educational performance for each group in the school's plan; and recommends areas in which additional professional development is necessary to increase cultural competency in the school's educational environment.	5-7 20 12

School Improvement Action Plan for Heritage High School

<p>Goal: Heritage Students will improve in reading comprehension across the curriculum.</p> <p>Benchmark: Heritage Students will show a 5% increase in English 10 ECA scores and the Language Arts portion of ISTEP+. Heritage students who are in the “free and reduced” ISTEP+ and English Language Learners sub-group will show a 5% increase in English ECA scores.</p>						
<p>Support Data: Previous I-STEP+ Results, Standardized Assessments: Core 40, I-STEP+ Comprehension Sub Scores, NWEA Local Assessments: Edgenuity, Moby Max, Literary Analysis Scores, and 4 ½ week assessments</p>						
<p>Intervention # 1: Students will receive instruction in comprehension across the curriculum.</p>					<p>Research/Best Practices: District Curriculum, <u>Guided Readers and Writers - Fountas/Pinnell</u>, <u>Comprehension and Fluency - Fountas/Pinnell</u>, <u>What Research Has to Say About Reading</u> – Samuels, Texts and Lesson – for Content Area Reading – Steineke and Daniels</p>	
	Activity	Person Responsible	Timeline Beginning	Timeline End	Resources	Monitoring Activity
1.	A small group of identified students will engage in 30 minutes a day of computer assisted reading comprehension activities under the READ 180 guidelines.	Student Read 180 Teacher Instructional Coach	2018	2019	READ 180 Program and accompanying resources.	Classroom Assessments and the READ 180 report system.
2.	Students will participate in written reading reflection three times per week.	Student Staff Instructional Coach	2018	2019	Classroom Libraries, Reading Reflection Logs.	Walk-Thru, Observations and Audits.
3.	All Staff will provide the students opportunities to respond to written text in both verbal and written form.	Student All Staff Instructional Coach	2018	2019	District Curriculum and Textbooks.	Walk- thru, observation, Audits and Exams.
4.	High School English students will write two literary response essays per semester.	Student English Teachers	2018	2019	Textbooks, Novels, Computers, District Bundled Curriculum.	Essay Prompts, Walk-Thru, Observations.
5.	All students in grades 7-10 will have the opportunity to use the Moby Max or Edgenuity Program to work on leveled comprehension skills. Language Lab classes will have access to Moby Max or Edgenuity.	Students All Staff District Technology Instructional Coach	2018	2019	Edgenuity Program, Moby Max Program, Computers. Developmental Reading	Walk-Thru, Student Reports, Computer Lab Schedule.
6.	Text Evidence Strategies – Students will cite examples and note page numbers of where they found information in a text.	Students All Staff	2018	2019	District Curriculum and Resources	Walk- thru, observation, Audits and Exams.

School Improvement Action Plan for Heritage High School

<p>Goal: Heritage Students will improve in reading comprehension and writing conventions across the curriculum.</p> <p>Benchmark: Heritage Students will show a 5% increase in English 10 ECA scores and the Language Arts portion of ISTEP+. Heritage students who are in the “free and reduced” ISTEP+ and English Language Learners sub-group will show a 5% increase in English ECA scores.</p> <p>Support Data: Previous I-STEP+ Results, Acuity Scores.</p> <p>Standardized Assessments: Core 40, I-STEP+ Comprehension Sub Scores, NWEA.</p> <p>Local Assessments: Edgenuity Data, Moby Max Data Acuity Data and 4 ½ week assessments.</p>						
<p>Intervention #2: Students will receive instruction and opportunities on using vocabulary to improve comprehension.</p>					<p>Research/Best Practices: District Curriculum, <u>Guided Readers and Writers - Fountas/Pinnell</u>, <u>Comprehension and Fluency - Fountas/Pinnell</u>, <u>What Research Has to Say About Reading – Samuels</u> Texts and Lesson – for Content Area Reading – Steineke and Daniels</p>	
	Activity	Person Responsible	Timeline Beginning	Timeline End	Resources	Monitoring Activity
1.	Staff will provide regular opportunities to learn and use new vocabulary, including the district curriculums core vocabulary words. Student will also be provided a Language Lab class based on formalized testing results	Student All Staff Instructional Coach	2018	2019	District Curriculum, Core Vocabulary, W-R Notebook, Word Walls.	Walk-Thru, Observation, Audits, Web Lesson Plans
2.	Junior high students will participate in written differentiated vocabulary strategies in the Moby Max computer program.	Student Staff Instructional Coach	2018	2019	Computer Lab Program Materials	Walk-Thru, Observations Audits, and Student Data
3.	Read 180 students will be provided a unique set of vocabulary words to practice for every unit of study.	Student Read 180 Teacher	2018	2019	Read 180 Program Books Computers	NWEA Scores and Walk-Thru Observations
4.	All students will use technology to acquire and practice vocabulary words.	Student Teacher Instructional Coach	2018	2019	IPAD aps Smart Boards	NWEA scores Observations

School Improvement Action Plan for Heritage High School

<p>Goal: All Heritage Students will improve in adding, subtracting, multiplying and dividing real numbers (decimals, fractions and integers) without a calculator therefore improving standardized test scores.</p> <p>Benchmark: Heritage students (tested grades 7-9) will demonstrate a 10% growth in math ISTEP+. Heritage students in the “free and reduced” ISTEP+ and English Language Learners sub-group will show a 10% increase in ISTEP+ math.</p> <p>Support Data: Previous I-STEP+ and Acuity Scores, Classroom Assessments</p> <p>Standardized Assessments: Acuity Scores, ECA, I-STEP+ Math Scores</p> <p>Local Assessments: Textbook Chapter Test, Timed Test, Moby Max, Edgenuity, Bundle Performance Task and 4/1/2 week assessments.</p>						
<p>Intervention # 2: Students will receive varied classroom instruction in computation strategies.</p>					<p>Research/Best Practices: District Curriculum (time-tests), Moby Max, Edgenuity, Ruby Payne <u>Framework for Understanding Poverty</u>, Fred Jones <u>Tools for Teaching</u></p>	
	Activity	Person Responsible	Timeline Beginning	Timeline End	Resources	Monitoring Activity
1.	Students will take timed tests on operations with rational numbers one time per month.	Student Teacher	2018	2019	District Curriculum.	Classroom Assessments, Administrator Walk-Thru and Audits
2.	Staff will provide students with mental models to comprehend using the four operations of mathematics using rational numbers.	Student Teacher	2018	2019	Ruby Payne <u>Framework for Understanding Poverty</u> , Textbooks.	Walk-Thru, Observations, Audits, Web and Web Lesson Plans
3.	Junior High Students will have the opportunity to use Moby Max as an electronic tutorial in the area of math.	Student Teacher Parent	2018	2019	Computers and Moby Max Program.	Computer Lab Schedule Edgenuity and/or Moby Max Class Reports
4.	Students with an IEP in junior high will be placed in a math class with a resource room teacher or paraprofessional.	Students Teacher Resource Teacher	2018	2019	Computers and Moby Max Program.	Walk-thru, Observation, Audits, and Web Lesson Plans.
5.	Select students that did not pass the previous year I-STEP+ will be placed in a basic skills development class.	Student Basic Skills Teacher Guidance	2018	2019	I-STEP+ Scores, Textbook, remediation materials, timed tests.	Walk-thru, Observations, Audits, Web Lesson Plans.

School Improvement Action Plan for Heritage High School

<p>Goal: All Heritage Students will improve in adding, subtracting, multiplying and dividing real numbers (decimals, fractions and integers) without a calculator therefore improving standardized test scores.</p> <p>Benchmark: Heritage students (tested grades 7-9) will demonstrate a growth of 10% in math ISTEP+. Heritage students in the “free and reduced” ISTEP+ and English Language Learners sub-group will show a 10% increase in ISTEP+ math.</p> <p>Support Data: Previous I-STEP+ and Acuity Scores, Student Grade Reports</p> <p>Standardized Assessments: Acuity Scores, ECA, I-STEP+ Math Scores</p> <p>Local Assessments: Textbook Chapter Test, Timed Test, Moby Max, Edgenuity, and 4 ½ week assessments.</p>						
<p>Intervention # 2: Students will receive assistance with math computation skills from parents, family members and community education partners.</p>					<p>Research/Best Practices: District Curriculum (time-tests), Edgenuity and Moby Max Program., Ruby Payne Framework for Understanding Poverty</p>	
	Activity	Person Responsible	Timeline Beginning	Timeline End	Resources	Monitoring Activity
1.	Students are given the opportunity to access Moby Max or Edgenuity at home in order to work leveled skills.	Student Teacher Parent	2018	2019	Computer Moby Max/Edgenuity Passwords	Moby Max and Edgenuity Log In Times
2.	Students will be given a set of math flashcards to be sent home and work with their parents/family members on basic computation skills.	Student Teacher Family Members Parents	2018	2019	Math Fact Flashcards	In School Math Fact Tests.
3.	Parents will be provided tips and resources for working with their children on math computation strategies at home.	Student Teacher Parents Newsletter Coordinator	2018	2019	Newsletter, Class Handouts, Letters Home from Staff.	In School Math Fact Tests Report Cards
4.	Students will be provided the opportunity to receive free tutoring from Cornerstone Youth Center.	Student, Teacher, Parent, Cornerstone Employees	2018	2019	Bus Transportation Tutors	In School Math Fact Tests Report Cards

School Improvement Action Plan for Heritage High School

Goal: Heritage English Learner (EL) students will increase their average listening and reading language proficiency.						
Benchmark: Heritage EL students will increase their listening and reading scores by .5 as measured by the WIDA Access test. 85% of Heritage EL students who are levels 4.0-4.9 will reach level 5.						
Support Data: Previous WIDA Access assessment results						
Standardized Assessments: WIDA Access						
Local Assessments: Textbook chapter tests, NWEA, Beacon Assessments, Bundle Performance Tasks						
Intervention: EL students will receive individualized class placements and lesson adaptations.					Research/Best Practices: District Curriculum (time-tests), Moby Max, Ruby Payne <u>Framework for Understanding Poverty</u>	
	Activity	Person Responsible	Timeline Beginning	Timeline End	Resources	Monitoring Activity
1.	All ENL Basic Skills students will engage in 25 minutes a day of computer assisted reading comprehension activities using My Virtual Reading Coach.	Student EL Staff	2018	2019	Computer My Virtual Reading Coach	Teacher Monitoring Student Reports
2.	EL students 2.0-4.9 who have yet to pass the English ECA will be placed in a Language Lab class to increase their reading comprehension and vocabulary skills.	Teachers Counselors Instructional Coach	2018	2019	Language Central	Walk-through Observations Student Schedules Student Work
3.	EL students 2.0-4.9 taking Freshman or Sophomore English will be placed in a co-taught English class.	Teachers Counselors Instructional Coach	2018	2019	District Curriculum MPIS	Walk-through Observations Student Schedules
4.	Staff will use MPI's available for the district curriculum bundle performance tasks to adapt lessons for EL students of varying levels.	Teachers Students	2018	2019	EACS District Curriculum WIDA App EL Training	Bundle Performance Tasks Observations Lesson Plans

Results-Based Staff Development Plan

Heritage Junior/Senior High School

Intervention:

Students will receive instruction in comprehension across the curriculum.
 Students will receive instruction and opportunities on how to use vocabulary to improve comprehension.
 Students will have the opportunity to participate in a variety of reading activities to promote reading comprehension.

Staff Development Outcome		Measure of Effectiveness			Student Outcome	
Staff will instruct students on comprehension using written and oral response. Staff will also use computer based programs to differentiate instruction of comprehension.		The staff will have students write regularly in response to reading (both informative and literary). Administrators will observe both written and oral responses to text during observations and walk-thrus.			Students will show an increase in reading comprehension (both literary and informative text) sub scores on achievement tests.	
Level	Activity	Person Responsible	Evidence of Attainment	Resources	Timeline	
Knowledge	The instructional coach will collaborate and/or train the staff in computer based programs for comprehension. The staff will also participate in a book study of Marzano and discuss strategies from the book in staff meetings. <i>“The Art and Science of Teaching.”</i> They will also receive instruction on the book <i>“Texts and Lessons for Content –Area Reading”</i> by Daniels and Steineke	SIP Team Instructional Coach Principal	Dates of Trainings and Attendance.	Professional Resources.	2018-19	
Model/ Demonstration	Staff, as well as the instructional coach, will demonstrate Marzano’s strategies and rubrics for fidelity school-wide in their classrooms and then discuss during collaboration. Also Instructional Coach will train out Texts and Lessons – for Content Area Reading – Steineke and Daniels	SIP Team Instructional Coach	Collaboration Forms.	Professional Resources. Student Work.	Collaboration Wednesdays 2018-19	
Low-risk Practice	The instructional coach will meet with teachers during individual plan time in order to discuss and practice various strategies.	Instructional Coach	Instructional Coach log and notes.	Professional Resources.	2018-19	
On-the Job Practice	Administrators will conduct walk-thrus and give feedback to staff.	Administrator	Walk-through Dates and Feedback.	Feedback Forms.	2018-19	
Follow Up	Staff will participate in an ongoing review of student scores on SRI, NWEA, ECA and ISTEP+ and 4 ½ weeks assessments to monitor growth.	SIP Team	Date of Meeting.	Data Sheet.	2018-19	

Results-Based Staff Development Plan

Heritage Junior/Senior High School

Intervention: Students will receive varied classroom instruction in computation strategies.
 Students will receive assistance with math computation skills from parents, family members and community education partners.

Staff Development Outcome		Measure of Effectiveness		Student Outcome	
-Staff will instruct students in computation strategies. -Staff will also use computer based programs to differentiate instruction of computation strategies. -Staff will utilize parents, family members, and community partners to increase student computation skills.		The staff will have students take timed computation tests regularly. Mental models will be used in all math classes for computation strategies. Staff will review data from Moby Max and Edgenuity programs to evaluate outside of school hour participation.		Students will show an increase math computation on standardized tests. Students will show an increase in math computation skills on standardized testing.	
Level	Activity	Person Responsible	Evidence of Attainment	Resources	Timeline
Knowledge	The instructional coach will collaborate and/or train the staff in computer based programs for at level remediation/extensions. Staff will collaborate on mental models used in the classroom.	SIP Team Instructional Coach	Dates of Trainings and Attendance	Professional Resources, Mental Models, Moby Max Program, Edgenuity Program	2018-19
Model/ Demonstration	Staff will model effective lessons in computation and mental models in the classroom and discuss at department meetings during collaboration.	SIP Team	Collaboration Forms	Professional Resources- Mental Models	Collaboration Wednesdays 2018-19
Low-risk Practice	The math department will meet to discuss best practice strategies and align curriculum for optimum student growth.	Math Department Head	Collaboration Forms	Professional Resources	2018-19
On-the Job Practice	Administrators will conduct walk-thrus and give feedback to staff.	Administrator	Walk-through Dates and Feedback	Feedback Forms	2018-19
Follow Up	Staff will participate in an ongoing review of student scores on SRI, Acuity, ECA and ISTEP+ to monitor growth.	SIP Team	Date of Meeting	Data Sheet	2018-19
Long Term Maintenance	Math Department Head will work with new staff to model and assist with training of the strategies.	Math Department Head	Dates of Meetings	State Standards and Timed Computation Tests	2018-19