2021-2022 Strategic Plan

HERMITAGE SCHOOL DISTRICT

#HERMITSLEAD

Superintendent:	Dr. Tracy Tucker
Principals:	Mistie McGhee, Rosalynda Ellis
Leadership Team:	Chase Ellis, Nicole Jutras, Sarah Richard, Jade Huitt, Nevada Johnson, Lori McDougald, Tabitha Robinson, Mindy Wolfe

Focus Area: Create a positive culture of and for learning					
Skills	**Measureable Actions**	**Timeline**	**Person(s) Responsible**	**Evidence**	**Next Steps**
1.1 Develop a shared purpose and coherent effort through mission, vision and beliefs	Revisit and revise vision, mission, core beliefs for all programs	August 2, 2021 - December 17, 2021	District Leadership Team Principals Teams and committees	Written vision and mission Observation Survey Relationship surveys at the beginning and at checkpoints	Evaluate the progress and determine new reality for each of these actions
1.2 Develop, implement and communicate a results-based strategic action plan	Communicate strategic plan to all stakeholders	August 2, 2021 - May 31, 2022	District Leadership Team Principals Teachers		
1.3 Establish a sense of urgency that leads to action					
2.1 Establish a desired culture through norms, rituals, traditions, common language and cultural competencies	Continue nurturing a common language in all communication with staff and community stakeholders	August 16, 2021 - May 31, 2022	All staff	Charts, weekly memo, advisory lessons, home newsletters, team drive	

2.2 Promote a safe, positive, interactive and supportive climate 2.3 Build and sustain collaborative relationships and structures for learning and work	Continue district team charter and protocol or structure for team meetings Conduct team-building activities: -District Leadership Team -School Team Meetings	August 2, 2021 - May 31, 2022 August 2, 2021 - May 31, 2022	Superintendent Principals Principals	Written protocol Google Doc Team spirit, goals	Begin to evaluate the content/minutes of building professional learning communities Team relationships
2.4 Infuse diversity of people, perspectives, ideas and experiences into the work 2.5 Use skills of influence, persuasion and advocacy to engage with multiple community sectors as a public leader	Increase collaboration and communication between the community and school district for continuous systemic improvement: -Invite school board members to events -Collaborate with community partnerships -Superintendent communication with the Mayor Create and communicate a Family and Community Engagement Plan of Support	August 2, 2021 - May 31, 2022 July 1, 2021 - May 31, 2022	All staff All staff	Virtual Open house Parent/Teacher Conferences Participation on Committees Surveys Tucker's Tidbits Facebook Hermitage App Back-To-School Videos Email Accounts Week-at-a-Glance document for content learning ES Weekly Message from HS Principal	Monitor parent and community response and participation in events Survey parents and community to determine effectiveness of the plan

	Conduct educational opportunities for parents	Throughout the school year with parent involvement facilitator	Principals Teachers Parent Involvement Facilitator	How-To Videos Quick Reference Guide District and School Technology Teams	Student engagement Surveys
Professional Development Plan 2021-2022					
Classroom expectations-culture of every classroom School expectations - culture of the school and common expectations Support for Parents, Students, and Community Human Resources - services, offerings, protocols Legislative Updates					

Focus Area: Establish an aligned learning system					
Skills	**Measureable Actions**	**Timeline**	**Person(s) Responsible**	**Evidence**	**Next Steps**
4.2 Observe teaching practice and provide actionable feedback for professional learning	There will be a guaranteed and viable curriculum that includes K-12 Essential Standards, formative assessments, and summative assessments.	July 1, 2021 - May 31, 2022	District Leadership team Certified Staff Principals	Lesson plans Learning Targets Exit Tickets Student Achievement Adult Learning needs identified	Develop exit tickets Evaluate the pacing to insure quality
4.3 Ensure all learners engage in rigorous, relevant, and student-centered learning experiences	Teachers will continue to deconstruct the standards to determine learning targets.	July 1, 2021 - May 28, 2022	Principals Instructional Facilitators Teachers	Lesson Plans PLC Agenda/Minutes	Professional Development as needed after assessment of skill set

4.5 Ensure alignment of standards, curriculum, teaching, assessment and professional learning	Pacing guides will be developed to reflect missed essential standards from Spring 2020 as well as learning for 2020-2021. Revisions using developing resources will be considered each nine weeks.	August 2, 2021 - May 31, 2022	Teachers Instructional Facilitators Principals	Pacing Guides Student Work Screening assessments	Additional needs will be determined as teachers work through the curriculum
	Students will receive content exposure at their grade level regardless of programming	August 16, 2021 - May 31, 2022	Teachers Instructional Facilitators Principals	Lesson plans Student groupings	
	Teachers will use curriculum documents to plan effective instruction: -Monitored by principals -Student-centered -Structured lesson plans	August 16, 2021 - May 31, 2021	Principals Teachers	Lesson Plans Classroom Observations Student Work	
	The PLC process will be utilized for all teams to monitor curriculum, observations, review of lesson and unit plans, and assessment data review.	August 30, 2021 - May 31, 2022	District Leadership Team Principals Teachers	PLC Agenda/Minutes Student Achievement and Progress Monitoring	Assess quality of the collaboration
4.4 Become literate as a leader of digital learning environments	Google Classroom will be used as a LMS (Learning Management System) for	August 16, 2021 - May 31, 2022	Principals Teachers	K-6 may use Google Classroom 9-12 Virtual students will be registered with Virtual Arkansas	Measured student engagement Student achievement

	AMI days and as lesson enhancement.				levels
4.3 Ensure all learners engage in rigorous, relevant, and student-centered learning 5.3 Acquire, allocate, and distribute resources equally 4.5 Ensure alignment of standards, curriculum, teaching, assessment and professional learning 3.1 Develop and distribute leadership to sustain a high-performing organization 3.4 Use reflection, inquiry and assessment practices for continuous learning and improvement	The District Leadership Team will create and monitor a Support Plan for Literacy: -PLC Process -Organizational Dev. -ERZ and Co-op -Instructional Facilitators Hermitage Elementary will create and communicate a visionary, yet attainable school-based strategic plan. -safe and collaborative -effective instruction -viable curriculum Hermitage High School will create and communicate a visionary, yet attainable school-based strategic plan. -safe and collaborative -effective instruction -viable curriculum	August 16, 2021 - May 31, 2022 September 1, 2021 - May 31, 2022 September 1, 2021 - May 31, 2022	District Leadership Team Literacy Specialists/Interventionists Elementary Principal School Leadership Team High School Principal School Leadership Team	Review of Progress Report-Quarterly Collaboration of Staff Prioritized Funding Strategic Plan Leadership Team Meeting Agendas/Minutes Strategic Plan Leadership Team Meeting Agendas/Minutes	Monitor student progress and differentiate as needed Monitor effectiveness of the plan monthly and revise as needed Monitor effectiveness of the plan monthly and revise as needed

4.5 Ensure alignment of standards, curriculum, teaching, assessment and professional learning	Develop an assessment plan that includes formative and summative assessments	August 2, 2021 - May 31, 2022	District Leadership Team Certified Staff Principals	Assessments Student Achievement Adult Learning Needs identified and PD provided	Utilize summative and formative assessments Determine professional learning needs
	iReady, PAST, and Phonics First diagnostics will be used to measure student progress toward mastery in reading and mathematics	August 16, 2021 - May 31, 2022	Principals Teachers	Data Analysis Results	Use results to determine student needs and next steps
	Teachers will use quality formative and summative assessments to measure achievement and modify instruction: -Design formative assessments from the summative assessments, essential standards, and ACT Aspire.	August 16, 2021 - May 31, 2022	Principals Teachers District Leadership Team	Formative assessments Summative assessments Review of Essential Standards	Begin to explore DOK levels in assessments
Professional Development Plan 2021-2022					
Curriculum - Math and Literacy Literacy/Reading - RISE/Science of Reading School Instructional Models Continuity of Teaching: Diagnostic Assessments					

Focus Area: Nurture an environment that embraces professional learning with a growth mindset					
Skills	**Measureable Actions**	**Timeline**	**Person(s) Responsible**	**Evidence**	**Next Steps**
4.1 Expect high-quality teaching and learning 5.1 Use student performance-based accountability systems for decision-making 5.2 Use adult performance-based accountability systems for decision-making	Teachers will demonstrate successful strategies at staff and team meetings Teachers will participate in Peer to Peer Observations and feedback Initiate a culture of inquiry through encouraged action research	September 7, 2021 - May 31, 2022 October 1, 2021 - May 31, 2022 October 1, 2021 - May 31, 2022	Principals Instructional Facilitators Teachers Principals Teachers Principals Teachers	Staff Meetings Pictures/Videos Action Research Reflection sheets Schedule Action Research Plans Presentations	Observations in classroom Spread of instructional strategies Increased quality of instruction Culture of Inquiry
3.2 Deploy an integrated management system for systemic results 3.3 Use individual, group, and organizational change research, processes and tools	Continued professional learning around and about growth mindset PD will be provided to meet teacher needs to obtain high quality instruction: -All Content areas -ELL/ Migrant coordinators -21 CCLC Program -Principal feedback to teachers	August 2, 2021 - May 31, 2022 July 1, 2021 - May 31, 2022	District Leadership Team Principals District Leadership Team Principals Teachers	Professional Learning Articles/Videos PD Sign-in Sheets Certificates of Attendance Lesson Plans Student Achievement	Build capacity of teacher leaders Continuous flow and exchange of information to improve educational practices

3.5 Lead change efforts to scale 5.4 Embrace implications from emerging knowledge to improve students and adult learning and performance	RtI Systems will be fully operational and monitored at Hermitage Elementary and Hermitage High School -Process to ensure student support -SPRINT Teams -Staffing Meetings Create an environment for a growth mindset for students - Grit: -social-emotional learning -student voice	August 2, 2021 - May 31, 2022 July 1, 2021 - May 31, 2022	Principals Teachers All Staff	RtI Systems and Reports Monitored Interventions Student Progress Monitoring Lesson plans Counseling Student Voice group and action plans	Determination of effectiveness and differentiation for diverse learners

Professional Development Plan 2021-2022

Peer observations and reflection
Data
RtI
Demonstration lessons
Professional Learning time and processes

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