

**DISTRICT:** HERMITAGE SCHOOL DISTRICT  
**SUPERINTENDENT:** MRS. LADONNA SPAIN

**SCHOOL:** HERMITAGE HIGH SCHOOL

**PRINCIPAL:** MISTIE MCGHEE

**SCHOOL IMPROVEMENT LEADERSHIP TEAM MEMBERS:** LISA HIGGINS, TRACIE RICHARD, COLLIN  
WILKERSON, SHELLY WOLFE



# Hermitage High School School Improvement Plan

**May 1, 2023**

**2023 – 2024 School Year**

## **Statement of Direction**

The Hermitage High School Improvement Plan is a living document that operates on the cycle of continuous improvement. The school has a clear vision, mission, and core beliefs that were created and are revised annually with the collaboration of all stakeholders. These resources provide the foundation for our school improvement planning as they align our direction. [The HHS vision, mission, and core beliefs can be found here.](#)

## **Teams for 2023-2024**

Every staff member at HHS serves on a team. A representative from every team serves on the Building Leadership Team (BLT). Parent and community members serve on many teams including Parent and Family Engagement, Handbook Committee, and Health and Wellness, and Crisis Management. The Parent and Family Engagement team solicits input from parents into our academic programs. Each HHS team serves a distinct purpose for supporting the whole child. Each team analyzes a set or sets of data to establish their purpose and create a targeted action plan for the school year. These steps are in support of our school improvement plan. [The most current team list can be found here.](#)

The literacy and math teams operate under the four guiding questions of a PLC:

1. What do we want all students to know and be able to do?
2. How will we know if they learn it?
3. How will we respond when some students do not learn?
4. How will we extend the learning for students who are already proficient?

## HHS Classroom Instructional Model

The HHS Instructional Model is a tool used to evaluate classroom instruction, support teacher development, and align schoolwide practices.

Should See and Hear Almost Daily	Might See and Hear	Should Not See and Hear
<ul style="list-style-type: none"> <li>• Clear learning goals and scales</li> <li>• Clear classroom and virtual routines and procedures</li> <li>• Checks for Understanding (formative assessments) of individual students and/or the whole class</li> <li>• Content chunked into digestible bites</li> <li>• Teacher withitness*</li> <li>• Teachers noticing and reacting when students are disengaged</li> <li>• Student small-group and/or whole group discussion strategies</li> <li>• Quality and timely feedback</li> <li>• Questioning strategies:               <ul style="list-style-type: none"> <li>○ Random selection to include all students</li> <li>○ Use of wait time</li> <li>○ Use of multiple question types</li> <li>○ Prompts for elaboration of information</li> </ul> </li> <li>• Students using technology for instructional purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• Previewed content</li> <li>• Students tracking their own progress in learning</li> <li>• Examination of similarities and differences</li> <li>• Examination of errors in reasoning</li> <li>• Understanding student backgrounds and interests</li> <li>• Opportunities for students to talk about themselves (in relation to the content)</li> <li>• Summative assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Sarcasm or criticism of students</li> <li>• Disengaged students/teachers</li> <li>• Low expectations for students</li> <li>• Only the teacher talking about the content or activity</li> <li>• Cell phones (unless approved by administration for instructional purposes)</li> </ul>

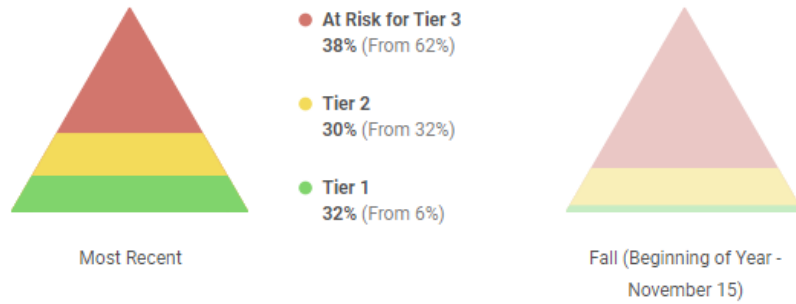
\*withitness - awareness of and action towards what is going on in the classroom; being prepared to teach; it is on-going

# Data Analysis

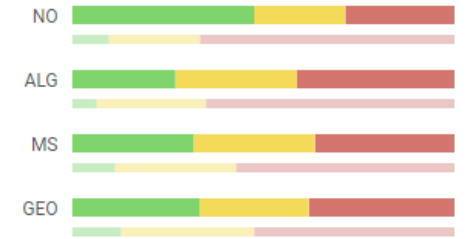
## Mathematics Results on iReady Diagnostic (7th and 8th Grades)

Comparison of Diagnostics 1 and 2 for the 2022-2023 School Year

### Overall Placement



### Placement By Domain



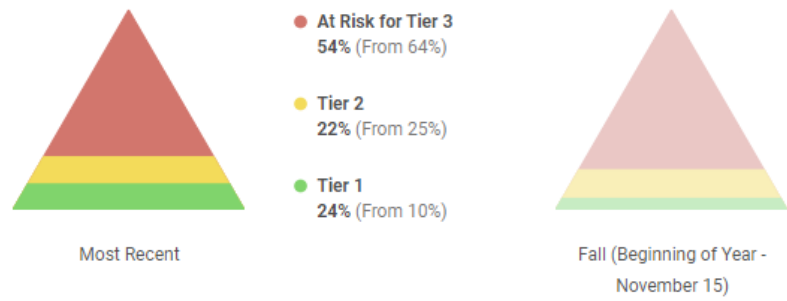
[The Mapping Between 5-Level and 3-Level Placements](#)

Grade 7	Most Recent	45%	32%	23%	31/33
	Fall (Beginning of Year - November 15)	13%	39%	48%	
Grade 8	Most Recent	19%	28%	53%	32/34
	Fall (Beginning of Year - November 15)	25%		75%	

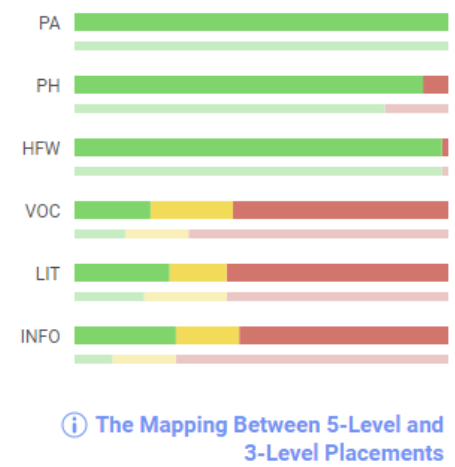
# Reading Results on iReady Diagnostic (7th and 8th Grades)

## Comparison of Diagnostics 1 and 2 for the 2022-2023 School Year

Overall Placement

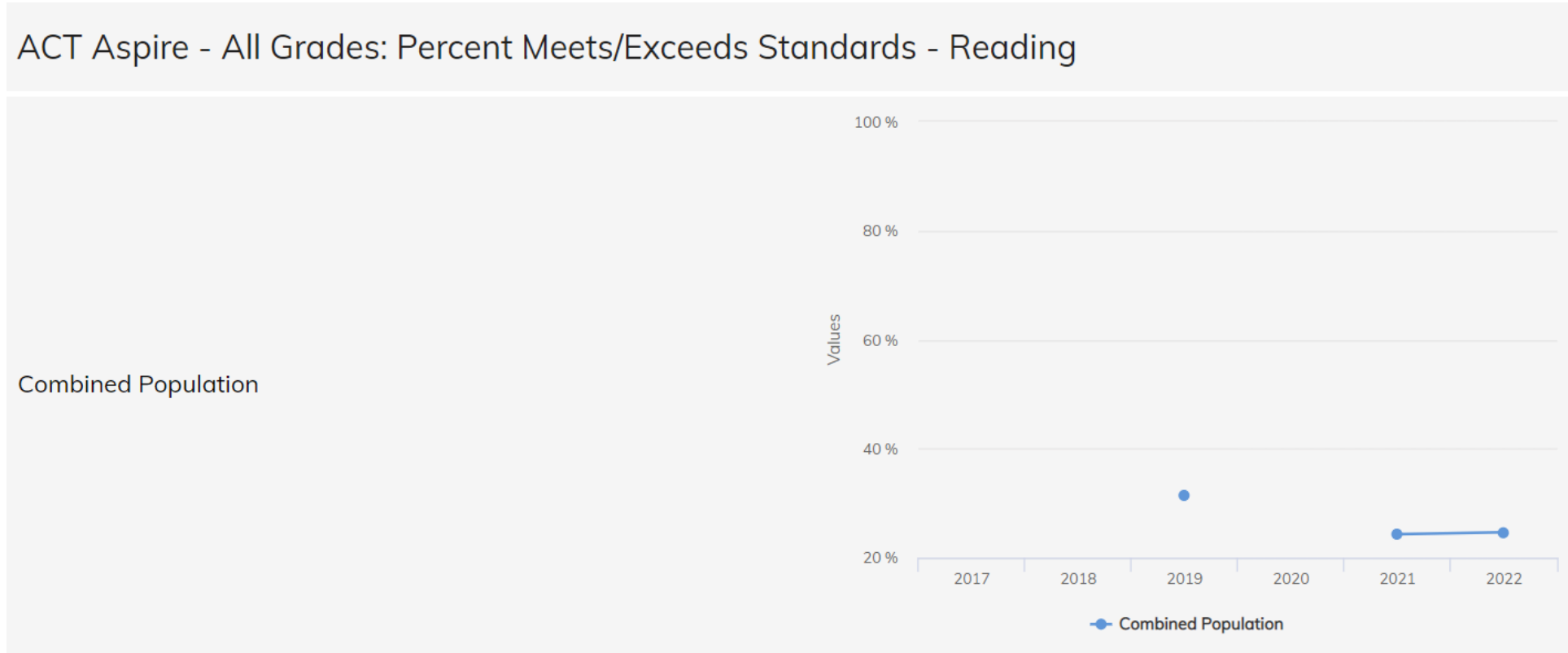


Placement By Domain



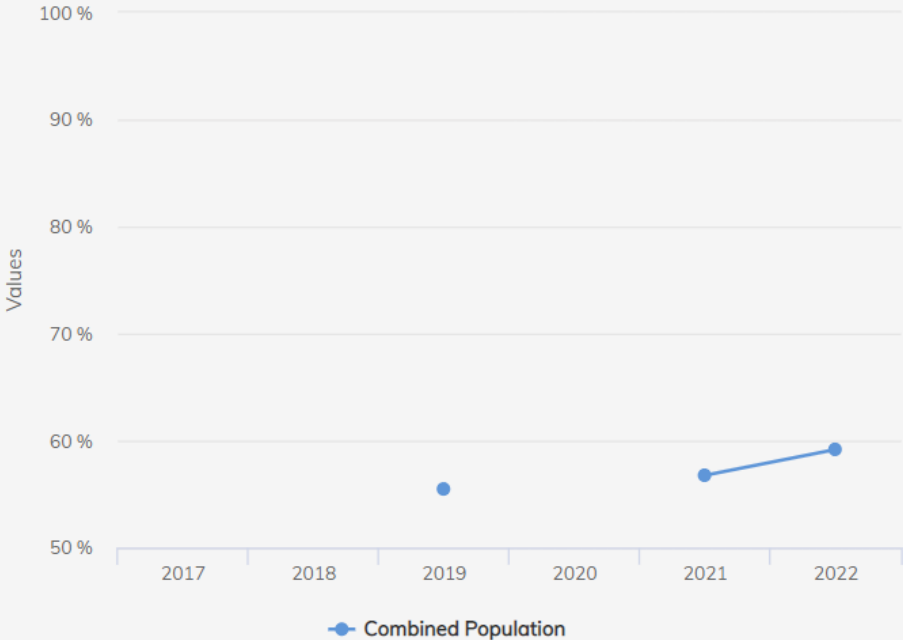
Grade 7	Most Recent	32%	18%	50%	28/33
	Fall (Beginning of Year - November 15)	14%	32%	54%	
Grade 8	Most Recent	16%	26%	58%	31/34
	Fall (Beginning of Year - November 15)	6%	19%	74%	

ACT Aspire Percent Meets/Exceeds Standards by Subject Area (2016-2022)



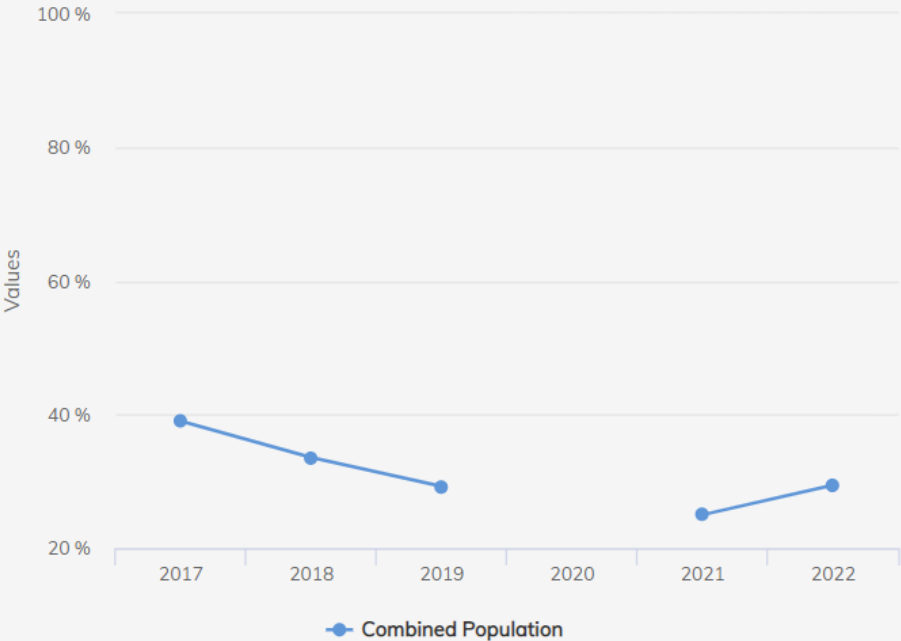
# ACT Aspire - All Grades: Percent Meets/Exceeds Standards - English

Combined Population



ACT Aspire - All Grades: Percent Meets/Exceeds Standards - Literacy

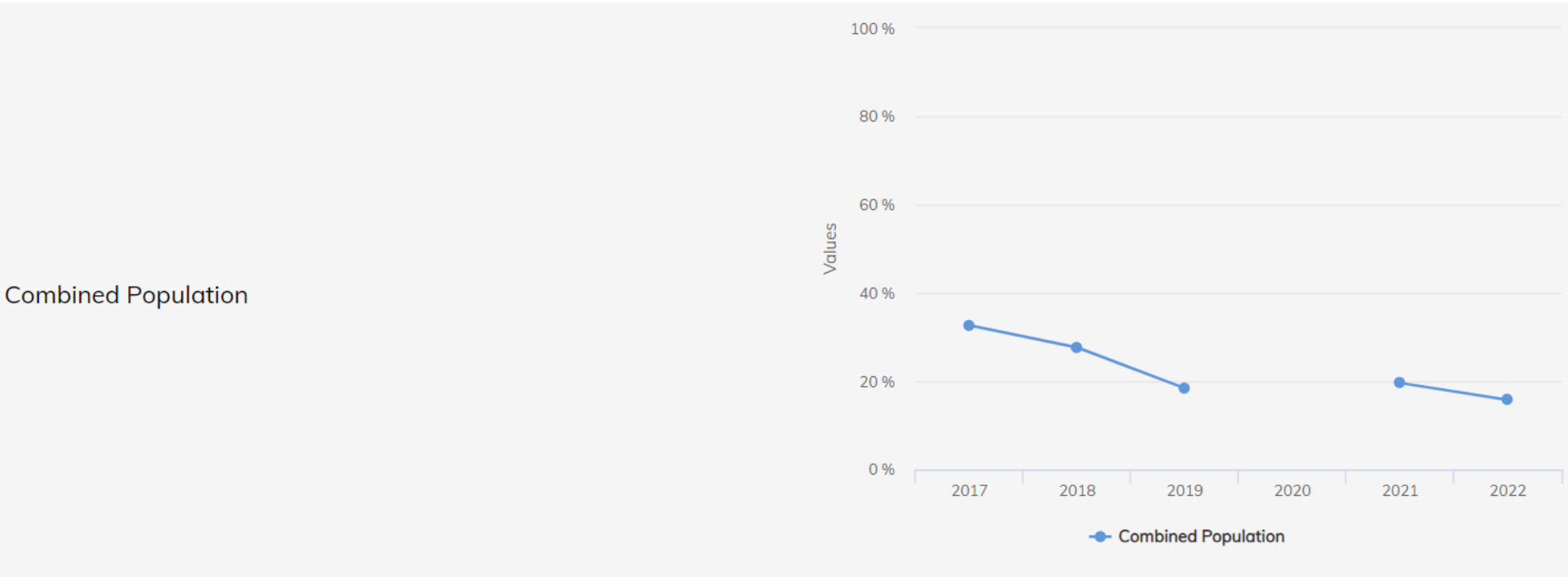
Combined Population





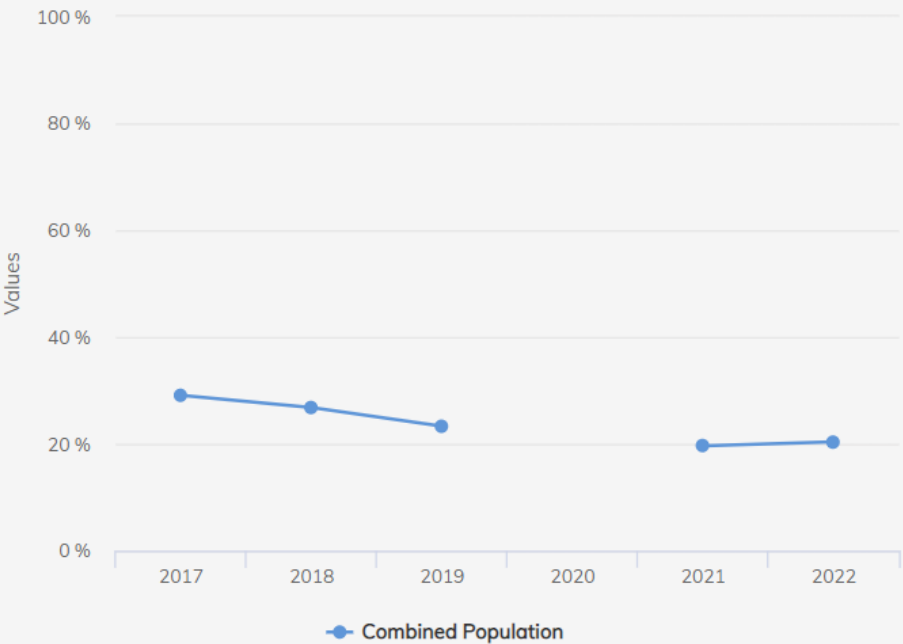
ACT Aspire - All Grades: Percent Meets/Exceeds Standards - Math

Combined Population



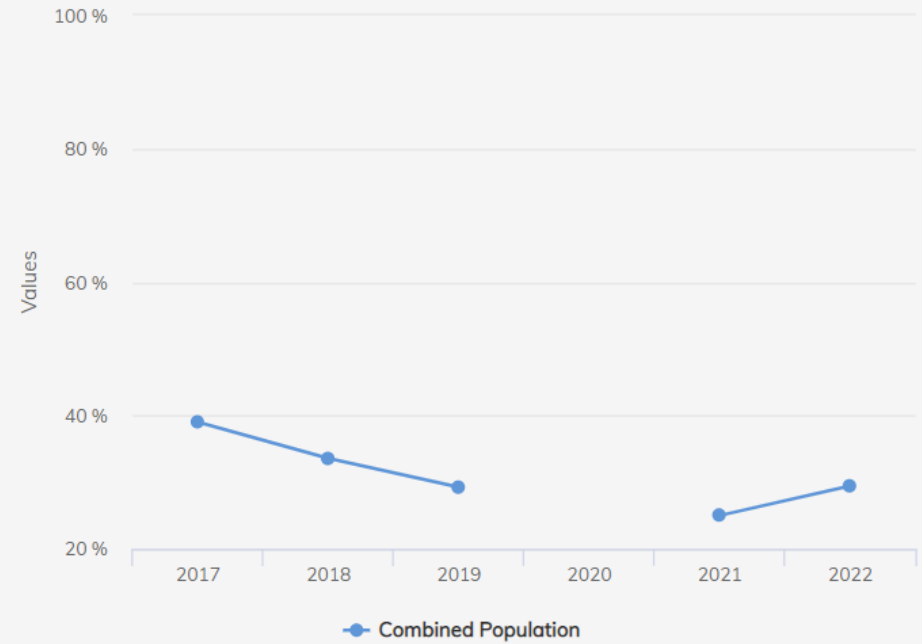
ACT Aspire - All Grades: Percent Meets/Exceeds Standards - Science

Combined Population

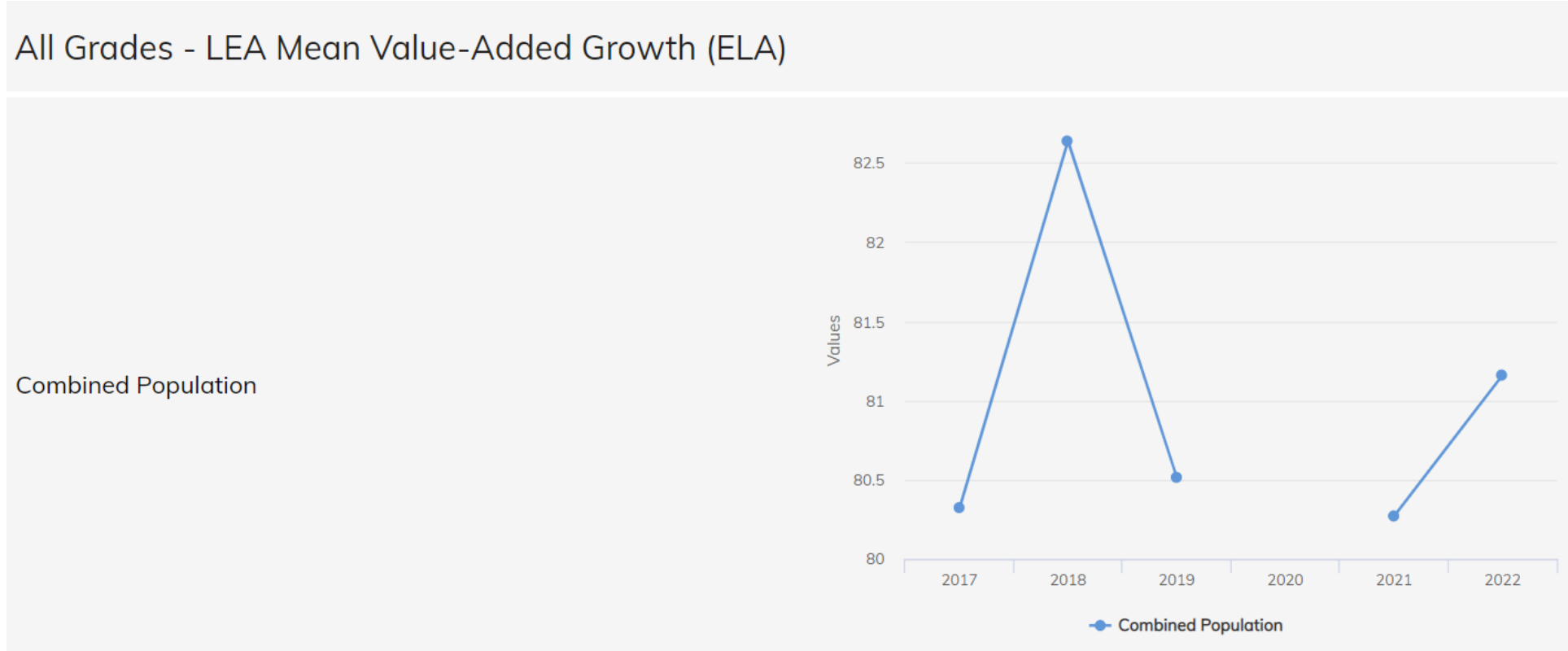


## ACT Aspire - All Grades: Percent Meets/Exceeds Standards - Literacy

Combined Population

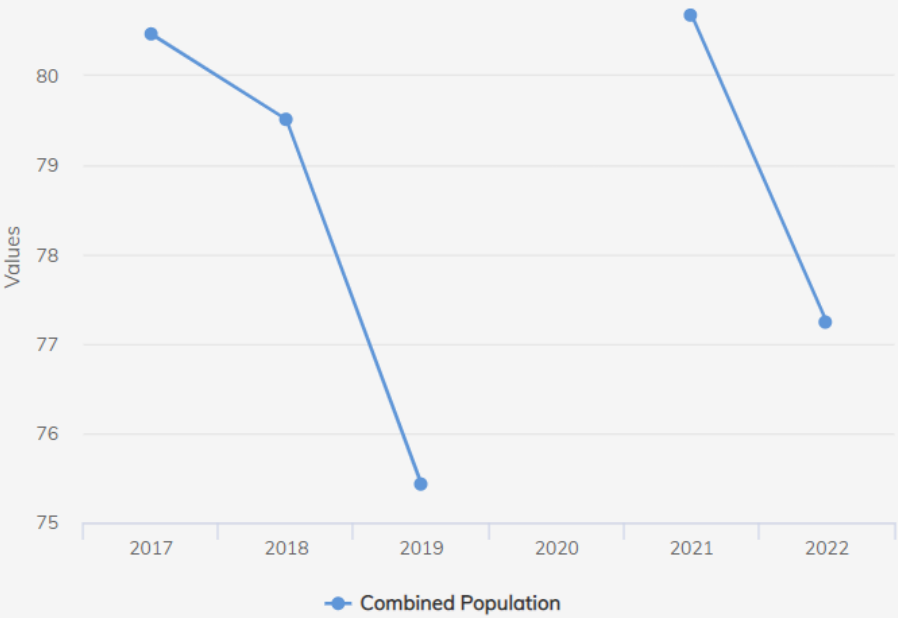


ACT Aspire Mean Value-Added Growth by Subject Area (2016-2022)

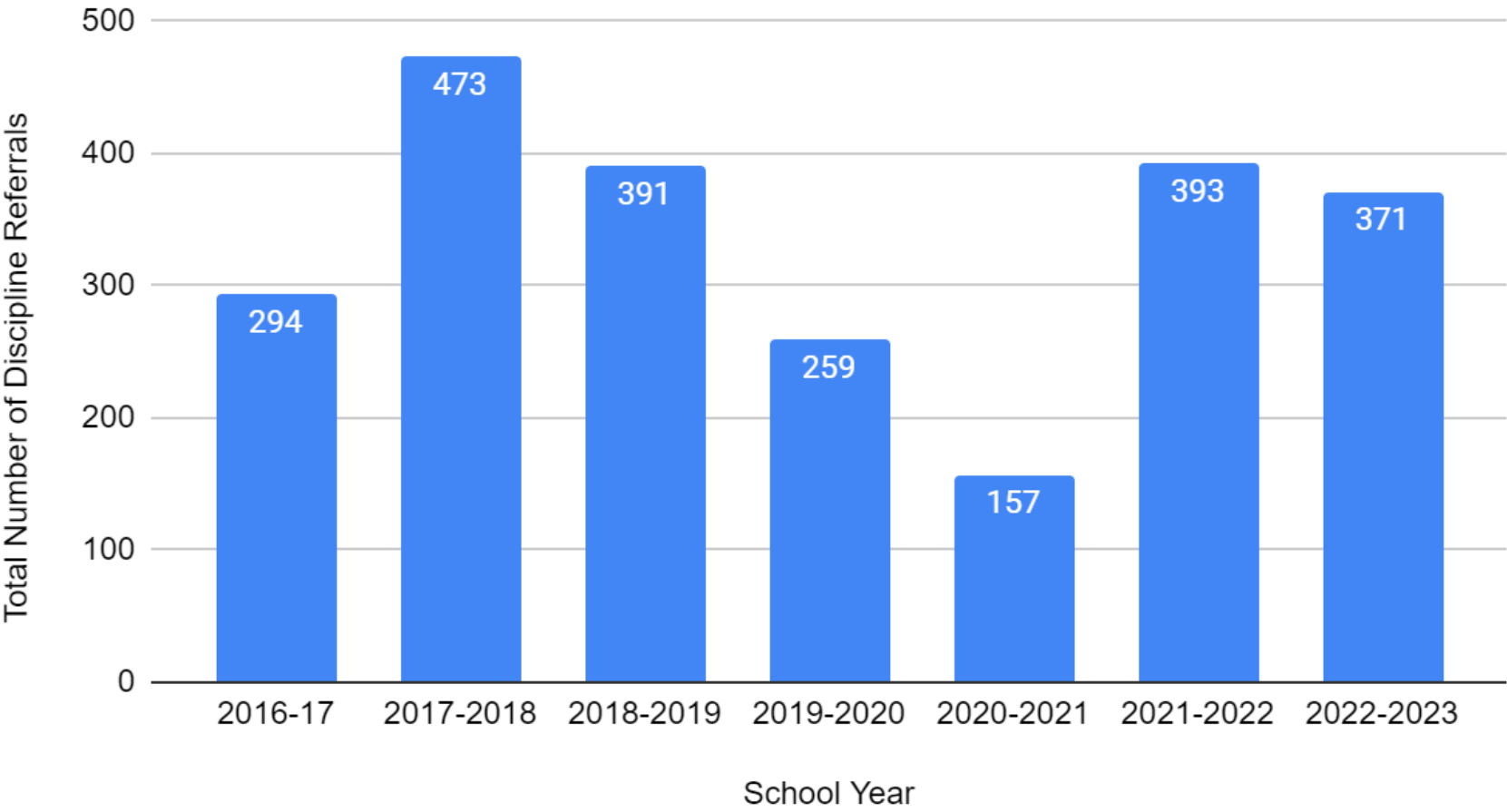


# All Grades - LEA Mean Value-Added Growth (Math)

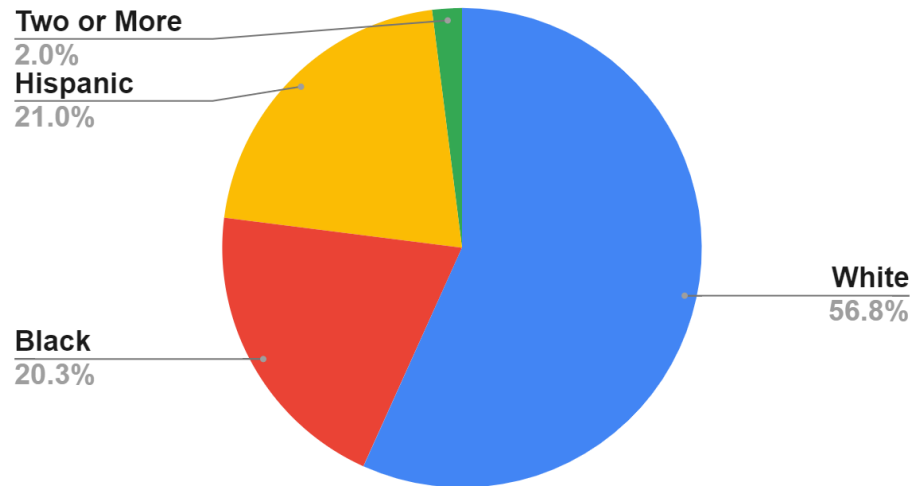
Combined Population



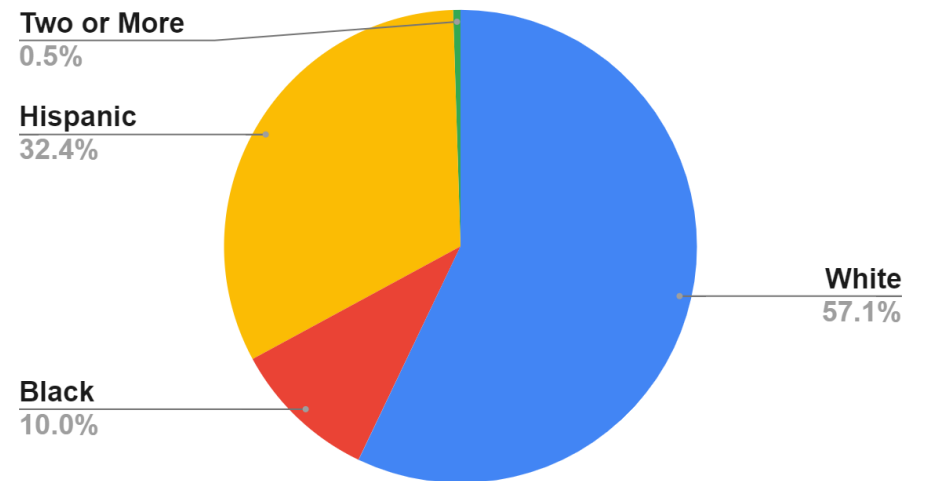
Total Number of Discipline Referrals vs. School Year



2021-2022 Discipline Referrals by Race



2021-2022 Total Student Composition by Race



## Attendance Data Review

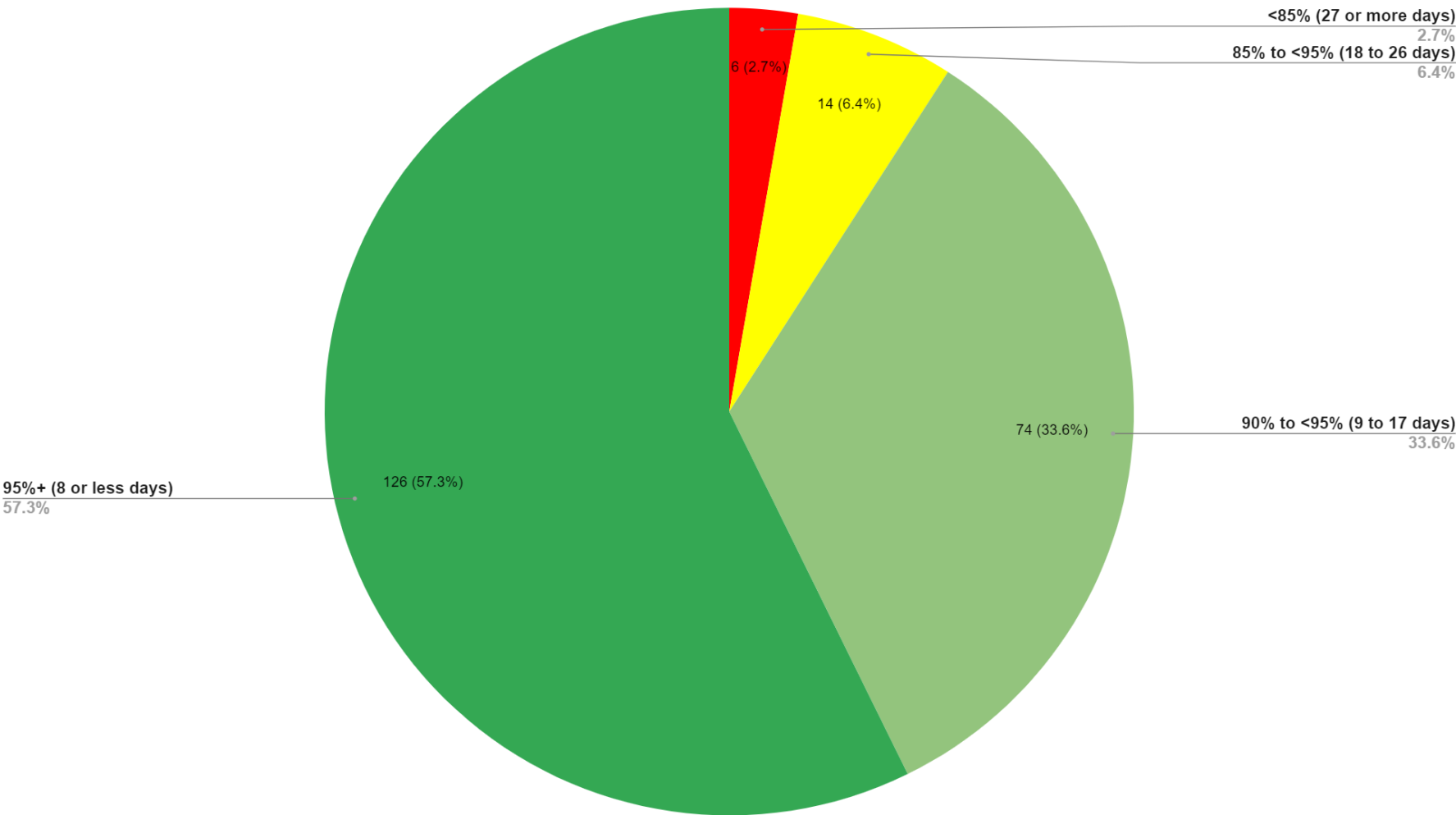
**Student Engagement Score** (point based on Chronic Absence (CA) risk level):

- CA<5% = 1.0 Point
- 5<=CA < 10% = 0.5 Point
- CA >=10% = 0.0 Point

School Year	Student Engagement (% Earned of Possible Points)	Student Attendance Avg (SmartDataDashboard)
2022-2023		94.37
2021-2022	94.86	93.08
2020-2021	99.73 (COVID)	92.46
2019-2020	NO DATA (COVID)	96.54 (COVID)
2018-2019	78.57	NO DATA
2017-2018	97.61	NO DATA



2022-2023 Attendance Rates for HHS Students



## Goal #1: Literacy

<b>Plan</b>	<b>Goal/Outcome:</b> Hermitage High School will decrease the percentage of students in the area of reading who are “In Need of Support” by 5% and increase the percent of “Ready” or “Exceeding” students by 5% during the 2023-2024 school year.		
	<b>Evidence-Based Practices:</b> <ol style="list-style-type: none"> <li>1. <a href="#">Response to Intervention for Literacy in Secondary Schools</a></li> <li>2. <a href="#">Implementation of Best Practices According to the Science of Reading</a></li> <li>3. Learning by Doing by Dufour, Dufour, Eaker, Many, and Mattos</li> <li>4. The New Art and Science of Teaching by Marzano</li> <li>5. Building Academic Vocabulary by Marzano and Pickering</li> </ol>		
	<b>Professional Learning:</b> Mastery Manager Professional Development Creating Common Assessments RTI Scheduler Professional Development Writing Revolution Professional Development and Support Dyslexia Professional Development		
<b>Do</b>	<b>Action Steps to Achieve Goal</b>	<b>Person Responsible</b>	<b>Timeline</b>
	Implementation of a systematic plan for monitoring <a href="#">Rtl</a> through weekly Literacy team meetings, quarterly SPRINT team meetings, grade-level student tracking, and individual student tracking.	Mistie McGhee	August 2023- May 2024
	Purchase, <a href="#">professional development</a> , and implementation of RTI Scheduler for Enrichment/Remediation block ( <a href="#">Hustle Time</a> ). Build in time for attendance and behavior intervention.	Mistie McGhee	August 2023- May 2024
	Use iReady as a diagnostic tool for grades 7-8 three times per year.	Mistie McGhee	August 2023- May 2024
	Professional development and support for Writing Revolution implementation provided to the literacy and CASH teams by Karen Robinson and Tracie Richard.	Tracie Richard	August 2023- May 2024
	Use <a href="#">Read 180 and System 44 as diagnostic and intervention tools</a> .	Classroom Lit Teachers	August 2023- May 2024

Serve Tier 2 Interventions with <a href="#">Strategic and Critical Reading Courses</a> . Serve Tier 3 Dyslexia Interventions with Intensive Intervention and Academic Reading Courses.	Classroom Literacy Teachers & Tracie Richard	August 2023- May 2024
<a href="#">Careers, Arts, Science, and History (CASH) Team</a> to focus on Tier 2 vocabulary instruction, reading and using comprehension strategies for informational text, and writing executive summaries.	Mistie McGhee	August 2023- May 2024
Literacy Team will provide a monthly report to the Building Leadership Team (BLT) on students' progress with grade-level standards.	Tracie Richard	August 2023- May 2024
CASH Team will provide a monthly report to the Building Leadership Team (BLT) on their progress.	Lisa Higgins	August 2023- May 2024
<a href="#">Weekly Literacy Team Meetings</a> .	Tracie Richard	August 2023- May 2024
<a href="#">Weekly CASH Team Meetings</a> .	Lisa Higgins	August 2023- May 2024
Provide actionable feedback to teachers (individual and groups) based on TESS observations.	Mistie McGhee	August 2023- May 2024
Utilize <a href="#">Peer to Peer Observations</a> based on HHS Instructional Model quarterly to improve instruction and teacher effectiveness.	Mistie McGhee	August 2023- May 2024
Analyze and revise the HHS Instructional Model annually.	Mistie McGhee	August 2023- May 2024
Employ an outside consultant to support all novice teachers and other teachers as needed.	Mistie McGhee	August 2023- May 2024
Continue implementing <a href="#">literacy curriculum (My Perspectives)</a> for grades 7-12	Classroom Literacy Teachers & Tracie Richard	August 2023- May 2024
Student and class data tracking for formative, summative, and diagnostic assessments.	Classroom Literacy Teachers & Tracie Richard	August 2023- May 2024
Ongoing work on the Curriculum Development Process: <ul style="list-style-type: none"> <li>Identify Essential Standards</li> <li>Pace Essential Standards</li> <li>Dissect Essential Standards into Learning Targets</li> <li>Identify DOK of Learning Targets</li> <li>Create Common Summative Assessments for Learning</li> </ul>	Classroom Literacy Teachers & Tracie Richard	August 2023- May 2024

	Professional development for literacy curriculum (My Perspectives) and interventions resources (Read 180 and System 44).	Classroom Literacy Teachers & Tracie Richard	August 2023- May 2024
	Implementation of Writing Revolution strategies.	Classroom Literacy Teachers & Tracie Richard	August 2023- May 2024
	Schedule 2 days per week in Remediation/Enrichment block (Hustle Time) for Tier 1 literacy interventions.	Mistie McGhee	August 2023- May 2024
	Quarterly analysis of Common Summative Assessments aligned to essential standards and created for units of instruction.	Tracie Richard	August 2023- May 2024
<b>Assess</b>	<b>Evaluation:</b> <ol style="list-style-type: none"> <li>1. Read 180 and System 44 for Tier 2 students</li> <li>2. iReady Diagnostic Assessments (Grades 7-8)</li> <li>3. ATLAS Assessment Results</li> <li>4. ACT Assessment (Grade 11)</li> <li>5. Formative and Summative Classroom Assessments - Mastery Manager</li> <li>6. Student Grades</li> <li>7. PD transcripts</li> <li>8. TESS Observations</li> <li>9. Meeting Minutes</li> </ol>		
	<b>Progress Towards Goals (Formative Assessment):</b> <a href="#">Staff Science of Reading Pathway Spreadsheet</a> Monthly Building Leadership Team (BLT) Reports <ul style="list-style-type: none"> <li>• Counselor Report</li> <li>• Discipline Report</li> <li>• Literacy Grade-Level Standards Mastery Report</li> <li>• Math Grade-Level Standards Mastery Report</li> </ul> TESS Data iReady Diagnostic Data Read 180 and System 44 Diagnostic Data Student Grades		

## Goal #2: Math

Plan	<b>Goal/Outcome:</b> Hermitage High School will increase the percent “Ready” or “Exceeds” by 5% on the 2024 state assessment from the 2023 ACT Aspire.		
	<b>Evidence-Based Practices:</b> <ol style="list-style-type: none"> <li>1. <a href="#">What Does Good Math Instruction Look Like?</a></li> <li>2. <a href="#">Depth of Knowledge (DOK) Levels for Mathematics</a></li> <li>3. <a href="#">RTI: Best Practices in Secondary Math Interventions (7-12)</a></li> <li>4. <a href="#">Implementation of Best Practices According to the Science of Reading</a></li> <li>5. Learning by Doing by Dufour, Dufour, Eaker, Many, and Mattos</li> <li>6. The New Art and Science of Teaching by Marzano</li> <li>7. Building Academic Vocabulary by Marzano and Pickering</li> </ol>		
	<b>Professional Learning:</b> Mastery Manager Professional Development Creating Common Assessments RTI Scheduler Professional Development Weekly Math Team Meetings Math Content Support for Novice Math Teacher		
	Action Steps to Achieve Goal	Person Responsible	Timeline
	Implementation of a systematic plan for monitoring of <a href="#">Rtl</a> through weekly Math team meetings, quarterly SPRINT team meetings, grade level student tracking, and individual student tracking.	Mistie McGhee	August 2023- May 2024
	Serve Tier 2 Interventions with <a href="#">7th and 8th Intervention and Critical Algebra Courses</a> .	Classroom Math Teachers	August 2023- May 2024
	Purchase math intervention curriculum for 7th and 8th grades and Algebra 1.	Cristy Cathey and Collin Wilkerson	July 2023
	PD for math intervention curriculum for 7th and 8th grades and Algebra 1.	Mistie McGhee	August 2023
	Purchase, <a href="#">professional development</a> , and implementation of RTI Scheduler for Enrichment/Remediation block ( <a href="#">Hustle Time</a> ). Build in time for attendance	Mistie McGhee	August 2023- May 2024

and behavior intervention.		
Use iReady as a diagnostic tool for grades 7-8 three times per year.	Mistie McGhee	August 2023- May 2024
Math Team will provide a monthly report to the Building Leadership Team (BLT) on students' progress with grade-level standards.	Mistie McGhee	August 2023- May 2024
<a href="#">Weekly Math Team Meetings</a> .	Classroom Math Teachers & Mistie McGhee	August 2023- May 2024
Utilize TESS for classroom observations.	Mistie McGhee	August 2023- May 2024
Utilize observation data to formulate individual PGP plans and schoolwide professional learning goals.	Mistie McGhee	August 2023- May 2024
Utilize <a href="#">Peer-to-Peer Observations</a> based on HHS Instructional Model quarterly to improve instruction and teacher effectiveness.	Mistie McGhee	August 2023- May 2024
Analyze and revise the HHS Instructional Model annually.	Mistie McGhee	August 2023
Employ an outside consultant to support novice and other teachers as needed.	Mistie McGhee	August 2023- May 2024
Utilize the <a href="#">Illustrative Mathematics curriculum</a> and purchase student workbooks (July 2022).	Cristy Cathey & Classroom Math Teachers	August 2023- May 2024
Develop quarterly cumulative assessments for math to analyze student retention of content over time.	Mistie McGhee	August 2023- May 2024
Ongoing work on the Curriculum Development Process: <ul style="list-style-type: none"> <li>• Identify Essential Standards</li> <li>• Pace Essential Standards</li> <li>• Dissect Essential Standards into Learning Targets</li> <li>• Identify DOK of Learning Targets</li> <li>• Create Common Summative Assessments for Learning</li> </ul>	Classroom Math Teachers	August 2023- May 2024
Student and class data tracking for formative, summative, and diagnostic assessments	Classroom Math Teachers	August 2023- May 2024

	Continue implementation of Tier 2 Interventions through Critical Algebra in 9th grade.	Collin Wilkerson	August 2023- May 2024
	Schedule 2 days per week in Remediation/Enrichment block (Hustle Time) for Tier 1 math interventions.	Mistie McGhee	August 2023- May 2024
<b>Assess</b>	<b>Evaluation:</b> <ol style="list-style-type: none"> <li>1. ATLAS Assessments</li> <li>2. Formative and Summative Classroom Assessments - Mastery Manager</li> <li>3. Student Grades</li> <li>4. PD transcripts</li> <li>5. TESS Evaluations</li> <li>6. iReady Diagnostic Assessments (Grade 7-8)</li> <li>7. Meeting Minutes</li> </ol>		
	<b>Progress Towards Goals (Formative Assessment):</b> Monthly Building Leadership Team (BLT) Reports <ul style="list-style-type: none"> <li>• Counselor Report</li> <li>• Discipline Report</li> <li>• Literacy Grade-Level Standards Mastery Report</li> <li>• Math Grade-Level Standards Mastery Report</li> </ul> Classroom Walkthrough Data iReady Diagnostic Data Student Grades		

### Goal #3: Behavior and Attendance

Plan	<b>Goal/Outcome:</b> Hermitage High School will decrease the total number of behavior infractions by 10% and improve attendance points by 1% each.		
	<b>Evidence-Based Practices:</b> <ol style="list-style-type: none"> <li>1. Discipline in the Secondary Classroom: A Positive Approach to Behavior Management by Randall Sprick</li> <li>2. Research-Based Strategies: Narrowing the Achievement Gap for Under-Resources Students by Ruby Payne and Bethanie Tucker</li> <li>3. Behavior: The Forgotten Curriculum by Chris Weber</li> <li>4. <a href="#">Attendance Works</a></li> </ol>		
	<b>Professional Learning:</b> School-wide Behavior Professional Development Hallway Monitoring System Professional Development New Teacher Induction Novice Teacher Professional Development		
Do	<b>Action Steps to Achieve Goal</b>	<b>Person Responsible</b>	<b>Timeline</b>
	The high school counselor will provide a monthly report to the BLT on services provided.	Shelly Wolfe	August 2023- May 2024
	The principal will provide a monthly report to the BLT on student discipline: number of incidences, types of incidences, students with high numbers of incidences, and spread of incidences as reported by teachers.	Mistie McGhee	August 2023- May 2024
	The principal will provide a monthly report on teacher and student attendance to the BLT.	Mistie McGhee	August 2023- May 2024
	<a href="#">Provide New Teacher Induction PD and novice teacher PD.</a>	Mistie McGhee	August 2023
	Recovery of lost learning through the employment of a certified teacher to oversee credit recovery and ALE HUB programs.	Mistie McGhee	August 2023- May 2024
	Purchase a system for tracking student movement in the hallways during class time.	Mistie McGhee	August 2023



	Professional development with all staff on establishing school-wide standards of behavior and clarifying the RTI process for these expectations.	Mistie McGhee	August 2023
	Review and modify school-wide behavior RTI plan.	Mistie McGhee	August 2023
	Integrate behavior and attendance RTI sessions into Hustle Time.	Shelly Wolfe and Joyce Trotter-Hampton	August 2023- May 2024
	Weekly Behavior and Attendance Team meetings to review attendance, tardies, and behaviors.	Mistie McGhee	August 2023- May 2024
	Develop a plan for providing incentives for good and improved attendance.	Shelly Wolfe and the Golden Girls Team	October 2023
<b>Assess</b>	<b>Evaluation:</b> <ol style="list-style-type: none"> <li>1. Discipline Data (SmartData Dashboard and eSchool)</li> <li>2. Attendance Data (SmartData Dashboard and eSchool)</li> <li>3. Tardy Data (eSchool)</li> <li>4. Student Engagement (My School Info)</li> <li>5. Meeting Minutes (BAT and BLT)</li> </ol>		
	<b>Progress Towards Goals (Formative Assessment):</b> Monthly Building Leadership Team (BLT) Reports <ul style="list-style-type: none"> <li>• Counselor Report (Counselor)</li> <li>• Discipline Report (Dean of Students)</li> <li>• Attendance Report (Principal)</li> </ul> TESS Observation Data Discipline Referrals Creation of a School-Wide Behavior Plan		

**[PARENT AND FAMILY ENGAGEMENT PLAN](#) is linked here.**