

DISTRICT: HERMITAGE SCHOOL DISTRICT

SUPERINTENDENT: MRS. LADONNA SPAIN

SCHOOL: HERMITAGE ELEMENTARY SCHOOL

PRINCIPAL: TARA GATES

SCHOOL IMPROVEMENT LEADERSHIP TEAM MEMBERS: TARA GATES, KASEY JOHNSTON, TRACIE RICHARD, BRENDA NOLAN, RHONDA FERRELL, ERANDI ACUCHI, KIRBY GIBSON

Hermitage Elementary School School Improvement Plan

2023 – 2024 School Year

STATEMENT OF DIRECTION

The Hermitage Elementary 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 with all stakeholders. These documents are at minimum reviewed and updated annually. The vision for the school provides the direction of the School Improvement Plan. The school vision is “Hermits L.E.A.D. the way! Learning, Excelling, Achieving, Developing!” Our school wants to truly lead the way in all things! [The HES Mission and Vision statements can be found here.](#) [The HES Core Beliefs can be found here.](#)

ACTION TEAMS FOR 2023-2024

Every staff member of HES serves on an Action Team (Click here for the list of Action Team Members for the current year). The facilitators of the Action Teams make up the Building Leadership Team. [Our Action Team communication plan can be found here.](#) Parents and Community Members serve on the following teams: Health and Wellness, Parent and Family Engagement, and Crisis Management. Occasionally, parents are called in to serve as a guest on the Building Leadership Team. Academic programs are discussed, analyzed, and updated with parents and community members in the Parent and Family Engagement Action Team. Each action team identifies specific areas of focus for their team in the school improvement action plan (see below). The facilitators serve on the Building Leadership Team and adjustments are made accordingly. The action teams also keep their minutes, agendas, and sign-in sheets in a shared Google folder, so they may be accessed by all faculty and staff for transparency. We do not share these with non-school personnel due to privacy concerns.

The Literacy and Math Action Teams are instructed to operate under the four guiding questions of a PLC:

- 1. What do students know, need to be able to understand, and do?** curriculum, concepts, standards, knowledge, skills, performance.
- 2. How will we know if they have learned it?** assessments, proficiency, evidence, rubrics, grading practices
- 3. What will we do if a student has difficulty learning it?** [Response to Intervention Plan](#): interventions, re-teaching, grouping, engagement, monitoring plan
- 4. What will we do if a student already knows it?** extension, individualization, project-based learning, gifted and talented possible

CURRENT REALITY

ACADEMIC DATA REVIEW:

ACT Aspire Results from Spring 2023 (Update after scores are posted)

ENGLISH				
Grade	Exceeding	Ready	Close	In Need of Support
3	30%	26%	41%	4%
4	29%	21%	25%	25%
5	33%	37%	19%	11%
6	27%	35%	23%	15%
TOTALS	30%	30%	27%	14%

MATH				
Grade	Exceeding	Ready	Close	In Need of Support
3	11%	26%	44%	19%
4	4%	29%	33%	33%
5	4%	41%	33%	22%
6	8%	39%	35%	19%
TOTALS	7%	34%	37%	23%

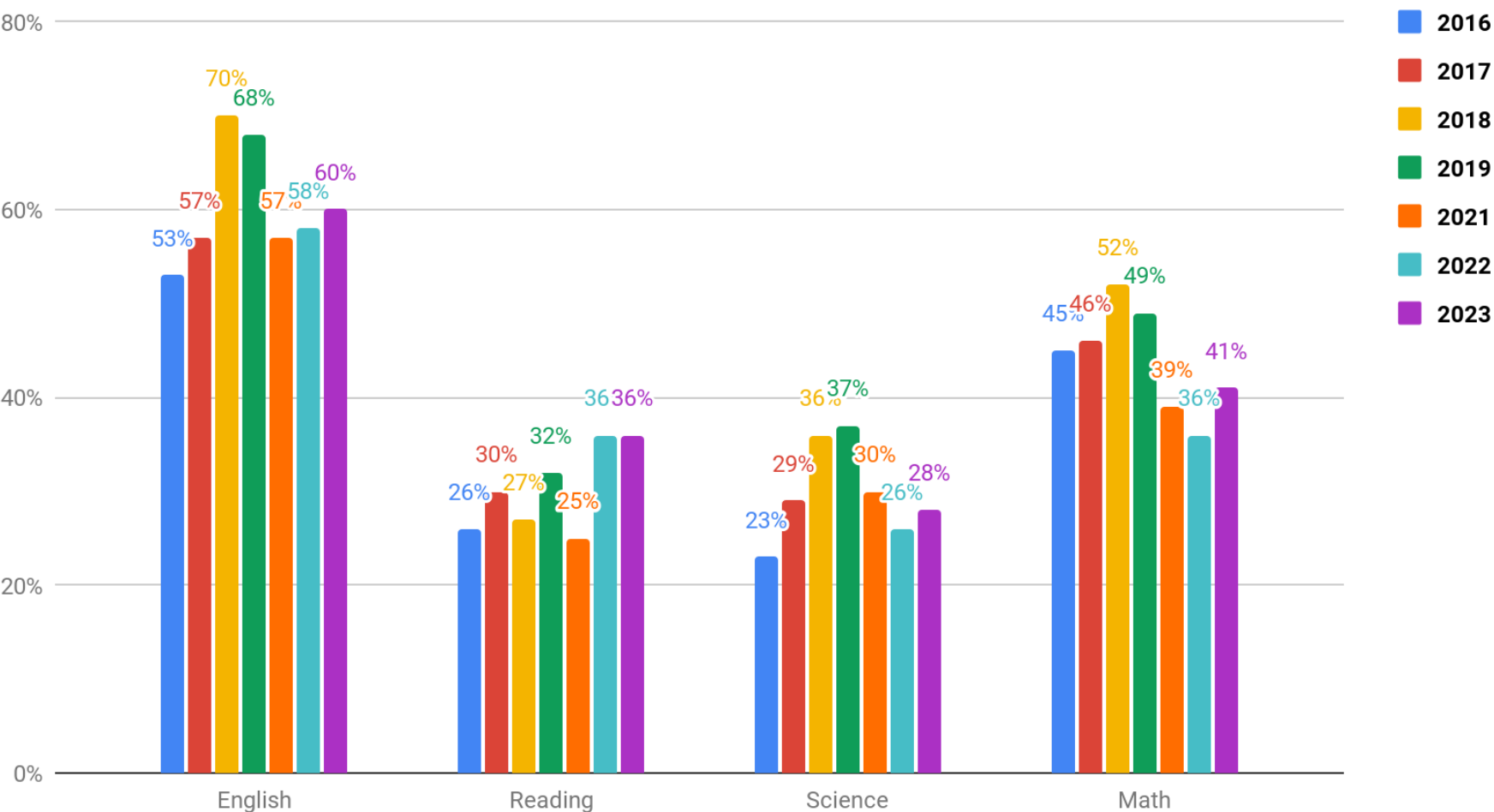
READING

Grade	Exceeding	Ready	Close	In Need of Support
3	15%	22%	11%	52%
4	17%	17%	25%	42%
5	7%	30%	30%	33%
6	15%	19%	15%	50%
TOTALS	13%	22%	20%	44%

SCIENCE

Grade	Exceeding	Ready	Close	In Need of Support
3	11%	19%	11%	59%
4	13%	13%	21%	54%
5	7%	15%	37%	41%
6	15%	15%	23%	46%
TOTALS	12%	15%	23%	50%

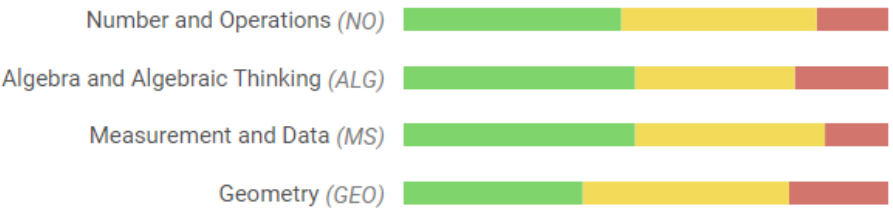
HES ACT Aspire Trend Data PASSING RATE for 2016-2023



MATH



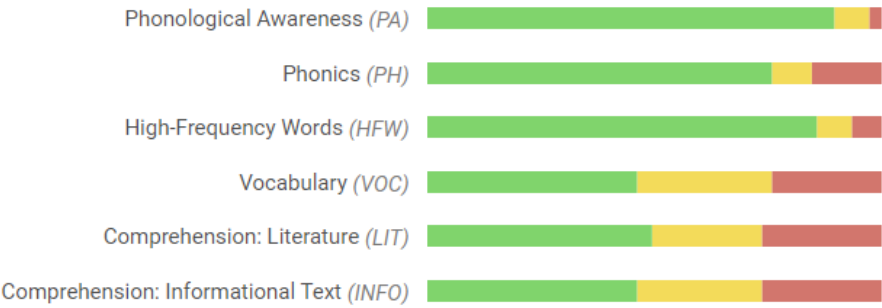
- **At Risk for Tier 3**
16%
- **Tier 2**
47%
- **Tier 1**
37%



READING



- **At Risk for Tier 3**
22%
- **Tier 2**
30%
- **Tier 1**
48%



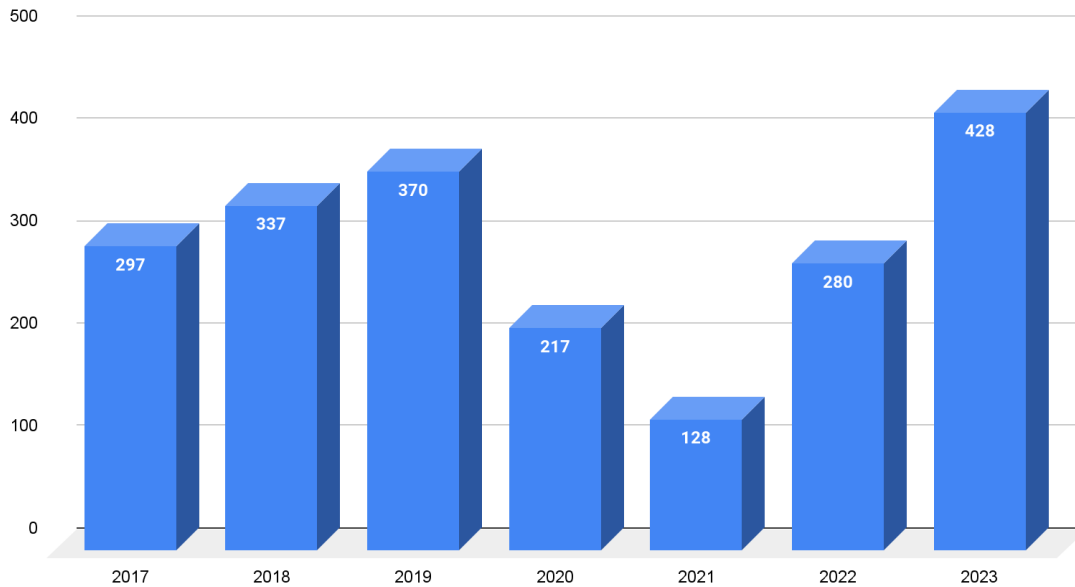
Grading Data Review from Semester 2 of 2023 (Update after scores are posted)

EOY 2023 Grading vs. iReady READING				
	Number of students in Tier 1 on iReady Reading	Number of students with an A in Reading for the semester	Number of students with a B in Reading for the semester	Total number of students with an A or B in Reading for the semester
1st grade	19	16	6	22
2nd grade	9	6	4	10
3rd grade	14	7	7	14
4th grade	9	6	5	11
5th grade	10	1	10	11
6th grade	6	1	8	9
HES Totals	67	37	40	77

EOY 2023 Grading vs. iReady MATH				
	Number of students in Tier 1 on iReady Math	Number of students with an A in Math for the semester	Number of students with a B in Math for the semester	Total number of students with an A or B in Math for the semester
1st grade	14	17	16	33
2nd grade	8	5	4	9
3rd grade	6	4	8	12
4th grade	8	3	7	10
5th grade	8	1	6	7
6th grade	6	2	2	4
HES Totals	50	32	43	75

BEHAVIORAL DATA (Updated after End of Semester)

Total Discipline Incidents Trend Data 2019-2023



INSTRUCTIONAL PRACTICE DATA REVIEW

Hermitage Elementary School has an instructional model created and adapted by the HES faculty on August 7, 2019, and it is updated annually. Click here to see the [HES Instructional Model](#). The model was developed using the book *Leading A High Reliability School* by Robert J. Marzano, Philip B. Warrick, Cameron L. Rains, and Richard DuFour along with the vision, mission, and core beliefs of Hermitage Elementary School. Observations conducted by the building principal and Peer-to-Peer observations are based on the HES Instructional Model. Professional

development is provided in various ways, sometimes by others in the building, in areas of concern for individuals, teams of teachers, and the whole school.

At the end of the 2021-2022 school year, the following areas were identified as weak points in the school as a whole during observations on the instructional model:

- Using Questioning and Discussion Techniques (3b) - Use of multiple types of questions, prompts for elaboration
- Communication of High Expectations to All Students (3a)

Each educator at HES works with the principal to develop Professional Growth Goals based on their observational data, individual reflection, student achievement data, and discipline data.

CURRICULUM DATA REVIEW

Hermitage Elementary School identified essential standards, created learning targets, paced learning in a pacing guide, and developed common assessments in 2018-2019. Those were minimally updated each year following the creation. After being trained in the Science of Reading and growing in our understanding of standards, targets, and common assessments, the instructional action teams at HES decided that it was time to take a deep analytical look at the essential standards, learning targets, pacing guides, and common assessments. During the 2021-2022 school year, the math action team and literacy action team began this work. As a school, we have a two year goal to complete this work.

The district purchased DESE approved reading curriculum for Tier 1, Tier 2, and Tier 3 instruction in the summer of 2021 due to the little to no movement in literacy scores from 2019 and the need to ensure curriculum matches the Science of Reading. As you can see from the chart below, the district and Hermitage Elementary School lacked approved curriculum in several of the “Big 5” areas as well as writing and grammar. This analysis was done in the spring of 2021 by the literacy team for the district.

Key: **Blue** indicates no curriculum at all for Tier 1. **Red** indicates a partially approved program from DESE. **White** indicates approval from DESE or no need for approval. **Black** indicates there is no need for an approved curriculum in that area for that grade level.

	Hermitage School						
	Core Instruction Required to Have DESE Approval or Justification					Other Literacy Domains	
	Phonological Awareness	Phonics	Vocabulary	Comprehension	Fluency	Writing	Grammar
Kindergarten	Heggerty PA	Phonics First			Phonics First		Journey's
1st Grade							
2nd Grade	Heggerty PA						
3rd Grade			Vocabulary Surge: Level B			Empowering Writers	Write Source
4th Grade							
5th Grade							
6th Grade							
7th Grade							
8th Grade							
9th Grade							
10th Grade							
11th Grade							
12th Grade							

After purchasing the curriculum, the Tier 1 literacy curriculum now looks like this:

	Hermitage School						
	Core Instruction Required to Have DESE Approval or Justification					Other Literacy Domains	
	Phonological Awareness	Phonics	Vocabulary	Comprehension	Fluency	Writing	Grammar
Kindergarten	Heggerty PA	Phonics First	Benchmark Workshop	Benchmark Workshop	Phonics First	Benchmark Workshop	Benchmark Workshop
1st Grade							
2nd Grade	Heggerty PA						
3rd Grade		Benchmark Workshop	Benchmark Workshop	Benchmark Workshop	Benchmark Workshop		
4th Grade							
5th Grade							
6th Grade							
7th Grade							
8th Grade							
9th Grade			MyPerspectives	MyPerspectives		MyPerspectives	MyPerspectives
10th Grade							
11th Grade							
12th Grade							

The same updates were made district-wide for Tier 2 and Tier 3 curriculum.

The following chart depicts the current curriculum for reading and math at HES.

Grade Level	Reading	Math
Kindergarten	Phonics First	EnVision Math
1st Grade	Heggerty Phonological Awareness	
2nd Grade	Benchmark Workshop	
3rd Grade	Additional Science of Reading Components According to the Arkansas Science of Reading Look-Fors	
4th Grade	Equipped for Reading Success	
5th Grade	Benchmark Workshop	Illustrative Math
	Additional Science of Reading Components According to the Arkansas Science of Reading Look-Fors	
6th Grade	My Perspectives	
	Equipped for Reading Success	
	Additional Science of Reading Components According to the Arkansas Science of Reading Look-Fors	

IDENTIFIED GOALS AND ACTION PLANS

Goal #1: At least 56% of students in grades K-6 will score Tier 1 on iReady Reading by May 2024.

Plan	Goal/Outcome: At least 56% of students in grades K-6 will score Tier 1 on iReady Reading by May 2024.
	Evidence-Based Practices: <ol style="list-style-type: none"> 1. Implementation of best practices according to the science of reading. 2. Develop a strong culture of independent reading. 3. Focus PLC's on student achievement data and the improvement process. 4. ALA Strand and Rubric for Strand 4: Transforming Teaching and Learning 5. <i>Leading a High Reliability School</i> by R. Marzano, P. Warrick, C. Rains, and R. DuFour 6. <i>The Art and Science of Teaching</i> by R. Marzano 7. <i>Classroom Instruction that Works</i> by R. Marzano 8. <i>The Five Big Ideas</i> by Lisa Carter 9. <i>Focus</i> by M. Schmoker 10. <i>Leading with Focus</i> by M. Schmoker 11. DESE Arkansas Ready for Learning Resources and Guides 12. DESE Arkansas Playbook to Address Unfinished Learning 13. DESE Arkansas Literacy Curriculum Approval Spreadsheet 14. Warm Demander: An Equity Approach, Becoming a Warm Demander, Warm Demander Chart
	Professional Learning: <ol style="list-style-type: none"> 1. Science of Reading for Anyone Not Yet Met 2. Response to Intervention - Interventions and Procedures 3. Effective Teaching Model PD 4. Professional Growth Plans with Individual Goals 5. MyPerspectives (6th grade literacy curriculum) PD 6. Benchmark Workshop (K-5 literacy curriculum) PD 7. Read 180 (4th-6th Grade Reading Intervention) PD 8. Phonics First PD for New Staff 9. Mastery Manager PD 10. Warm Demander PD 11. Curriculum PD (Alignment of standards to assessments and learning opportunities)

	Action Steps	Team/Person(s) Responsible	Timeline
Do	Science of Reading PD for New Staff (Anyone not met)	Tara Gates, Tracie Richard, and Brenda Nolan	June 2021-June 2024
	Build a Schoolwide Independent Reading Culture through the creation of the Hermits Read program and the Book Club program.	Literacy Action Team, Partners with 21CCLC, Classified Action Team, Parent and Family Engagement Action Team, Student Voice Team	September 2021-May 2024
	Effectively run a school-wide intervention time where students are moved according to regular progress monitoring data. Every adult in the school will provide intervention or enrichment. Students will receive services based on need rather than grade level.	Literacy Action Team, Math Action Team, SPRINT, Classified Action Team, 21CCLC Partnerships	August 2022-May 2024
	Provide and encourage meaningful family engagement in the education of their child especially in learning to read	Parent and Family Engagement Action Team, Literacy Action Team, Classified Action Team, CASH Action Team, Partner with 21CCLC Program, Student Voice Team	August 2021-May 2024
	Utilize iReady Diagnostic Assessment and the new Arkansas Academic Standards Interim Assessments to identify personal learning goals and provide personalized interventions in Reading	Literacy Action Team, Tara Gates	September 2020-May 2024
	HES will provide extended day and extended year learning opportunities for students performing below expectation.	Tara Gates, Building Leadership Team, Partner with 21CCLC Program	May 2022-August 2024
	Improve the Hustle Academy middle school atmosphere with middle school expectations for students in grades 5-6 to assist them in the social, emotional, and behavioral development appropriate for that age range.	Building Leadership Team, Behavior and Attendance Team, Shelby Gardner, Kasey Johnston, Kim Stratton, Christy Rowell-Trotter, Tracie Richard, Tara Gates	March 2022 - May 2024
	Get parents actively and meaningfully engaged in the education of their child by hosting learning events and providing formal opportunities for service and input	Parent and Family Engagement Team, Literacy	August 2021-June 2024

		Action Team, CASH Team, Student Voice Team	
	All students will keep a data tracking folder that is updated constantly for change. The folder at minimum will track attendance, iReady data, and Arkansas Academic Standards Assessment data for those in grades 3-6. Each data tracker will have a goal or goals set by the student and teacher working together. Each goal will have action steps to help the student attain the goal. Teachers will meet with students at minimum once per quarter for data discussions. Students will be able to articulate their data, goals, and action plans.	Literacy Action Team	Spring 2024
	Reward students for excellent ACT Aspire test scores and iReady test scores.	Literacy Action Team	August 2021-May 2024
	Increase Peer to Peer Observations to a minimum of Quarterly to Improve Instruction (Focus area and debriefs)	Literacy Action Team, Tara Gates, CASH Action Team	August 2022-May 2024
	Analyze and Adjust the HES Instructional Model for Effective Teaching - Annual Task	All Certified Staff Members	August 2023
	Provide PD on the Instructional Model and Set Focus Areas as a School (Observations of Focus Areas)	Instructional Facilitators	August 2021-May 2024
	Review individual teacher's aggregated classroom walkthrough data with teacher	Tara Gates, Brenda Nolan, and Tracie Richard	August 2019-May 2024
	Provide actionable feedback from classroom walkthrough data and TESS evaluations	Tara Gates, Brenda Nolan, and Tracie Richard	August 2019-May 2024
	PD on Read 180, Phonics First, and Curriculum for New Staff and Changing Staff	Tara Gates, Tracie Richard, Brenda Nolan, District	July 2022-October 2022
	Review, analyze, and make adjustments on Essential Standards for HES Literacy	Literacy Action Team and CASH Team	May 2021-August 2023
	Review, analyze, and make adjustments on the Pacing Guides for HES Literacy	Literacy Action Team and CASH Team	May 2021-August 2023
	Review, analyze, and make adjustments on Common Formative Assessments for HES Literacy using Mastery Manager	Literacy Action Team and CASH Team	May 2021-May 2024
	Teachers, Instructional Facilitators, and the principal will engage in a book study on Writing Revolution. The cooperative literacy specialists will provide professional development on Writing Revolution and create "Look Fors" for observations. The "Look Fors" will be used to gather observational data and make improvements based on the data.	Tara Gates, Literacy Action Team, Cooperative Specialists	August 2022-May 2024
	Collaborate with ERZ, Dr. Tracie Jones, on continued development of curriculum and instruction	Tara Gates	August 2021-May 2024

Assess	Evaluation (Summative Assessment): <ol style="list-style-type: none"> 1. iReady Results: <ol style="list-style-type: none"> a. 8% of students scoring Tier 3 in Reading will move to Tier 2 or Tier 1 (15 students) b. 8% of students scoring Tier 2 in Reading will move to Tier 1 (15 students) 2. PLC Qualitative Data: <ol style="list-style-type: none"> a. PLC Meeting Minutes will show focused discussions and decision making around the Four Critical Questions of a PLC b. PLC Meeting Minutes will show decisions made on data from Common Formative Assessments in Mastery Manager
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Goal #2: At least 54% of students in grades K-6 will score Tier 1 on iReady Math by May 2024.

Plan	Goal/Outcome: At least 54% of students in grades K-6 will score Tier 1 on iReady Math by May 2024.		
	Evidence-Based Practices: <ol style="list-style-type: none"> 1. Implementation of best practices according to the science of reading. 2. Focus PLC's on student achievement data and the improvement process. 3. ALA Strand and Rubric for Strand 4: Transforming Teaching and Learning 4. <i>Leading a High Reliability School</i> by R. Marzano, P. Warrick, C. Rains, and R. DuFour 5. <i>The Art and Science of Teaching</i> by R. Marzano 6. Classroom Instruction that Works by R. Marzano 7. The Five Big Ideas by Lisa Carter 8. <i>Focus</i> by M. Schmoker 9. <i>Leading with Focus</i> by M. Schmoker 10. DESE Arkansas Ready for Learning Resources and Guides 11. DESE Arkansas Playbook to Address Unfinished Learning 12. Warm Demander: An Equity Approach, Becoming a Warm Demander, Warm Demander Chart 		
	Professional Learning: <ol style="list-style-type: none"> 1. Response to Intervention - Interventions and Procedures 2. Effective Teaching Model PD 3. Professional Growth Plans with Individual Goals 4. Curriculum PD (Alignment of standards to assessments and learning opportunities) 5. Arkansas PLC PD via Zoom 6. Mastery Manager PD 7. Warm Demander PD 8. Classified Staff Behavior Management and Communication 		
Do	Action Steps	Team/Person(s) Responsible	Timeline
	Work closely with cooperative math specialist (curriculum, observations, instruction, PLC's)	Math Action Team and Tara Gates	August 2020-May 2024
	Identify, purchase, and implement with fidelity a scientifically-validated mathematics intervention program.	Math Action Team and Tara Gates	August 2023-May 2024
	Utilize math facts fluency interventions and assessments (Prodigy and Reflex Math) with Rewards System	Math Action Team, Student Voice Team, Parent and Family Engagement	August 2021-May 2024

Create a middle school atmosphere with middle school expectations for students in grades 5-6 to assist them in the social, emotional, and behavioral development appropriate for that age range.	Building Leadership Team, Behavior and Attendance Team, Shelby Gardner, Kasey Johnston, Christy Rowell-Trotter, Tracie Richard, Tara Gates	March 2022 - May 2024
Get parents actively and meaningfully engaged in the education of their child by hosting learning events and providing formal opportunities for service and input	Parent and Family Engagement Team, Math Action Team, CASH Team, Student Voice Team	August 2021-June 2023
All students will keep a data tracking folder that is updated constantly for change. The folder at minimum will track attendance, iReady data, and ACT Aspire data for those in grades 3-6. Each data tracker will have a goal or goals set by the student and teacher working together. Each goal will have action steps to help the student attain the goal. Teachers will meet with students at minimum once per quarter for data discussions. Students will be able to articulate their data, goals, and action plans.	Math Action Team	Spring 2024
Reward students for excellent ACT Aspire test scores and iReady test scores.	Math Action Team	August 2021-May 2024
Increase Peer to Peer Observations to a minimum of Quarterly to Improve Instruction (Focus area and debriefs)	Math Action Team, Rosalynda Ellis, CASH Action Team	August 2022-May 2024
Analyze and Adjust the HES Instructional Model for Effective Teaching - Annual Task	All Certified Staff Members	August 2023
Provide PD on the Instructional Model and Set Focus Areas as a School (Observations of Focus Areas)	Instructional Facilitators	August 2021-May 2024
Review individual teacher's aggregated classroom walkthrough data with teacher	Tara Gates	August 2019-May 2024
Provide actionable feedback from classroom walkthrough data and TESS evaluations	Tara Gates	August 2019-May 2024
Principal and Instructional Facilitators will curate a video playlist featuring teachers in HES teaching model lessons using HES curriculum and resources. These videos will be used to aid other teachers in improvements in instruction and implementation of curriculum.	Tara Gates	August 2021-May 2024
Review, analyze, and make adjustments on Essential Standards for HES Math	Math Action Team and CASH Team	May 2021-August 2023
Review, analyze, and make adjustments on the Pacing Guides for HES Math	Math Action Team and CASH Team	May 2021-August 2024

	Review, analyze, and make adjustments on Common Formative Assessments for HES Math using Mastery Manager	Math Action Team and CASH Team	May 2021-May 2024
	Utilize the Master Manager CFA data for the PLC process (meet individual student needs, improve curriculum, improve instruction).	Tara Gates, Math Action Team	July 2022-May 2024
	Collaborate with cooperative math specialist, Meredith Sandine, on school-wide math improvements.	Tara Gates, Math Action Team	August 2022-May 2024
	Analyze state approved math curriculum and analyze need for change of curriculum.	Tara Gates, Meredith Sandine, Math Action Team	August 2022-May 2024
	Collaborate with ERZ, Dr. Tracie Jones, on continued development of curriculum and instruction	Tara Gates	August 2021 - May 2023
Assess	Evaluation (Summative Assessment): <ol style="list-style-type: none"> 1. iReady Results: <ol style="list-style-type: none"> a. 10% of students scoring Tier 3 in math will move to Tier 2 or Tier 1 (18 students) b. 10% of students scoring Tier 2 in math will move to Tier 1 (18 students) 2. PLC Qualitative Data: <ol style="list-style-type: none"> a. PLC Meeting Minutes will show focused discussions and decision making around the Four Critical Questions of a PLC b. PLC Meeting Minutes will show decisions made on data from Common Formative Assessments in Mastery Manager 		

Goal #2: HES will have no more than 300 discipline referrals for the 2023-2024 school year.

Plan	Goal/Outcome: HES will have no more than 300 discipline referrals for the 2023-2024 school year.		
	Evidence-Based Practices: <ol style="list-style-type: none"> 1. <i>Leading a High Reliability School</i> by R. Marzano, P. Warrick, C. Rains, and R. DuFour 2. Behavior: The Forgotten Curriculum by Chris Weber 3. Warm Demander: An Equity Approach, Becoming a Warm Demander, Warm Demander Chart 		
	Professional Learning: <ol style="list-style-type: none"> 1. Response to Intervention - Interventions and Procedures for behavior 2. School-wide Professional Development on Expectations and Consequences for HES 		
Do	Action Steps	Team/Person(s) Responsible	Timeline
	Provide a school-wide professional development from an outside source for all certified and classified staff members on behavior expectations and consequences for HES. The goal of this PD will be two fold: 1.) Understand ways to teach, model, and expect good behavior, and 2.) Set school-wide behavior expectations and consequences.	Tara Gates	August 2023
	Reduce class sizes by adding a third classroom rotation to 3rd and 4th grade and 5th and 6th grade.	Tara Gates	August 2023
	Make behavioral data a mandatory part of every weekly PLC meeting.	Tara Gates	August 2023-May 2024
	Work with the ISS teacher on the ISS environment to ensure there is no social interaction and there are very high expectations of behavior in the room.	Tara Gates	August 2023-May 2024
	Implement behavioral RtI where students receive all three tiers on behavior. For Tier 1, students will be taught how to behave in their regular classrooms with the teachers. For Tier 2 and Tier 3, students will receive behavior interventions based on their data.	Tara Gates	August 2023-May 2024
	Increase parent engagement in behavioral issues by making frequent contact on good behavior and poor behavior.	Tara Gates	August 2023-May 2024
Assess	Evaluation (Summative Assessment): <ol style="list-style-type: none"> 1. Behavior Discipline Referrals: <ol style="list-style-type: none"> a. Decrease by 25% (100 referrals) 		

MID-YEAR GOAL MONITORING (January 2024)

iReady Data	Reading Math
Discipline Data	

END OF YEAR GOAL MONITORING (June 2024)

iReady Data	Reading Math
Discipline Data	