

2023-2024 Strategic Plan

HERMITAGE SCHOOL DISTRICT

#HERMITSLEAD

Superintendent: LaDonna Spain
Principals: Mistie McGhee, Tara Gates
Leadership Team: Selena Jurado, Tiffany Curtis, Jade Huitt, Kasey Johnston, Tracie Richard,
Brenda Nolan, Collin Wilkerson, Ashley Martinez

LITERACY FOCUS FOR THE DISTRICT: Any and all available funds, including district, state, and federal - including ESSER, will be dedicated, to the greatest extent possible, to help meet the demands of literacy instruction and improve student achievement. ESA funds will be prioritized for literacy.

DISTRICT READING GOAL: Given the current numbers of students in our district in need of support in reading, HSD will work towards these goals, as established by the school leadership teams:

- **Elementary:** At least 62% of the students in grades 3-6 will score close, ready, or exceeding on ACT Aspire Reading and at least 56% of students in grades K-6 will score Tier 1 on iReady Reading by May 2023.
- **High School:** Hermitage High School will decrease the percentage of students in the area of reading who are “In Need of Support” by 10% and increase the percent of “Ready” or “Exceeding” students by 10% during the 2022-2023 school year.

Curriculum Alignment: HSD has used ESSER funds to purchase literacy curriculum on the state-approved list. Literacy curriculum programs and resources used in our schools can be found here:

<https://docs.google.com/spreadsheets/d/1gM1qFCT7RhcpNqV546yGqx2YyryTqihY5yW78NI4JcY/edit#gid=228164932>

SoR pathways: Our district principals have ensured that our staff has received the required training and obtained the appropriate proficiency levels, depending on their grade band and assignment. The pathway followed by teachers depends upon the background they have, but most of our teachers are Act 1240 waiver teachers, so they complete the appropriate RISE face-to-face at the coop or on ARIdeas. We try to ensure that training is completed within one year of the hire date. Pathways for individual teachers are maintained on a document linked in the school improvement plans.

District Support: HSD is a small district. We have an administration team and we meet monthly. Our Principals lead our schools, where they also serve as the School Improvement Specialist. There is no 'district staff' - our staff is assigned to work in our schools. We follow the plan-do-check model. Our SLTs meet regularly and create their plans, implement the plan, and then monitor their plans by reviewing all available data and adjust as needed, starting the process all over again. Our DLT will monitor the school plans every 2 months and evaluate the data to determine effectiveness, providing guidance as needed and suggestions for changes as dictated by the effectiveness of items in the plans. However, this team is made of people doing the work in our schools, so everyone knows what is going on and what is/is not working. We don't wait to have a meeting to respond to needs - we respond immediately. We reach out for support from our ERZ, teacher support consultant Leigh Brandon, or our coop for assistance, as needed, to ensure appropriate implementation of the plan.

School Improvement Plans give much more detail to the work going on in our schools. Here are the links to the plans for each school:

- Elementary:

<https://docs.google.com/document/d/1YP3jaKDp5KmcXvXAbZ2iaNy5B3qsYZKVU0tX1yBjxE/edit>

- High School:

<https://docs.google.com/document/d/1sxfIE57leLGmRx6JQXcXY8II5wr5cUhg1mnUos5Te40/edit>

Note: This HSD Strategic Plan describes the work that has been designated by the District Leadership Team and is a continuation of our work with ALA over the past 5 years. We will implement the requirements of the Literacy Plan into the work of this team, but the school improvement work will remain at the school level under the leadership of the School Improvement Specialists.

Arkansas Leadership Academy Leadership Performance Strands and Skills

Focus Area: Create a positive culture of and for learning					
Skills	Measureable Actions	Timeline	Person(s) Responsible	Evidence	Next Steps
<p>1.1 Develop a shared purpose and coherent effort through mission, vision and beliefs</p> <p>1.2 Develop, implement and communicate a results-based strategic action plan</p> <p>1.3 Establish a sense of urgency that leads to action</p> <p>2.1 Establish a desired culture through norms, rituals, traditions, common language and cultural competencies</p>	<p>Communicate strategic plan to all stakeholders</p> <p>Communicate literacy focus to all stakeholders</p>	<p>August 1, 2022 - May 31, 2023</p> <p>August 1, 2022 - May 31, 2023</p>	<p>District Leadership Team Principals Teachers</p> <p>All District Staff</p>	<p>Meeting agendas, Principal Walk-Through Data, Family Engagement Opportunities</p> <p>Charts, weekly memo, advisory lessons, home newsletters, team drive</p>	<p>Evaluate the progress and determine new reality for each of these actions</p>

2.2 Promote a safe, positive, interactive and supportive climate	Continue efforts to enhance school security and safety team priorities through meetings and efforts	August 1, 2022 - May 31, 2023	Superintendent Safety Team Members	Google Doc, purchase receipts	Evaluate work in meetings goals of plan and actions of team
2.3 Build and sustain collaborative relationships and structures for learning and work	Continue district team charter and protocol or structure for team meetings	September 30, 2022 - May 31, 2023	Superintendent Principals	Written protocol Google Doc	Evaluate the content/minutes of building professional learning communities
2.4 Infuse diversity of people, perspectives, ideas and experiences into the work	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	August 1, 2022 - May 31, 2023	All staff	Open House Parent/Teacher Conferences Participation on Committees Surveys Tucker's Tidbits Mistie's Message for Parents Parent Newsletters Monthly Calendars	Monitor parent and community response and participation in events
2.5 Use skills of influence, persuasion and advocacy to	Create and communicate a Family and Community Engagement Plan of	July 1, 2022 - May 31, 2023	Chase Ellis, Deanna Smith, Shelly Wolfe, Tracie Richard, Principals	Facebook Hermitage App Back-To-School Videos	Survey parents and community to determine

engage with multiple community sectors as a public leader	Support Conduct educational opportunities for parents	Throughout the school year with parent involvement facilitator	Principals Teachers Parent Involvement Facilitator	Email Accounts Week-at-a-Glance document for content learning ES Weekly Message from HS Principal How-To Videos Quick Reference Guide District and School Technology Teams	effectiveness of the plan Student engagement Surveys
---	--	--	--	---	---

Professional Development Plan 2022-2023

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, 2022 - May 31, 2023	District Leadership team Certified Staff Principals	Lesson plans Learning Targets Exit Tickets Student Achievement Adult Learning needs identified Mastery Manager reports and usage data, including results	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 and improve understanding of .	July 1, 2022 - May 28, 2023	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 adjusted; Revisions using developing resources will be considered each nine weeks. *Students will receive content exposure at their grade level regardless of programming.	August 2, 2022 - May 31, 2023	Teachers Instructional Facilitators Principals	Pacing Guides Student Work Screening assessments	Additional needs will be determined as teachers work through the curriculum
	Teachers will use curriculum	August 2, 2022 - May 31,	Teachers	Lesson plans	Review of

<p>4.4 Become literate as a leader of digital learning environments</p>	<p>documents to plan effective instruction: -Monitored by principals -Student-centered -Structured lesson plans</p> <p>The PLC process will be utilized for all teams to monitor curriculum, observations, review of lesson and unit plans, and assessment data review.</p> <p>Teachers will utilize Mastery Manager as a tool to ensure grade-level assessments are provided on standards taught.</p> <p>Google Classroom will be used as a LMS (Learning Management System) for AMI days and as lesson enhancement; Independent platforms provided through curriculum will be used for student learning.</p>	<p>2023</p> <p>August 16, 2022 - May 31, 2023</p> <p>August 16, 2022 - May 31, 2023</p> <p>August 16, 2022 - May 31, 2023</p>	<p>Instructional Facilitators Principals</p> <p>Principals Teachers</p> <p>District Leadership Team Principals Teachers</p> <p>Principals Teachers</p>	<p>Student groupings</p> <p>Lesson Plans Classroom Observations Student Work</p> <p>PLC Agenda/Minutes Student Achievement and Progress Monitoring</p> <p>K-12 may use Google Classroom</p>	<p>documents, student achievement data, peer-to-peer observations</p> <p>Assess quality of the collaboration</p> <p>Measured student engagement</p> <p>Student achievement levels</p>
---	---	---	--	---	---

4.3 Ensure all learners engage in rigorous, relevant, and student-centered learning	The District Leadership Team will create and monitor a Support Plan for Literacy: -PLC Process -Organizational Dev. -ERZ and Co-op -Instructional Facilitators	August 16, 2022 - May 31, 2023	District Leadership Team Literacy Specialists/Interventionists	Review of Progress Report-Quarterly Collaboration of Staff Prioritized Funding	Monitor student progress and differentiate as needed
4.5 Ensure alignment of standards, curriculum, teaching, assessment and professional learning	Hermitage Elementary will create and communicate a visionary, yet attainable school-based strategic plan. -safe and collaborative -effective instruction -viable curriculum	August 16, 2022 - May 31, 2023	Elementary Principal School Leadership Team	Strategic Plan Leadership Team Meeting Agendas/Minutes	Monitor effectiveness of the plan monthly and revise as needed
3.1 Develop and distribute leadership to sustain a high-performing organization	Hermitage High School will create and communicate a visionary, yet attainable school-based strategic plan. -safe and collaborative -effective instruction -viable curriculum	August 16, 2022 - May 31, 2023	High School Principal School Leadership Team	Strategic Plan Leadership Team Meeting Agendas/Minutes	Monitor effectiveness of the plan monthly and revise as needed
3.4 Use reflection, inquiry and assessment practices for continuous learning and improvement	-safe and collaborative -effective instruction -viable curriculum				

4.5 Ensure alignment of standards, curriculum, teaching, assessment and professional learning	Develop an assessment plan that includes formative and summative assessments	August 16, 2022 - May 31, 2023	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, 2022 - May 31, 2023	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, 2022 - May 31, 2023	Principals Teachers District Leadership Team	Formative assessments Summative assessments Review of Essential Standards	Begin to explore DOK levels in assessments

Professional Development Plan 2022-2023

Curriculum - Math and Literacy

Literacy/Reading - RISE/Science of Reading, PD on Vocabulary and newly purchased curriculum; Support from Outside Consultant for teachers with less than 3 years of teaching experience, Dyslexia Intervention training, PLC training, Writing Revolution training/PD

School Instructional Model development and refinement

Continuity of Teaching: Diagnostic Assessments

Rtl

Mental Health/Trauma-Informed Teaching PD

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	Teachers will demonstrate, share, discuss, research, and present on successful strategies at staff and team meetings	August 16, 2022 - May 31, 2023	Principals Instructional Facilitators Teachers	Staff Meetings Pictures/Videos Action Research	Observations in classroom Spread of instructional strategies
5.1 Use student performance-based accountability systems	Teachers will participate in Peer to Peer Observations	August 16, 2022 - May 31, 2023	Principals Teachers	Reflection sheets Schedule	Increased quality of

for decision-making	and feedback				instruction
3.2 Deploy an integrated management system for systemic results	Continued professional learning around and about growth mindset	August 16, 2022 - May 31, 2023	District Leadership Team Principals	Professional Learning Articles/Videos	Build capacity of teacher leaders
3.3 Use individual, group, and organizational change research, processes and tools	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	July 1, 2021 - May 31, 2022	District Leadership Team Principals Teachers	PD Sign-in Sheets Certificates of Attendance Lesson Plans Student Achievement	Continuous flow and exchange of information to improve educational practices
3.5 Lead change efforts to scale	Rtl Systems will be fully operational and monitored at Hermitage Elementary and Hermitage High School -Process to ensure student support -SPRINT Teams -Staffing Meetings	August 16, 2022 - May 31, 2023	Principals Teachers taff	Rtl Systems and Reports Monitored Interventions Student Progress Monitoring	Determination of effectiveness and differentiation for diverse learners

Professional Development Plan 2022-2023

Peer observations and reflection

Data Analysis and Response Action Plan

Rtl

Demonstration lessons

Professional Learning time and processes