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Lennard High School

2002 E SHELL POINT RD, Ruskin, FL 33570

www.sdhc.k12.fl.us

School Demographics

School Type and Grades Served
(per MSID File)

High School
9-12

2018-19 Title I School

Yes

2018-19 Economically Disadvantaged (FRL) Rate
(As Reported on Survey 3)

75%

Primary Service Type
(per MSID File)

K-12 General Education

Charter School

No

2018-19 Minority Rate
(Reported as Non-white on Survey 2)

75%

School Grades History

Year
Grade

2017-18
C

2016-17
C

2015-16
C

2014-15
C*

School Board Approval

This plan is pending approval by the Hillsborough County School Board.

SIP Authority

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a school improvement plan (SIP) for each school in the district that has a school grade of D or F.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F (see page 4). For schools receiving a grade of A, B, or C, the district may opt to require a SIP using a template of its choosing. This document was prepared by school and district leadership using the FDOE's school improvement planning web application located at <https://www.floridacims.org>.

Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. The Florida Department of Education encourages schools to use the SIP as a "living document" by continually updating, refining and

using the plan to guide their work throughout the year. This printed version represents the SIP as of the "Date Modified" listed in the footer.

Part I: School Information

School Mission and Vision

Provide the school's mission statement

As a united community, we provide students an education that broadens their perspective on life.

Provide the school's vision statement

Guiding graduates to a life of purpose.

School Leadership Team

Membership

Identify the name, email address and position title for each member of the school leadership team.:

Name	Title
Wilhelm, Brittney	Assistant Principal
Lane, Sharon	Teacher, Career/Technical
McFarland, Martha	Assistant Principal
Guarisco, John	Assistant Principal
Tasci, Hulya	Assistant Principal

Duties

Describe the roles and responsibilities of the members, including how they serve as instructional leaders and practice shared decision making

Leadership team meetings can include the following:

Principal

Assistant Principal / ELP Coordinator

Guidance Counselor

SAC Chairs

School Psychologist/ Behavior team Representative

School Social Worker/ Attendance Committee Representative

Academic Coaches (Reading, Math, etc. and other specialists on an ad hoc basis)

ESE teachers

PLC Liaisons for each grade level and/or content area

District support (including Area Superintendents, Support Specialist, District Coaches)

The Leadership team meets regularly (e.g., bi-weekly/monthly). The purpose of the core Leadership Team is to:

1. Collaborate and problem solve to ensure the implementation of high quality instructional practices utilizing the RtI/MTSS process: at the core (Tier 1) and intervention/enrichment (Tiers 2/3) levels.
2. Support the implementation of high quality instructional practices at the core (Tier 1)

and intervention/enrichment (Tiers 2/3) levels.

3. Review ongoing progress monitoring data at the core to ensure fidelity of instruction and attainment of SIP goal(s) in curricular, behavioral, and attendance domains.

4. Communicate school-wide data to PLCs and facilitate problem solving within the content/grade level teams.

A collaborative culture of shared responsibility is established through Leadership Team Meetings and PLCs.

Research consistently bears out that the school leader is the most important element in teachers choosing to go to, and then remain at, a school site. To that end, HCPS works to ensure that principals are selected and placed with great care. HCPS works to develop strong leaders through the Hillsborough Principal Pipeline. As stated above, The Hillsborough Principal Pipeline offers unique and valuable opportunities for teachers to experience and prepare for a school leadership position by helping them gain the skills, experience and confidence that are crucial to becoming a high-performing leader. Pursuing school leadership provides the opportunity to make a direct impact on school culture and positively influence instructional quality, which will result in improved outcomes and higher long-term success rates for students in Hillsborough County.

HCPS' vision for instructional improvement is to have a highly effective teacher in every classroom and a highly effective principal in every school. This vision is founded in the research-based tenet that teacher quality has a larger impact on student achievement than any other schooling factor. Further research demonstrates the impact of a principal's leadership on outcomes for students and teachers. Over the past decade, HCPS has developed a Human Capital Management System (HCMS) to further the district's vision of instructional improvement.

Several Teacher Interview Days and Recruitment Fairs occur throughout the summer months, under the oversight of Human Resources. All applicants must be pre-approved by the District to attend these events. Certified teachers with an Effective or Highly Effective performance evaluation, teaching in field, at our highest needs schools are eligible for salary differential. This program was established with the purpose of helping to create stability and equity in harder to staff schools, recruiting and retaining highly qualified instructional staff, increasing student achievement, and promoting a culture of ongoing professional development.

Compensation is grounded in a performance-based salary structure that explicitly ties salary increases to sustained high-level performance, while career ladder positions, such as Instructional Mentors, are available to effective educators. The base teacher salary schedule is designed to provide substantial increases in compensation to teachers who have demonstrated positive student impact.

Once hired, teacher induction and teacher retention are supported through fully-released instructional mentors assigned to every new educator for up to two years to increase effectiveness and decrease recidivism. Educator effectiveness ratings that differentiate educator quality are used to assist principals in determining teachers' transfer options and promotion into leadership positions. HCPS has linked PD opportunities to HR functions so that school-level and district-level trainings are developed and deployed in response to areas of need identified by educator evaluations. Training course completions can also be tracked by HR Partners to inform human capital decisions.

Early Warning Systems

Year 2017-18

The number of students by grade level that exhibit each early warning indicator:

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Attendance below 90 percent	0	0	0	0	0	0	0	0	0	175	140	137	173	625
One or more suspensions	0	0	0	0	0	0	0	0	0	147	170	119	112	548
Course failure in ELA or Math	0	0	0	0	0	0	0	0	0	80	266	222	214	782
Level 1 on statewide assessment	0	0	0	0	0	0	0	0	0	296	237	218	151	902
	0	0	0	0	0	0	0	0	0	0	0	0	0	

The number of students identified by the system as exhibiting two or more early warning indicators:

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Students exhibiting two or more indicators	0	0	0	0	0	0	0	0	0	186	244	204	182	816

The number of students identified as retainees:

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Retained Students: Current Year	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retained Students: Previous Year(s)	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Date this data was collected

Monday 10/8/2018

Year 2016-17 - As Reported

The number of students by grade level that exhibit each early warning indicator:

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Attendance below 90 percent	0	0	0	0	0	0	0	0	0	149	141	91	105	486
One or more suspensions	0	0	0	0	0	0	0	0	0	137	151	105	75	468
Course failure in ELA or Math	0	0	0	0	0	0	0	0	0	50	224	171	140	585
Level 1 on statewide assessment	0	0	0	0	0	0	0	0	0	329	376	252	151	1108

The number of students identified by the system as exhibiting two or more early warning indicators:

Indicator	Grade Level												Total	
	K	1	2	3	4	5	6	7	8	9	10	11		12
Students exhibiting two or more indicators	0	0	0	0	0	0	0	0	0	170	260	187	124	741

Year 2016-17 - Updated

The number of students by grade level that exhibit each early warning indicator:

Indicator	Grade Level												Total	
	K	1	2	3	4	5	6	7	8	9	10	11		12
Attendance below 90 percent	0	0	0	0	0	0	0	0	0	149	141	91	105	486
One or more suspensions	0	0	0	0	0	0	0	0	0	137	151	105	75	468
Course failure in ELA or Math	0	0	0	0	0	0	0	0	0	50	224	171	140	585
Level 1 on statewide assessment	0	0	0	0	0	0	0	0	0	329	376	252	151	1108

The number of students identified by the system as exhibiting two or more early warning indicators:

Indicator	Grade Level												Total	
	K	1	2	3	4	5	6	7	8	9	10	11		12
Students exhibiting two or more indicators	0	0	0	0	0	0	0	0	0	170	260	187	124	741

Part II: Needs Assessment/Analysis

Assessment & Analysis

Consider the following reflection prompts as you examine any/all relevant school data sources, including those in CIMS in the pages that follow.

Which data component performed the lowest? Is this a trend?

The FSA for ELA in grades 9 and 10 was below the district average between 2015-2017. The FSA for ELA in grades 9 and 10 showed the lowest proficiency for Hispanic students compared to other subgroups. Our FSA ELA scores for 9th and 10th show a pattern of being below the district average.

Which data component showed the greatest decline from prior year?

The Multi-racial Subgroup showed the greatest decline in Math Learning Gains from 75% for the 2017 to 50% for the 2018 school year.

Which data component had the biggest gap when compared to the state average?

There are 3 components that have the biggest (13 points) percentage gaps.
 ELA Achievement - School 43% to State 56%
 ELA Lowest 25th Percentile - School 31% to State 44%
 Social Studies Achievement - School 58% to State 71%

Which data component showed the most improvement? Is this a trend?

Our bottom 25% Math scores showed an increase of 5% from 55% in 2018 from 50% in 2017.

Describe the actions or changes that led to the improvement in this area

Closing the achievement gap by planning strategies to assess student learning during each lesson (RADAR). Based on the previous school years needs assessment, Lennard High School determined goals to help targeted students meet their grade level standards. Targeted Professional Learning Community training was provided to help teacher analyze classroom data to determine instructional focus from student trends.

School Data

Please note that the district and state averages shown here represent the averages for similar school types (elementary, middle, high school, or combination schools).

School Grade Component	2018			2017		
	School	District	State	School	District	State
ELA Achievement	43%	54%	56%	40%	52%	53%
ELA Learning Gains	47%	53%	53%	45%	50%	49%
ELA Lowest 25th Percentile	31%	43%	44%	29%	39%	41%
Math Achievement	46%	48%	51%	64%	51%	49%
Math Learning Gains	58%	49%	48%	63%	47%	44%
Math Lowest 25th Percentile	55%	45%	45%	50%	38%	39%
Science Achievement	60%	65%	67%	61%	62%	65%
Social Studies Achievement	58%	73%	71%	68%	74%	70%

EWS Indicators as Input Earlier in the Survey

Indicator	Grade Level (prior year reported)				Total
	9	10	11	12	
Attendance below 90 percent	175 (149)	140 (141)	137 (91)	173 (105)	625 (486)
One or more suspensions	147 (137)	170 (151)	119 (105)	112 (75)	548 (468)
Course failure in ELA or Math	80 (50)	266 (224)	222 (171)	214 (140)	782 (585)
Level 1 on statewide assessment	296 (329)	237 (376)	218 (252)	151 (151)	902 (1108)
	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

Grade Level Data

NOTE: This data is raw data and includes ALL students who tested at the school. This is not school grade data.

ELA						
Grade	Year	School	District	School-District Comparison	State	School-State Comparison
09	2018	41%	53%	-12%	53%	-12%
	2017	40%	50%	-10%	52%	-12%
Same Grade Comparison		1%				
Cohort Comparison						

ELA						
Grade	Year	School	District	School-District Comparison	State	School-State Comparison
10	2018	42%	52%	-10%	53%	-11%
	2017	38%	47%	-9%	50%	-12%
Same Grade Comparison		4%				
Cohort Comparison		2%				

MATH						
Grade	Year	School	District	School-District Comparison	State	School-State Comparison

BIOLOGY EOC					
Year	School	District	School Minus District	State	School Minus State
2018	57%	62%	-5%	65%	-8%
2017	60%	58%	2%	63%	-3%
Compare		-3%			

CIVICS EOC					
Year	School	District	School Minus District	State	School Minus State
2018					
2017					

HISTORY EOC					
Year	School	District	School Minus District	State	School Minus State
2018	57%	70%	-13%	68%	-11%
2017	67%	72%	-5%	67%	0%
Compare		-10%			

ALGEBRA EOC					
Year	School	District	School Minus District	State	School Minus State
2018	33%	63%	-30%	62%	-29%
2017	46%	63%	-17%	60%	-14%
Compare		-13%			

GEOMETRY EOC					
Year	School	District	School Minus District	State	School Minus State
2018	53%	56%	-3%	56%	-3%
2017	69%	56%	13%	53%	16%
Compare		-16%			

Subgroup Data

2018 SCHOOL GRADE COMPONENTS BY SUBGROUPS											
Subgroups	ELA Ach.	ELA LG	ELA LG L25%	Math Ach.	Math LG	Math LG L25%	Sci Ach.	SS Ach.	MS Accel.	Grad Rate 2016-17	C & C Accel 2016-17
WHT	65	56	35	61	63	55	74	77		87	44
BLK	39	47	31	39	52	38	54	50		88	33
HSP	31	42	30	40	58	58	51	51		75	29
ASN	84	68					90	87			
MUL	50	58		54	50		75	71		89	59
SWD	15	32	27	17	38	50	43	26		59	9
FRL	35	44	30	41	57	52	54	51		77	28
ELL	9	34	34	24	49	67	27	25		58	25

2017 SCHOOL GRADE COMPONENTS BY SUBGROUPS											
Subgroups	ELA Ach.	ELA LG	ELA LG L25%	Math Ach.	Math LG	Math LG L25%	Sci Ach.	SS Ach.	MS Accel.	Grad Rate 2015-16	C & C Accel 2015-16
WHT	60	57	40	76	67	59	75	75		83	37
BLK	38	46	35	62	58	47	50	67		83	23
HSP	29	39	26	56	59	45	56	63		71	24
ASN	75	67		77	82		86				
MUL	53	51		63	75		60	89		90	61
SWD	5	23	21	35	45	40	39	35		63	12
FRL	32	41	28	57	58	47	54	63		71	26
ELL	5	25	25	37	48	50	26	37		53	11

Part III: Planning for Improvement

Develop specific plans for addressing the school's highest-priority needs by identifying the most important areas of focus based on any/all relevant school data sources, including the data from Section II (Needs Assessment/Analysis).

Areas of Focus:

Activity #1

Title

Engaging students by differentiating groups based on needs with emphasis on content related vocabulary instruction.

Rationale

To determine our area of focus, we analyzed the following student data.
Student's proficiency (at level 3 or above) on

- the FSA for ELA in grades 9 and 10, which was below the district average between 2015-2017
- the FSA for ELA in grades 9 and 10, which showed the lowest proficiency for Hispanic students compared to other subgroups
- the semester exam performance in Reading 1 and 2B, comprised primarily of students in grades 9 and 10, which was below the district average
- the Algebra 1A Semester 1 Exam for Mathematics, comprised primarily of students in grades 9 and 10, which was below the district average
- the EOC US History student performance was below the district average

Intended Outcome

Increase FSA ELA scores for the 2019 test window. Increase bottom quartile learning gains in our FSA ELA 2019 testing window. Demonstrate increased proficiency on our semester Reading exams.

- Teachers using and promoting Academic Vocabulary/Language
- AVID Vocabulary Strategies
- Intentionally grouping of students
- Lessons aligned with appropriate content standards
- Use of and promotion of Academic Vocabulary/Language
- Students engaged in rigorous, differentiated, group work
- Use of word walls
- Collaboration among all stakeholders
- Specific positive feedback to students

Point Person

Martha McFarland (martha.mcfarland@sdhc.k12.fl.us)

Action Step

Description

1. Provide PLC training during pre-planning.
2. Provide teachers with vocabulary strategies to be use in daily instruction.
3. Increased teacher feedback pertaining to the use of vocabulary strategies.

Person Responsible

Margaret Oggero (margaret.oggero@sdhc.k12.fl.us)

Plan to Monitor Effectiveness

Description

- Administrative support in PLC's
- Feedback provided on PLC notes
- PLC's conducted in a central location
- Administration will conduct 5-A-Day walkthroughs
- AVID Site Team feedback
- ILT - Feedback
- Learning Walks

Person Responsible

Martha McFarland (martha.mcfarland@sdhc.k12.fl.us)

Part IV: Title I Requirements

Additional Title I Requirements

This section must be completed if the school is implementing a Title I, Part A schoolwide program and opts to use the Pilot SIP to satisfy the requirements of the schoolwide program plan, as outlined in the Every Student Succeeds Act, Public Law No. 114-95, § 1114(b). This section is not required for non-Title I schools.

Describe how the school plans to build positive relationships with parents, families, and other community stakeholders to fulfill the school's mission and support the needs of students

We encourage parents to participate in all of our events by sending home flyers, making parent link phone calls and posting everything on our website and social media. We focus on communicating every child's progress to families by engaging parents in parent/teacher conferences and sending home quarterly progress note. School staff, students, parents, and the community will work together to develop skills and habits for personal and academic success. We persist at building positive relationships with families.

PFEP Link

The school completes a Parental Involvement Plan (PFEP), which is available at the school site.

Describe how the school ensures the social-emotional needs of all students are being met, which may include providing counseling, mentoring and other pupil services

Social and Emotional Learning (SEL) Program

Students are engaged in SEL programs based on their needs and within the HCPS "Building Strong School Culture" framework. This framework includes: Mission and Vision; Procedures & Routines; Promoting & Modeling Great Character; Service Learning; Student Leadership; Conflict Resolution; Mentoring; and Behavior Management Plan. In this way, SEL becomes a part of the fabric of a school's culture.

Hillsborough County Public Schools has partnered with Frameworks of Tampa Bay to integrate SEL into all middle schools. Students will be engaged with LifeSkills training, an evidence-based program that is designed to improve social, emotional, and academic skills and strengthen relationships between students and teachers.

Behavior Management Plan

Included in the HCPS "Building Strong School Culture" framework is the need for a behavior management plan. A comprehensive behavior management plan is an important part of the social/emotional framework. It is expected that all settings will be structured for success, expectations for student behavior will be explicitly taught, students will be consistently supervised, teachers will build positive relationships with students, and that students will be corrected fluently, calmly, consistently, respectfully, briefly, and immediately.

Comprehensive behaviors plans should address a behavior support team, faculty/ stakeholder commitment, school-wide expectations with a plan for teaching those expectations, effective processes for tracking and documenting behavior incidents and interventions, plan progress monitoring, location-based rules, effective reward/recognition program that includes restorative practices, and a focus on data-based decision making.

It is an expectation that behavior management plans for all DA and Achievement Schools include the 10 Critical Elements for Effective School Wide Management Plans, Restorative Practices, the use of Behavior Tracker to track minor incidences (in classroom), and a separate tool to track ALL interventions (admin/ student services). There may additionally be a need for a Behavior Intervention Team (may choose to use PSLT).

Describe the strategies the school employs to support incoming and outgoing cohorts of students in transition from one school level to another

The School Board of each Florida district is required by state law to establish a comprehensive program for student progression that is based on an evaluation of each student's performance including an assessment of how well the student masters the performance standards approved by the state board. The district's program for student progression is based on mastery of the English language arts, mathematics, science, and social studies standards. (F.S. 1008.25)

The HCPS Student Progression Plan includes information on initial placement, reporting student progress, reading remediation, academic acceleration, grade promotion and retention, graduation requirements, transfer credits, student recognition, accommodations, dual enrollment, and extended learning opportunities.

For complete information, please visit our Student Progression Plan at:
<http://www.sdhc.k12.fl.us/docs/00/00/21/33/studentprogressionplan.pdf>

HCPS utilizes a variety of strategies for assisting students as they transition from one school to another.

HCPS employs multiple strategies for preparing children for entry into kindergarten. Over 6,000 children participate in one of several preschool programs offered by the School District (Head Start, VPK and PreK-ESE). Developmental screenings are available for all families prior to entry into kindergarten through Child Find, a service within the Florida Diagnostic and Learning Resources System (FDLRS). Additionally, the district works closely with School Readiness providers to share information.

HCPS utilizes multiple strategies for preparing students for their next school, including transitioning from elementary to middle school, middle school to high school, or simply moving to a new school mid-year. Examples include:

- Bring 6th/9th graders back early for orientation
- Train a cadre of student ambassadors to help orient other students
- Parent information and/or education opportunities
- Hold articulation meetings between 5th and 6th grade teachers
- Campus visits
- Shadow days
- Middle school students visit, tutor and or perform at elementary schools
- High school students visit, tutor, or perform at middle schools.

Describe the process through which school leadership identifies and aligns all available resources (e.g., personnel, instructional, curricular) in order to meet the needs of all students and maximize desired student outcomes. Include the methodology for coordinating and supplementing federal, state and local funds, services and programs. Provide the person(s) responsible, frequency of meetings, how an inventory of resources is maintained and any problem-solving activities used to determine how to apply resources for the highest impact

To ensure efficient/systematic allocation and use of resources, the PSLT/ILT utilizes an RtI/MTSS framework to improve learning for all. Resources allocated support a continuum of academic and behavioral supports, ensuring all students have fluid access to instruction (varying intensity levels matched to most appropriate available resources).

An annual inventory of resource materials, staff, and funds allocated determines necessary resource materials and personnel available to meet student needs through a resource map.

To ensure support systems, small group, and individual needs are met, the PSLT: Reviews school-wide data on an ongoing basis, identifying instructional needs across the school; Supports the implementation of high quality instructional practices during core and intervention blocks; Reviews progress monitoring data of core to ensure fidelity of instruction and attainment of SIP goal(s) in curricular, behavioral, and attendance domains; Communicates school-wide data to PLCs, facilitating problem solving within the content/grade level teams.

The PSLT meets regularly (bi-weekly/monthly). The PSLT meeting calendar is structured around the district's assessment calendar, ensuring opportunities to review assessments, outcome data, and engage in the problem solving process for appropriate data-driven decisions. Team members include administrator(s), guidance counselor(s), school psychologist, ESE specialist, content area coaches/specialists, PLC teacher liaisons, others as needed

Title I:

PartA

Funding enriches eligible schools with additional instructional staff, PD, ELP, and supplemental resources for raising student achievement in high-poverty schools.

PartC- Migrant

The migrant advocate provides services and support to students, parents, teachers and other programs to ensure that students' needs are met. Supplementary services include identification and recruitment, advocacy, health/social services, academic support, parental involvement and family literacy.

PartD

Funds support the Alternative Education Program, providing transition services from alternative education to school of choice, and includes mentoring, intervention services and educational support using transition specialists, teachers, paras and tutors.

TitleII

Funds for PD to provide/promote high quality professional learning that supports improved job performance for all resulting in increased student achievement. PD includes alternative certification, instructional support training and teacher induction program.

TitleIII

Services are provided to ensure ELLs have access to academic content that is equal in scope, sequence, breadth, and depth to the curricular offerings available to all. Services include educational materials and ELL district supported services such as interpreters, translators, bi-lingual support services, teachers, parent involvement and community outreach programs, improving education of immigrant and ELLs.

TitleX- Homeless

Coordinated with Title I funds to provide summer school, reading coaches, and extended learning opportunities. Federal funds are "braided" to support supplemental academic resource teachers at district school sites and to support selected professional learning opportunities for teachers.

TitleIV

Funds used provide academic enrichment activities for high-needs students including college and career counseling, STEM, arts, civics, IB/AP. Funds also support safe and healthy students through mental health services, drug and violence prevention and PE. Effective use of classroom technology is supported through PD.

HeadStart

Appropriate assessments identify a child's strengths, interests, needs and learning styles. Schools utilize information from students to transition into kindergarten.

Describe the strategies the school uses to advance college and career awareness, which may include establishing partnerships with business, industry or community organizations

HCPS strategies to advance college and career awareness include: Career interest inventory offered to students through Florida Shines; District College Nights; District Financial Aid Nights; Postsecondary representative visits at high schools; Field trip opportunities for career awareness; Field trip opportunities to technical colleges; and Opportunities for students to take courses within their area of interest at their high school, via virtual school, and through dual enrollment.