

School Improvement Plan 2019-20

Carmel High School

Vision

Carmel High School will provide opportunities for all students to realize their potential in an ever-changing world.

Mission

Every Student, Every Day, Every Class

Beliefs

- Students are at the center of every decision
- A safe, non-threatening learning environment is essential.
- Students' academic, social, emotional, and physical needs must be addressed.
- Effective teaching and learning requires continuous improvement.
- Diverse opportunities benefit all students.

Authentic Learning

Objectives

- Provide students real world and hands-on learning to connect high school, college, career and life

Critical Initiatives

- All students will participate monthly in Naviance lessons during SRT focused on career exploration.
- Continue to build teachers knowledge of PBL and real world experiences for students
- Explore curricular offerings which will provide opportunities for students to further access internships, work-based learning, and career exploration courses.

Key Measures

- Naviance data

Personalized Learning

Objectives

- Provide responsive instruction to differentiate and personalize learning for students.

Critical Initiatives

- Fully implement the Professional Learning Community continuous improvement cycle with all teachers
- Support our ENL students in the classroom through best practice instructional strategies
- Provide ongoing professional development on best practices in technology integration

Key Measures

- PLC Team Deliverables

Socio-Emotional Learning

Objectives

- Enhance and foster learning opportunities to support social and emotional learning for all students

Critical Initiatives

- Staff, students, and parents will support and participate in creating a culture of care at CHS
- A group of teachers will participate in a mindfulness pilot and implement mindfulness strategies into their classrooms each week.

Key Measures

- Culture of Care activities

Key Measures

- PBL units
- New course offerings
- Course enrollments

Key Measures

- WIDA progress
- Student grade data
- Canvas usage
- Classroom observations

Key Measures

- Senior survey data
- Teacher and student survey data

Student –learning goal	<ol style="list-style-type: none"> 1. The CHS curriculum will provide real world and hands-on learning to help students see the connection between their high school experiences, college, career and life. 2. CHS staff will enhance and foster culturally responsive structures to meet the academic and socio-emotional needs of all learners. 						Student-learning results
Strategy 1 - Analyze Data (from logic model)	Actions	Person(s) responsible/by when	Resource/ Budget	Expected outcomes (from logic model)	Monitoring tools (from logic model)	Person(s) responsible/by when	Outcome results
Analyze student achievement data to identify learning needs, social emotional needs, and academic levels of readiness as well as programs and school structures and how these impact student achievements.	<p>Review and analyze data from NWEA, ECAs/ISTEP, PSAT, senior survey, SAT, ACT, Accuplacer, AP reports, diploma types, graduation rates and other student achievement resources.</p> <p>Use data to guide decision making for PLC team SMART goals and deliverable products.</p>	<p>PLC Guiding Coalition, administrators, DCs</p> <p>August-September for the next three years, Instructional Coaches, and leaders of committees and coalition</p>	<p>Score reports from each source listed</p> <p>Pinnacle</p> <p>PowerSchool</p> <p>Master Schedule</p>	<p>Identify school-wide strengths and areas of academic need.</p> <p>Identify students’ current levels of college and career readiness</p> <p>Identify sub-groups of students “on the bubble” and/or at risk and develop strategies for growth and/or achievement and develop plans for remediation based on needs</p>	<p>Score reports</p> <p>Pinnacle</p> <p>PowerSchool</p> <p>classroom assessments - formative and summative</p>	<p>Admin/DCs/Inst ructional Coaches in monthly meetings</p> <p>Teachers – PLC Team meetings</p> <p>Data analysis will be ongoing as score reports are available</p> <p>2017-18</p>	

						Analyze data, set goals and create Professional Development plan and begin implementation 2018-19 Continue implementation of action plan, make revisions based on year one reflections and data analysis 2019-2020 Analyze data to determine impacts on goal achievement, learning and student achievement	
--	--	--	--	--	--	--	--

Strategy 2 - Professional Development/Training (from logic model)	Actions	Person(s) responsible/by when	Resource/Budget	Expected outcomes (from logic model)	Monitoring tools (from logic model)	Person(s) responsible/by when	Outcome results
<p>Provide staff development to continue to build understanding and refine teaching strategies based on teacher choice of topics aligned with school-wide goals</p> <p>Embed professional development and training on technology within school-wide PD</p> <p>Offer additional PD through PD Thursdays and PD Committees and Coalition (CCRST, PLC Guiding Coalition, ENL,</p>	<p>Collect input from staff needs assessment via faculty meeting exit tickets to identify professional development needs and next steps</p> <p>Design differentiated staff professional development based on feedback from staff and information from data sources aligned with school-wide PD goals</p> <p>PLC Coalition sends invitation to all staff for PLC Leadership Academy PD Thursdays</p>	<p>Admin, DCs and ICs work with PLC Teams to facilitate the PLC process</p> <p>Staff participate in weekly PLC Team meetings</p> <p>Instructional coaches work with department chairs on department PD and teachers individually to model strategies, co-plan/teach, and refine and build skills.</p> <p>Tech Cadre members provide weekly tips via an email newsletter and facilitate monthly PD that</p>	<p>Instructional Coaches and professional development resources</p> <p>Professional development library</p> <p>Canvas support resources (from building, district and Canvas)</p> <p>Training as needed for differentiated staff development</p> <p>email, teacher tips</p>	<p>Teachers implement evidence-based practices aligned with school-wide goals.</p> <p>Teachers use Canvas and technology as an extension of the classroom to enhance learning experiences beyond substitution and augmentation (blended learning).</p>	<p>SFS/observations</p> <p>Artifacts for RISE</p> <p>Pinnacle/</p> <p>PowerSchool</p> <p>Canvas</p> <p>Instructional coach logs</p> <p>PD Thursday & Tech Cadre agendas and sign in sheets</p> <p>PLC Team Deliverables</p> <p>Curriculum documents</p> <p>Graduation rates and school rating</p>	<p>Evaluators - monthly</p> <p>Instructional Coaches – weekly</p> <p>Admin/DCs, PD committee members (from PD Thursdays)</p> <p>Following each PD opportunity</p> <p>Teachers/PLC Teams - weekly</p> <p>PLC Guiding Coalition quarterly</p> <p>counselors, ongoing</p>	

<p>AVID, and Tech Cadre)</p> <p>Instructional Coaches offer additional PD to teachers individually and in small groups</p>	<p>Tech Cadre provides technology PD monthly and sends a Tech newsletter on tips, strategies and updates</p> <p>PLCs write SMaRT goals based on the needs of their students</p> <p>CCRST continues to develop curriculum to be pushed out to students through SRTs</p>	<p>will be taken back to departments.</p> <p>PLC leaders and DCs guide PLC team development.</p> <p>PLC Guiding Coalition provides PLC leader support and training based on input/feedback from PLCs and DCs</p> <p>CCRST monthly</p> <p>Counselors, CLC staff</p> <p>2017-18: establish 3-year plan, build vocabulary and a common professional development language, and begin initial implementation steps</p>	<p>Technology resources</p> <p>Curriculum and Supply budgets</p>			<p>symposium teachers on scheduled symposium dates</p> <p>counselors</p> <p>CLC staff</p> <p>CCRST by established deadlines</p> <p>2017-2018</p> <p>Establish format for professional development a build a common language around engagement, real world application, and socio-emotional learning</p> <p>2018-2019</p> <p>Continue professional development plan and fully</p>	
--	--	---	--	--	--	--	--

		2018-2019: full implementation of 2017-18 plan 2020-2021: full implementation of PLC Teams				implement professional learning in alignment with school-wide goals. 2019-2020 Analyze data to determine impacts on goal achievement, learning and student achievement	
--	--	---	--	--	--	--	--

Strategy 3 - Implementation (from logic model)	Actions	Person(s) responsible/by when	Resource/Budget	Expected outcomes (from logic model)	Monitoring tools (from logic model)	Person(s) responsible/by when	Outcome results
<p>Teachers and counselors consistently implement evidence-based practices aligned school-wide goals</p> <p>All certified staff utilize technology devices to in a blended environment to enhance teaching and learning</p> <p>Students engage in classroom activities with real world applications</p>	<p>Implementation of professional development outlined in PD Plan</p> <p>PLC Team Deliverables</p> <p>Instructional coaches model strategies and provide instructional resources and support for classroom teachers with a focus on co-teaching and co-planning</p> <p>PLC Guiding Coalition provides PLCs Teams & PLC Leaders professional support as needed</p>	<p>Teachers in weekly PLC meetings</p> <p>Instructional coaches, ongoing</p> <p>PLC Guiding Coalition quarterly check in</p> <p>Tech Cadre supports, weekly</p> <p>CCRST, monthly</p> <p>Counselors</p> <p>2017-18: establish 3-year plan, build vocabulary and a common professional development language, and begin initial implementation steps</p>	<p>PD resources provided at staff development sessions, through the PLC Coalition, and tech cadre</p> <p>Follow up resources provided by the PLC Coalition, in print through the PLC Handbook and online through the PLC Canvas course</p> <p>Strategies and professional development resources from Instructional Coaches</p>	<p>Increased student engagement and achievement.</p> <p>Increased use in Canvas and technology for instructional reasons. Technology integration is intentional, purposeful and enhances the learning environment</p> <p>Students engage in college, career and life readiness experiences in classes, through SRTs, and participation in participation in TCP, CLC, etc.</p>	<p>Senior Survey</p> <p>SFS and observations</p> <p>PLC Team Deliverables</p> <p>PLC Guiding Coalition, Tech Cadre, and CCRST meeting minutes</p> <p>Instructional Coaches logs</p> <p>Summative and formative assessments</p> <p>Canvas</p> <p>Feedback from students in the TCP</p> <p>Teacher and student feedback from SRT CCR experiences</p>	<p>Evaluators – ongoing but at least monthly</p> <p>Teachers & PLC Guiding Coalition quarterly</p> <p>PLC Teams and Guiding Coalition, ongoing following PLCs</p> <p>Instructional Coaches, weekly</p> <p>Teachers, ongoing</p> <p>counselors, ongoing</p> <p>CLC staff</p> <p>2017-2018</p> <p>Establish format for professional</p>	

	<p>PLC Guiding Coalition members visit PLCs Teams as need</p> <p>All students participate in college, career, and readiness activities through SRTs</p>	<p>2018-2019: full implementation of 2017-18 plan</p> <p>2019-2020: reflection and data analysis on impacts and next steps</p>	<p>Supply & PD budgets</p>		<p>PLATO</p> <p>Success of students retaking courses or enrolled in CLC as evidenced by courses successfully completed and diplomas earned</p>	<p>development a build a common language around engagement, real world application, and socio-emotional learning</p> <p>2018-2019</p> <p>Continue professional development plan and fully implement professional learning in alignment with school-wide goals.</p> <p>2019-2020</p> <p>Analyze data to determine impacts on goal achievement, learning and student achievement</p>	
--	---	--	--------------------------------	--	--	--	--

Strategy 4 - Evaluation/Reflection (from logic model)	Actions	Person(s) responsible/by when	Resource/Budget	Expected outcomes (from logic model)	Monitoring tools (from logic model)	Person(s) responsible/by when	Outcome results
<p>Reflect and refine practices and programs according to evaluation feedback, self-reflection and student achievement</p>	<p>Teachers use data to reflect on the implementation of best practices, Canvas and technology and the impacts on student achievement</p> <p>Teachers use data to drive instructional decisions</p> <p>Administrators, DCs, coaches and committee members analyze student achievement data and make evidence-based correlations to impacts on student achievement</p>	<p>Teachers in PLC team meetings and end of year conferences</p> <p>Admin, DCs and coaches from PLC Team feedback</p> <p>DCs & staff in PLC Team meetings</p> <p>Instructional Coaches meet with teachers individually and/or in PLCs</p> <p>Teachers and evaluators according to RISE timeline</p> <p>PLC Coalition, Tech Cadre, and CCRST in meetings,</p>	<p>Resources to support teachers added to print and online professional development library</p> <p>Pinnacle</p> <p>Student achievement reports as available</p> <p>Canvas</p> <p>Devices</p> <p>PLATO</p>	<p>Teachers adjust instructional strategies to differentiate instruction and meet learners' needs as it aligns with school-wide goals</p> <p>Increased student engagement and achievement</p> <p>Redesigned structures, programs and curriculum to leverage opportunities for all students</p>	<p>PLC meeting minutes and action plans</p> <p>Pinnacle</p> <p>Power School</p> <p>Canvas</p> <p>Devices</p> <p>Student achievement reports when available</p> <p>Instructional Coaches logs</p> <p>Student feedback</p> <p>Senior survey</p> <p>PLATO</p> <p>Graduation rates, numbers of types</p>	<p>Teachers and PD committee members</p> <p>Following PLC meetings</p> <p>Admin & DCs, monthly meetings</p> <p>Instructional Coaches, weekly</p> <p>counselors, ongoing</p> <p>CLC staff</p> <p>2017-2018</p> <p>Establish format for professional development a build a common language around engagement,</p>	

	Adjust and create curriculum and programs based on data and feedback	<p>monthly and end of year</p> <p>CLC staff</p> <p>Counselors</p> <p>Data analysis and reflections are ongoing and influence decision-making and revisions as needed.</p>			diplomas earned, school grade	<p>real world application, and socio-emotional learning</p> <p>2018-2019</p> <p>Continue professional development plan and fully implement professional learning in alignment with school-wide goals.</p> <p>2019-2020</p> <p>Analyze data to determine impacts on goal achievement, learning and student achievement</p>	
--	--	---	--	--	-------------------------------	---	--

Professional Development Focus Grid

Goals:

1. The CHS curriculum will provide real world and hands-on learning to help students see the connection between their high school experiences, college, career and life.
2. CHS staff will enhance and foster culturally responsive structures to meet the academic and socio-emotional needs of **all** learners.

School: Carmel High School	Activity: Faculty meeting professional development, department meetings	Activity: Professional Learning Communities	Activity: PLC Guiding Coalition, Tech Cadre, AVID, College & Career Readiness Site Team (CCRST), ENL Support Team, Culture of Care committee	Activity: Instructional Coaches	Activity: Classroom Teachers
	<p>Description: Faculty meeting and department meeting time will be dedicated to Professional Learning Communities. PLC teams will meet on their own during weeks when there is not a late start to continue their collaboration.</p> <p>Instructional coaches will be available to meet with</p>	<p>Description: PLC teams meet every week for collaboration meetings focusing on 4 core questions: 1. What is it we want our students to know and be able to do? 2. How will we know if each student has learned it?</p>	<p>Description: The PLC Guiding Coalition will support school-wide professional development efforts by providing supplemental PD activities, professional resources and ongoing communications and support to PLCs and staff.</p>	<p>Description: There are 8 Instructional Coaches for the building. The 8 coaches are assigned to specific departments but also have coaches profiles and can work with teachers in specific areas of instructional support as needed.</p>	<p>Description: Teachers will implement strategies from professional development practices in their classrooms.</p> <p>Teachers will establish a culture of care in every classroom.</p>

	<p>teams during these meetings to facilitate conversations around teaching & learning. Instructional coach profiles with each coach's areas of expertise are available for staff to access.</p> <p>New Teacher Meetings will occur monthly and will focus on best practice in instruction and management. Members of the administrative team, tech cadre, PLC coalition, and instructional coaches will all help facilitate the meetings on various topics.</p>	<p>3. How will we respond when some students do not learn it? 4. How will we extend the learning for students who have demonstrated proficiency?</p> <p>PLCs will develop a SMART goal that will guide their work for the year. The PLC Guiding Coalition, made up of teachers from all departments, meets consistently to answer questions and provide feedback on the PLC process.</p> <p>The PLC Coalition will also provide leadership trainings in a PD Thursday format and encourage PLC team leaders or other interested teacher to attend.</p>	<p>Tech Cadre will meet once a month for updates on Canvas and device integration and continually evaluate steps in supporting staff in their implementation. Tech Coordinators attend monthly meetings at the district level. Tech Coordinators will bring information and training back to the Tech Cadre, which will have at least one representative from each department. Tech Cadre members then disseminate information and facilitate technology related PD at monthly department meetings.</p> <p>The CCRST will begin to develop lessons that will be facilitated through SRTs so that all students are engaged in college, career and life readiness activities.</p> <p>AVID site team is composed of AVID</p>	<p>Instructional Coaches (ICs) will be assigned to specific departments and provide coaching and professional development to teachers and departments. ICs are available to meet with PLC teams during their team meeting time, in addition to working with teachers individually. ICs will meet regularly for collaboration and attend ongoing professional development in coaching and evidence-based practices. Professional development will be provided to ICs as needed.</p> <p>In addition, instructional coaches will provide individual professional development to meet the needs of teachers. Teachers will work with coaches on a voluntary basis in an effort to provide teachers with the following services:</p> <ul style="list-style-type: none"> -Co-teaching -Co-planning -Model lessons 	
--	---	--	---	--	--

			<p>elective teachers, administrator, core content department chairs/teachers. AVID elective reflects on the CCI and begins implementation of the Site Team Plan allowing team members to push in core content department meetings. Both the school wide goals and CCI are addressed.</p> <p>ENL Support Team will meet quarterly as a group, with the ENL Coordinator, counselor, assistant principal, and English department chair, as well as the district ENL Coordinator. The building ENL coordinator will work with sheltered and general education teachers to provide supports to ENL students.</p> <p>Culture of Care steering committee will meet monthly and the full committee will meet</p>	<ul style="list-style-type: none"> -Provide resources -Facilitate learning -Focused classroom observations -Peer Coaching 	
--	--	--	--	---	--

			<p>twice per year. Monthly activities will be planned for students and teachers in the school.</p> <p>These committees and teams meet monthly and set goals to provide the tools and resources to teachers that align with building School Improvement goals. Academic student achievement data and teacher feedback will be analyzed on a regular basis and used to drive program adjustments and modifications.</p>		
--	--	--	---	--	--

<p>August, 2017</p>	<p>Admin attend retreat and engage in data analysis and reflection to provide direction for 3 year PD Plan.</p> <p>All teachers attend back to school staff meeting. New principal outlines expectations.</p> <p>Department chairs work with APs to create a professional development plan for department professional development</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP's, ICs participate in train the trainer</p> <p>New Teacher Orientation and professional development on RISE Evaluation system and artifacts</p> <p>Staff participate in school safety meetings, with a focus on building positive professional relationships with students</p>	<p>PLCs meet every gold Wednesday beginning August 30.</p> <p>Watch back to school PLC meeting video created by PD Committee.</p> <p>PLCs identify leaders, establish norms, and begin discussing goals and action plans.</p>	<p>AVID elective teachers meet, introduce CCI</p> <p>AVID site team is established</p> <p>CCRST Chair plans meetings and representatives are determined.</p> <p>Tech Cadre coordinators attend District Tech Coordinator's meeting</p> <p>Tech Cadre establishes membership and hosts first meeting - logistics and get to know you.</p> <p>ENL Cadre is established and format and content of meetings are developed by ENL Instructional Coach. ENL Cadre meets in a PD Thursday format on expectations, ILPs, and common terms.</p> <p>District coordinates with building administration for year 2 of AMPLIFY training.</p>	<p>New ICs participate in coaching training</p> <p>One coach will be dedicated to ENL and teachers with ELL students</p> <p>Continued training and planning for all ICs</p> <p>ICs complete weekly logs to document time and work with staff</p> <p>Work with DCs for professional development at department meetings based on DC PD plans</p> <p>Participate in cognitive coaching training.</p>	<p>Canvas and Mirroring 360 PD Thursday offered to teachers</p> <p>Establish culture of care in classrooms.</p>
---------------------	--	---	---	---	---

			PD Committee retreat to analyze data from previous year and provide input on school-wide PD plan. Establish protocols and refine action plan for PLCs.		
August 2018	<p>Admin attend retreat and engage in data analysis and reflection to provide direction for 3 year PD Plan. Focus on PLCs at admin retreat, with team completing book study.</p> <p>All teachers attend back to school staff meeting. Principal outlines expectations and teachers select their PD strand for the year.</p> <p>Department chairs work with APs to create a professional development plan for department professional development</p> <p>Faculty meeting PD planning with admin and IC</p>	<p>PLCs meet every gold Wednesday</p> <p>Department chairs and APs meet to plan department meetings.</p> <p>Department chairs meet with PLC leaders to discuss their goals for the year. PLCs identify leaders, norms, and begin discussing action plans.</p> <p>PLC actions plans are data driven and align with school-wide goals</p> <p>PLC Coalition created to study the effectiveness of CHS PLCs and make recommendations for the future.</p>	<p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p> <p>CCRST Chair plans meetings and representatives are determined. Focus on using Naviance with students during SRT.</p>	<p>ICs have retreat to review progress and data from previous year and set goals for this year.</p> <p>Coaches will continue to meet twice a month.</p> <p>All coaches will continue to be adaptive to the professional development needs of the staff.</p> <p>Coaches will play a significant role in facilitating:</p> <ul style="list-style-type: none"> ● Faculty Meetings ● PD during department meetings 	<p>Faculty will choose a strand of PD to either dive deeper into a topic they started implementing Year 1 or choose a new strand that they feel will better support their students</p> <p>PD Thursday opportunities</p>

	<p>New Teacher Orientation and professional development on RISE Evaluation system and artifacts</p> <p>Staff participate in school safety meetings, with a focus on building positive professional relationships with students</p>		<p>Tech Cadre coordinators attend District Tech Coordinator’s meeting</p> <p>Tech Cadre establishes membership and hosts first meeting - logistics and get to know you.</p> <p>ENL Cadre is established and format and content of meetings are developed by ENL Instructional Coach.</p> <p>Tech committee will evaluate effectiveness of AMPLIFY based on feedback and work from year 2. Determine next steps.</p>	<ul style="list-style-type: none"> ● New Teacher meetings ● individual coaching meetings with teachers <p>Coaches will be mindful of the CCS Coaching Continuum and continue to strive for the areas in the Continuum that have the highest impact on student learning including, learning facilitation, co-planning and, co-teaching</p>	
August 2019	<p>Admin attend retreat and engage in data analysis and reflection to provide direction for 3 year PD Plan. Focus on data analysis at admin retreat.</p> <p>All teachers attend back to school staff meeting. Principal explains that traditional faculty and</p>	<p>PLC Guiding Coalition introduces the PLC Handbook and deliverables templates to staff. All staff are added to the PLC Canvas course with additional resources.</p>	<p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p>	<p>New ICs participate in cognitive coaching training</p> <p>Continued training and planning for all ICs</p> <p>Coaches will discuss ways to best support PLC teams in their process.</p>	<p>All teachers will be a member of a PLC Team and will work with their team to establish norms, set a SMART goal, create a quarterly calendar, and begin the PLC continuous improvement process.</p> <p>All teachers will be given PD Thursday opportunities from the</p>

	<p>department meetings will not happen this year, in exchange for more time in their PLC teams, allowing each team to meet weekly.</p> <p>Department chairs work with APs to create a professional development plan for department PLC teams.</p> <p>New Teacher Orientation and professional development on RISE Evaluation system and artifacts</p> <p>Staff participate in school safety meetings, with a focus on building positive professional relationships with students</p>	<p>PLC teams create their quarterly calendar with weekly meeting times, including Late Starts and self-selected times on additional weeks.</p>	<p>Site team will work with one core content department each month.</p> <p>CCRST Chair plans meetings and representatives are determined. Focus on using Naviance with students during SRT.</p> <p>Tech Cadre coordinators attend District Tech Coordinator’s meeting</p> <p>Tech Cadre establishes membership and hosts first meeting - logistics and get to know you.</p> <p>ENL Coordinator and ENL Support Team meet to discuss new roles and work to appropriately place students into classes.</p> <p>Tech committee plans to host PD Thursdays monthly on device integration topics for teachers.</p>	<p>ICs complete weekly logs to document time and work with staff</p> <p>Coaches will be mindful of the CCS Coaching Continuum and continue to strive for the areas in the Continuum that have the highest impact on student learning including, learning facilitation, co-planning and, co-teaching</p>	<p>Tech Cadre with device integration and the PLC Guiding Coalition for a leadership academy.</p>
--	--	--	--	---	---

<p>September, 2017</p>	<p>Staff participate in faculty meetings in core content groups on establishing purpose and the “why” of what we do and reflect on strengths and areas of growth over past PD topics.</p> <p>PD leaders meet to review data and teacher exit tickets from faculty meetings from May and September to determine PD topics.</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p> <p>Instructional Coaches facilitate new teacher meetings on Classroom Management for new teachers and Learning Targets & Focus Lessons for experienced teachers.</p>	<p>PLCs meet every gold Wednesday</p> <p>PLCs finalize action plans and submit on DCs via Canvas</p> <p>PLC Action Plans due by end of month</p>	<p>AVID Elective teacher collaboration and AVID Site team identify goals based on CCI.</p> <p>CCRST meets.</p> <p>Tech Cadre coordinators attend District Tech Coordinator’s meeting</p> <p>Tech Cadre provides updates and PD.</p> <p>ENL Cadre meets during PLC time on best practices for ENL Lesson Planning.</p> <p>PD Committee refines AMPLIFY work from Y1 and shares with staff.</p>	<p>New ICs participate in coaching training</p> <p>One coach will be dedicated to ENL and teachers with ELL students</p> <p>Continued training and planning for all ICs</p> <p>ICs complete weekly logs to document time and work with staff</p> <p>Work with DCs for professional development at department meetings based on DC PD plans</p> <p>Participate in cognitive coaching training</p>	<p>School PD goals are decided and planned</p> <p>All CHS staff participate in all staff meeting and articulate “why” and reflect on previous year’s’ professional development.</p> <p>Provide feedback via exit ticket to be used for future planning.</p> <p>Establish culture of care in classrooms.</p>
------------------------	---	--	---	--	---

<p>September 2018</p>	<p>Department chairs, APs, and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC</p> <p>APs and ICs facilitate faculty meeting PD</p>	<p>PLCs meet every gold Wednesday</p> <p>PLCs finish discussion of school-wide PD goals and aligned action plans</p> <p>PLCs use data and school-wide goals to write actions plans. Action plans are submitted to DCs via Canvas by the end of the month.</p>	<p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p> <p>CCRST shares first lesson via Naviance for students during SRT. Members will gather feedback to inform future lessons.</p> <p>Tech Cadre coordinators attend District Tech Coordinator’s meeting</p> <p>Tech Cadre establishes membership and provides technology updates and PD.</p> <p>Each ENL Cadre teacher meets individually with ENL IC to establish goals for the year.</p>	<p>Instructional Coaches will create their own goal for their individual classroom and market “fishbowl” out with other teachers what they are implementing. In addition, they will continue to increase co-planning and co-teaching.</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p> <p>Establish culture of care in classrooms.</p> <p>PD Thursday focusing on Canvas resources.</p>
-----------------------	---	---	--	---	---

<p>September 2019</p>	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p> <p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>New teacher meeting on IEPs, 504s, ENL, and student services. Administrators and ENL Coordinator share information and answer questions.</p>	<p>PLC teams meet every week</p> <p>PLC teams finish establishing norms</p> <p>PLC teams work on team SMART goals</p> <p>PLC teams begin working on essential learning outcomes and student learning analysis</p>	<p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p> <p>CCRST shares first lesson via Naviance for students during SRT. Members will gather feedback to inform future lessons.</p> <p>Tech Cadre coordinators attend District Tech Coordinator’s meeting</p> <p>Tech Cadre establishes membership and provides technology updates and facilitates PD Thursday on device integration.</p> <p>ENL Coordinator meets individually with each ENL sheltered teacher to</p>	<p>Instructional Coaches share strategies they are using in meeting with PLC teams in their departments. In addition, they will continue to increase co-planning and co-teaching.</p>	<p>CHS staff and faculty will work within PLC teams to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Establish culture of care in classrooms.</p> <p>PD Thursday focusing on device integration</p> <p>PD Thursday for PLC Leadership Academy on secret of successful teams</p>
-----------------------	--	---	--	---	---

			provide support as needed.		
--	--	--	----------------------------	--	--

<p>October, 2017</p>	<p>Communicate three year plan and goals to staff</p> <p>Staff select Professional Learning Strands and participate in faculty meetings based on self-selections.</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p> <p>Instructional Coaches facilitate new teacher meetings on Parent Communication for new teachers and Differentiation for experienced teachers.</p>	<p>PLCs meet every gold Wednesday</p> <p>PD Committee members will begin to plan PLC visits to PLCs outside of their department</p> <p>PLCs finalize and begin to implement action plans</p> <p>PD Committee plans professional development for PLCs (consensus building) based on feedback from PLC leaders</p>	<p>PDC, Tech Cadre, AVID site team, and CCRST will be informed on the three year PD Plan and revise/refine program of work to align with goals.</p> <p>Begin discussion of the development of a common vocabulary pertaining to professional development and student instruction (i.e. blended learning, responsive instruction, GRR, etc.) within their respective groups.</p> <p>ENL Cadre meets for a ½ day on vocabulary-building instruction practices.</p> <p>PD Committee engages in AMPLIFY PD</p>	<p>Continue work with individual teachers and departments</p> <p>Collaboration meetings & new learning</p> <p>ICs complete weekly logs to document time and work with staff</p> <p>Attend district coaches meeting</p> <p>Facilitate at staff and department meetings</p> <p>Facilitate new teacher</p>	<p>Admin and Coaches share PD goals and plan with staff.</p> <p>Staff select PD for the school year.</p> <p>Staff build common understanding of PD topics/terms (such as but not limited to engagement, responsive classroom, etc.)</p> <p>Implement strategies in classrooms</p>
<p>October 2018</p>	<p>Department chairs, APs, and coaches facilitate professional development in department meetings</p>	<p>PLCs meet every gold Wednesday</p>	<p>CCRST meets to discuss feedback on first Naviance lesson and</p>	<p>Coaches will meet a minimum of every month focused on new learning topics relevant</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals</p>

	<p>applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC APs and ICs facilitate faculty meeting PD.</p> <p>Continue new teacher meeting format with two groups. First year teachers will join the experienced teacher group for work on GRR. Topics from year one will be evaluated and changes and revisions will be made with both groups based on feedback.</p> <p>Continue offering faculty meeting strands to offer more support and meet teachers' needs. Use feedback from teachers to determine progress toward SIP goals.</p>	<p>PLCs finalize and begin to implement approved action plans</p> <p>PLC Coalition meets to discuss vision of PLCs for CHS.</p>	<p>plan for future SRT lessons.</p> <p>Tech Cadre meets to discuss goals for the year.</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p>	<p>to student engagement, practicing Cognitive Coaching, and reflecting on data from coaching logs.</p>	<p>(instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>
October 2019	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p>	<p>PLC teams meet every week</p> <p>PLC teams work on essential learning outcomes and student</p>	<p>CCRST meets to discuss feedback on first Naviance lesson and plan for future SRT lessons.</p>	<p>Coaches will meet a minimum of every month focused on new learning topics relevant to student engagement, practicing Cognitive</p>	<p>CHS staff and faculty will work within PLC teams to help them implement school instructional goals (instructional coaches, department chairs, admin)</p>

	<p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>New teacher meeting on technology. Teachers complete needs assessment on topics and tech cadre provides support.</p>	<p>learning analysis during their meetings.</p> <p>PLC Guiding Coalition provides support and resources to PLC teams as needed.</p> <p>APs, DCs, and ICs work with PLC teams as needed.</p>	<p>Tech Cadre meets to discuss goals for the year.</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p>	<p>Coaching, and reflecting on data from coaching logs.</p>	<p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Continue to maintain a culture of care in classrooms.</p> <p>PD Thursday focusing on device integration</p> <p>PD Thursday for PLC Leadership Academy</p>
--	---	---	--	---	--

<p>November, 2017</p>	<p>Staff participate in faculty meetings based on self-selections.</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p> <p>Instructional Coaches facilitate new teacher meetings on Lesson Planning and Engagement for new teachers and Formative Assessment for experienced teachers.</p>	<p>PLCs meet every gold Wednesday</p> <p>PD Committee facilitates PD on consensus building for PLC leaders.</p> <p>PD Committee members continue PLC walks</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs continue to work on implementing action plans</p>	<p>Each group Begins development of a common vocabulary pertaining to professional development and student instruction (individual committees)</p> <p>PDC creates PD opportunities for teachers to learn how to appropriately analyze student data to inform and drive instruction</p> <p>PDC meets and sub-committees work on work goals/plans – schedule PD Thursdays, provide PLC leader supports, provide accolades to teachers, communicate updates to staff, plan and coordinate PD Thursdays</p> <p>Coordinators and cadre leaders collaboration meeting</p> <p>AVID Site team and elective teachers work</p>	<p>Continue work with individual teachers and departments.</p> <p>Collaboration meetings & new learning</p> <p>ICs complete weekly logs to document time and work with staff</p> <p>Facilitate at staff meetings and department</p> <p>Cognitive Coaching Training</p> <p>Facilitate new teacher PD: Guided Instruction/ Collaborative Learning</p> <p>Continue work with individual teachers and departments.</p> <p>Collaboration meetings & new learning</p> <p>ICs complete weekly logs to document time and work with staff</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Continue to build common language</p> <p>implement strategies in classrooms</p>
-----------------------	--	--	--	--	--

			<p>on site team goals and share WICOR strategies.</p> <p>ENL Cadre PD with Tammy King for 2 ½-days on cultural competency and key WIDA practices.</p>		
November 2018	<p>Department chairs, APs, and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC</p> <p>APs, ICs facilitate faculty meeting PD.</p> <p>Continue new teacher meeting format with two groups. First year teachers will join the experienced teacher group for work on GRR. Topics from year one will be evaluated and changes and revisions will be made with both groups based on feedback.</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs continue to work on implementing action plans</p> <p>PD Committee develops an exit ticket to gather feedback from PLC visits. Feedback from exit ticket will be used to design and provide relevant PD to PLC leaders.</p> <p>PLC leaders continue PLC walks</p> <p>PLC Coalition meets in subcommittees to</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>PD Committee meets to plan and coordinate PD Thursdays</p> <p>Coordinators and cadre leaders collaboration meeting</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p> <p>Site team will work with</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, facilitating faculty meetings, new teach</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>

	Continue offering faculty meeting strands to offer more support and meet teachers' needs. Use feedback from teachers to determine progress toward SIP goals.	discuss specific areas of focus for PLCs	one core content department each month. ENL Cadre meets to collaborate and discuss student progress. CCRST focuses on Naviance lessons in SRT. Culture of Care committee meets.		
November 2019	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p> <p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>New teacher meeting on topics as determined by needs assessment of new teachers.</p>	<p>PLC teams meet every week</p> <p>PLC teams work on essential learning outcomes and student learning analysis during their meetings.</p> <p>PLC Guiding Coalition provides support and resources to PLC teams as needed.</p> <p>APs, DCs, and ICs work with PLC teams as needed.</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs.</p> <p>Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p> <p>Site team will work with one core content department each month.</p>	Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, working with PLC teams and individual teachers	<p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Continue to maintain a culture of care in classrooms.</p> <p>PD Thursday focusing on device integration</p> <p>PD Thursday for PLC Leadership Academy</p>

			<p>ENL Coordinator meets with individual teachers to collaborate and discuss student progress.</p> <p>CCRST focuses on Naviance lessons in SRT.</p> <p>Culture of Care committee meets.</p>		
--	--	--	---	--	--

<p>December, 2017</p>	<p>Staff participate in all staff meeting</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs continue to work on implementing action plans</p> <p>PD Committee discusses their observations from PLCs in order to determine professional development needs for second semester.</p> <p>PD Committee plans professional development for PLCs based on discussion of observations</p>	<p>Continue development of a common vocabulary pertaining to professional development and student instruction (individual committees)</p> <p>PDC meets and sub-committees work on work goals/plans – schedule PD Thursdays, PLC leader supports, provide accolades to teachers, communicate updates to staff, plan and coordinate PD Thursdays</p> <p>Tech Coordinators meeting</p> <p>Tech Cadre meets</p> <p>CCRST meets</p> <p>AVID Site team and elective teachers work on site team goals and share WICOR strategies. Analyze student achievement data and evaluate interventions for students.</p>	<p>Continue work with individual teachers and departments.</p> <p>Collaboration meetings & new learning</p> <p>Facilitate at staff meetings and department meetings</p> <p>New Teacher Meeting: Collaboration & Guided Instruction</p> <p>Coaches will also analyze and self-evaluate their individual and collective coaching data.</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will begin to implement various strategies in the classroom to help inform instruction</p>
-----------------------	--	--	--	--	---

December 2018	<p>Department chairs, APs, and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC</p> <p>APs, ICs facilitate faculty meeting PD.</p> <p>Continue new teacher meeting format with two groups. First year teachers will join the experienced teacher group for work on GRR. Topics from year one will be evaluated and changes and revisions will be made with both groups based on feedback.</p> <p>Continue offering faculty meeting strands to offer more support and meet teachers' needs. Use feedback from teachers to determine progress toward SIP goals.</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs continue to work on implementing action plans</p> <p>PLC Coalition shares feedback with DCs, APs on vision for future PLCs</p> <p>PLC Leaders continue PLC walks</p> <p>PLCs who have visited other PLCs complete the exit tickets from PD Committee</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>PD Committee plans and coordinates PD Thursdays</p> <p>Coordinators and cadre leaders collaboration meeting</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs.</p> <p>Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p> <p>Site team will work with one core content department each month.</p> <p>ENL Cadre teachers meet individually with ENL coach to discuss progress towards goals.</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, facilitating faculty meetings, new teach</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>

			<p>CCRST focuses on Naviance lessons in SRT.</p> <p>Culture of Care committee meets.</p>		
December 2019	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p> <p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>New teacher meeting on topics as determined by needs assessment of new teachers.</p>	<p>PLC teams meet every week</p> <p>PLC teams work on essential learning outcomes and student learning analysis during their meetings.</p> <p>PLC Guiding Coalition provides support and resources to PLC teams as needed.</p> <p>APs, DCs, and ICs work with PLC teams as needed.</p> <p>PLC Guiding Coalition meets to discuss feedback from PLC Teams from first semester and plan additional supports as needed for second semester.</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs.</p> <p>Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p> <p>Site team will work with one core content department each month.</p> <p>ENL Coordinator meets with individual teachers to collaborate and discuss student progress.</p> <p>CCRST focuses on Naviance lessons in SRT.</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, working with PLC teams and individual teachers</p>	<p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Continue to maintain a culture of care in classrooms.</p> <p>Teachers will complete a survey to provide feedback on PLC team process, including areas of strength and needs for support for semester 2.</p>

			Culture of Care committee meets.		
--	--	--	-------------------------------------	--	--

<p>January, 2018</p>	<p>Staff participate in faculty meetings based on self-selections.</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p> <p>Instructional Coaches facilitate new teacher meetings on Classroom Management and Engagement for new teachers and Guided Instruction/Collaborative Learning for experienced teachers.</p>	<p>PD Committee continues to plan professional development for PLCs based on discussion of observations</p> <p>PD Committee provides professional development related to PLCs</p> <p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs continue to work on implementing action plans</p>	<p>Continue development of a common vocabulary pertaining to professional development and student instruction (individual committees)</p> <p>PDC meets and sub-committees work on work goals/plans – schedule PD Thursdays, PLC leader supports, provide accolades to teachers, communicate updates to staff, plan and coordinate PD Thursdays</p> <p>Tech Coordinators meeting</p> <p>Tech Cadre meets</p> <p>CCRST meets</p> <p>AVID Site team and elective teachers work on site team goals and share WICOR strategies. Implement interventions from December.</p>	<p>Continue work with individual teachers and departments.</p> <p>Collaboration meetings & new learning</p> <p>Facilitate at staff meetings and department meetings</p> <p>New Teacher Meetings</p> <p>Coaches will also analyze and self-evaluate their individual and collective coaching data.</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will begin to implement various strategies in the classroom to help inform instruction</p>
----------------------	--	---	---	---	---

			ENL Cadre meets during a PLC for idea sharing, review and reflection		
January 2019	<p>Department chairs, APs, and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC</p> <p>APs, ICs facilitate faculty meeting PD.</p> <p>Continue new teacher meeting format with two groups. First year teachers will join the experienced teacher group for work on GRR. Topics from year one will be evaluated and changes and revisions will be made with both groups based on feedback.</p> <p>Continue offering faculty meeting strands to offer more support and meet teachers' needs. Use feedback from teachers to determine progress toward SIP goals.</p>	<p>PLC Coalition provides professional development related to PLCs</p> <p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs continue to work on implementing action plans</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>PD Committee plans and coordinates PD Thursdays</p> <p>Coordinators and cadre leaders collaboration meeting</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p> <p>ENL Cadre meets as a group to collaborate and</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, facilitating faculty meetings, new teach</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>

			<p>discuss student progress.</p> <p>CCRST focuses on Naviance lessons in SRT.</p> <p>Culture of Care committee meets.</p>		
January 2020	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p> <p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>Instructional coaches facilitate new teacher meeting around specific instructional topics from previous PD strands</p>	<p>PLC teams meet every week</p> <p>PLC teams work on essential learning outcomes and student learning analysis during their meetings.</p> <p>PLC Guiding Coalition provides support and resources to PLC teams as needed.</p> <p>APs, DCs, and ICs work with PLC teams as needed.</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs.</p> <p>Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p> <p>Site team will work with one core content department each month.</p> <p>ENL Coordinator meets with individual teachers to collaborate and discuss student progress.</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, working with PLC teams and individual teachers</p>	<p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Continue to maintain a culture of care in classrooms.</p> <p>PD Thursday focusing on device integration</p> <p>PD Thursday for PLC Leadership Academy</p>

			CCRST focuses on Naviance lessons in SRT. Culture of Care committee meets.		
--	--	--	---	--	--

<p>February, 2018</p>	<p>Staff participate in faculty meetings based on self-selections.</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p> <p>Instructional Coaches facilitate new teacher meetings on Colleague Relationships and Administrative Support for new teachers and Guided Instruction/Collaborative Learning for experienced teachers.</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs continue to work on implementing action plans</p> <p>PD Committee continues to provide professional development based on feedback and input from PLCs</p>	<p>Completion of a common vocabulary pertaining to professional development and student instruction (individual committees)</p> <p>PDC meets and sub-committees work on work goals/plans – schedule PD Thursdays, PLC leader supports, provide accolades to teachers, communicate updates to staff, plan and coordinate PD Thursdays</p> <p>Tech Coordinators meeting</p> <p>Tech Cadre meets</p> <p>CCRST meets</p> <p>AVID Site team and elective teachers work on site team goals and share WICOR strategies.</p> <p>ENL Cadre meets for a ½ day on output/student production and</p>	<p>Continue work with individual teachers and departments.</p> <p>Collaboration meetings & new learning</p> <p>Facilitate at staff meetings and department meetings</p> <p>New Teacher Meeting: Collaboration & Guided Instruction</p> <p>Coaches will also analyze and self-evaluate their individual and collective coaching data.</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>
-----------------------	---	---	--	--	--

			participate in classroom walks.		
February 2019	<p>Department chairs, APs, and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC</p> <p>APs, ICs facilitate faculty meeting PD.</p> <p>Continue new teacher meeting format with two groups. First year teachers will join the experienced teacher group for work on GRR. Topics from year one will be evaluated and changes and revisions will be made with both groups based on feedback.</p> <p>Continue offering faculty meeting strands to offer more support and meet teachers' needs. Use feedback from teachers to determine progress toward SIP goals.</p>	<p>PLC Coalition meets as large group to share feedback and discuss implementation goals for PLCs for 2019-2020</p> <p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLC Leaders continue PLC Walks</p> <p>PLCs continue to work on implementing action plans</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>PD Committee plans and coordinates PD Thursdays</p> <p>Coordinators and cadre leaders collaboration meeting</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p> <p>ENL Cadre teachers meet individually with</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, facilitating faculty meetings, new teach</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>

			<p>ENL Coach to discuss progress toward goals.</p> <p>CCRST focuses on Naviance lessons in SRT.</p> <p>Culture of Care committee meets.</p>		
February 2020	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p> <p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>Instructional coaches facilitate new teacher meeting around specific instructional topics from previous PD strands</p>	<p>PLC teams meet every week</p> <p>PLC teams work on essential learning outcomes and student learning analysis during their meetings.</p> <p>PLC Guiding Coalition provides support and resources to PLC teams as needed.</p> <p>APs, DCs, and ICs work with PLC teams as needed.</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs.</p> <p>Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p> <p>Site team will work with one core content department each month.</p> <p>ENL Coordinator meets with individual teachers to collaborate and discuss student progress.</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, working with PLC teams and individual teachers</p>	<p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Continue to maintain a culture of care in classrooms.</p> <p>PD Thursday focusing on device integration</p> <p>PD Thursday for PLC Leadership Academy</p>

			CCRST focuses on Naviance lessons in SRT. Culture of Care committee meets.		
--	--	--	---	--	--

<p>March, 2018</p>	<p>Staff participate in all staff faculty meetings.</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p> <p>Instructional Coaches facilitate new teacher meetings on Reflecting and Refining Your Practice for new teachers and Independent Application for experienced teachers.</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs continue to work on implementing action plans</p> <p>PLCs discuss what data they need to show progress on action plan and/or accomplishment of goals and begin collection of data</p>	<p>Leaders of PDC, Tech Cadre, AVID Site Team, & CCRST meet to compile the complete common vocabulary & perform edits necessary prior to presenting to staff (committee leaders)</p> <p>PDC meets and sub-committees work on work goals/plans – schedule PD Thursdays, PLC leader supports, provide accolades to teachers, communicate updates to staff, plan and coordinate PD Thursdays</p> <p>Tech Coordinators meeting</p> <p>Tech Cadre meets</p> <p>CCRST meets</p> <p>AVID Site team and elective teachers work on site team goals and share WICOR strategies. AVID data meeting and analysis with</p>	<p>Continue work with individual teachers and departments.</p> <p>Collaboration meetings & new learning</p> <p>Facilitate at staff meetings and department meetings</p> <p>New Teacher Meeting:</p> <p>Coaches will also analyze and self-evaluate their individual and collective coaching data.</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>
--------------------	---	---	---	---	--

			<p>administration. Begin CCI self-evaluation.</p> <p>ENL Cadre meets during PLCs on assessments for ELLs.</p>		
March 2019	<p>Department chairs, APS, and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC</p> <p>APs, ICs facilitate faculty meeting PD.</p> <p>Continue new teacher meeting format with two groups. First year teachers will join the experienced teacher group for work on GRR. Topics from year one will be evaluated and changes and revisions will be made with both groups based on feedback.</p> <p>Continue offering faculty meeting strands to offer more support and meet teachers' needs. Use feedback from teachers to</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLC leaders continue PLC walks</p> <p>PLCs continue to work on implementing action plans</p> <p>PLC Coalition meets in subcommittees to discuss progress and feedback from staff.</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>PD Committee plans and coordinates PD Thursdays</p> <p>Coordinators and cadre leaders collaboration meeting</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, facilitating faculty meetings, new teach</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>

	determine progress toward SIP goals.		CCRST focuses on Naviance lessons in SRT. Culture of Care committee meets.		
March 2020	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p> <p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>Instructional coaches facilitate new teacher meeting around specific instructional topics from previous PD strands</p>	<p>PLC teams meet every week</p> <p>PLC teams work on essential learning outcomes and student learning analysis during their meetings.</p> <p>PLC Guiding Coalition provides support and resources to PLC teams as needed.</p> <p>APs, DCs, and ICs work with PLC teams as needed.</p> <p>PLC Guiding Coalition meets to review progress and feedback from PLC teams</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs.</p> <p>Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p> <p>Site team will work with one core content department each month.</p> <p>ENL Coordinator meets with individual teachers to collaborate and discuss student progress.</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, working with PLC teams and individual teachers</p>	<p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Continue to maintain a culture of care in classrooms.</p> <p>PD Thursday focusing on device integration</p> <p>PD Thursday for PLC Leadership Academy</p>

			CCRST focuses on Naviance lessons in SRT. Culture of Care committee meets.		
--	--	--	---	--	--

<p>April, 2018</p>	<p>Staff participate in faculty meetings based on self-selections.</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs have complete data collection to prepare for year-end reflection on action plan</p>	<p>PDC meets and sub-committees work on work goals/plans – schedule PD Thursdays, develop Teacher Tips, PLC leader supports, provide accolades to teachers, communicate updates to staff, plan and coordinate PD Thursdays</p> <p>Tech Coordinators meeting</p> <p>Tech Cadre meets</p> <p>CCRST meets</p> <p>AVID Site team and elective teachers work on site team goals and share WICOR strategies. Submit CCI self-evaluation.</p> <p>ENL Cadre meets in a PD Thursday format on cultural competency and for reflection and review.</p>	<p>Continue work with individual teachers and departments.</p> <p>Collaboration meetings & new learning</p> <p>Facilitate at staff meetings and department meetings</p> <p>New Teacher Meeting</p> <p>Coaches will also analyze and self-evaluate their individual and collective coaching data.</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p> <p>Faculty will begin to plan strategies that they will implement next year</p>
<p>April 2019</p>	<p>Department chairs, APs, and coaches facilitate professional development in department meetings</p>	<p>PLCs meet every gold Wednesday</p>	<p>Each group continues implementation of</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum,</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals</p>

	<p>applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC APs, ICs facilitate faculty meeting PD.</p> <p>Continue new teacher meeting format with two groups. First year teachers will join the experienced teacher group for work on GRR. Topics from year one will be evaluated and changes and revisions will be made with both groups based on feedback.</p> <p>Continue offering faculty meeting strands to offer more support and meet teachers' needs. Use feedback from teachers to determine progress toward SIP goals.</p>	<p>Department Chairs continue to meet with and support PLCs</p> <p>PLC Leaders conduct final PLC Walks</p> <p>PLCs complete data collection to prepare for year-end reflection on action plan</p> <p>PLC coalition meets in subcommittees to finalize recommendations for 2019-2020.</p>	<p>program of work aligned with school-wide goals.</p> <p>PD Committee plans and coordinates PD Thursdays</p> <p>Coordinators and cadre leaders collaboration meeting</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs. Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards. Site team will work with one core content department each month.</p> <p>ENL Cadre meets as a full group to collaborate and discuss student progress.</p> <p>CCRST focuses on Naviance lessons in SRT.</p>	<p>implementing Cognitive Coaching, facilitating faculty meetings, new teach</p>	<p>(instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in department meetings and PLCs what they have implemented and the results from that implementation</p>
--	--	--	--	--	---

			Culture of Care committee meets.		
April 2020	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p> <p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>Instructional coaches facilitate new teacher meeting around specific instructional topics from previous PD strands</p>	<p>PLC teams meet every week</p> <p>PLC teams work on essential learning outcomes and student learning analysis during their meetings.</p> <p>PLC Guiding Coalition provides support and resources to PLC teams as needed.</p> <p>APs, DCs, and ICs work with PLC teams as needed.</p>	<p>Each group continues implementation of program of work aligned with school-wide goals.</p> <p>AVID site team work on CCI goals and share related AVID strategies based on core department needs.</p> <p>Analyze student achievement data and evaluate interventions for specific students and/or implementation of course standards.</p> <p>Site team will work with one core content department each month.</p> <p>ENL Coordinator meets with individual teachers to collaborate and discuss student progress.</p> <p>CCRST focuses on Naviance lessons in SRT.</p> <p>Culture of Care committee meets.</p>	<p>Instructional Coaches continue practicing the Carmel Clay Schools Coaching Continuum, implementing Cognitive Coaching, working with PLC teams and individual teachers</p>	<p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Continue to maintain a culture of care in classrooms.</p> <p>PD Thursday focusing on device integration</p> <p>PD Thursday for PLC Leadership Academy</p>

<p>May, 2018</p>	<p>Staff participate in all staff faculty meeting</p> <p>Department chairs and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Train the trainer planning with admin and IC</p> <p>DCs, AP, ICs participate in train the trainer</p> <p>Instructional Coaches celebrate new teachers first year at Carmel High School.</p> <p>Final evaluation conferences, discuss impact of professional development on teaching/learning.</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs meet to reflect on on the implementation of their action plans and accomplishment of goals, using data and evidence to support work.</p> <p>Conduct a school-wide PLC share of action plans during last faculty meeting of the year</p> <p>PLC Leaders determine which PLC they would like to visit next school year, based on school-wide sharing</p>	<p>PDC meets and sub-committees work on work goals/plans – schedule PD Thursdays, develop Teacher Tips, PLC leader supports, provide accolades to teachers, communicate updates to staff, plan and coordinate PD Thursdays</p> <p>Tech Coordinators meeting</p> <p>Tech Cadre meets</p> <p>CCRST meets</p> <p>AVID banquet and celebration.</p>	<p>Continue work with individual teachers and departments.</p> <p>Collaboration meetings & new learning</p> <p>Facilitate at staff meetings and department meetings</p> <p>New Teacher Meeting:</p> <p>Coaches will also analyze and self-evaluate their individual and collective coaching data and will conduct an end of the year reflection on both how we worked as a collaborative team as well as how they met their individual coaching goal. In addition, we will compare coaching data between the two previous years and this year.</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in faculty meetings, department meetings, and PLCs what they have implemented and the results from that implementation</p> <p>Faculty will begin to plan strategies that they will implement next year</p>
------------------	--	--	---	--	---

<p>May 2019</p>	<p>Department chairs, APs, and coaches facilitate professional development in department meetings applicable to content/department.</p> <p>Faculty meeting PD planning with admin and IC</p> <p>APs, ICs facilitate faculty meeting PD.</p> <p>Continue new teacher meeting format with two groups. First year teachers will join the experienced teacher group for work on GRR. Topics from year one will be evaluated and changes and revisions will be made with both groups based on feedback.</p> <p>Continue offering faculty meeting strands to offer more support and meet teachers' needs. Use feedback from teachers to determine progress toward SIP goals.</p>	<p>PLCs meet every gold Wednesday</p> <p>Department Chairs continue to meet with and support PLCs</p> <p>PLCs meet to reflect on on the implementation of their action plans</p> <p>PLCs complete exit ticket, if not completed in first semester</p> <p>School-wide PLC share of action plans during last faculty meeting of the year</p>	<p>Cadres and Committees wrap up work, analyze data, reflect and establish next steps.</p>	<p>Continue work with individual teachers and departments.</p> <p>Continue to facilitate at staff meetings and department meetings</p> <p>Coaches will analyze and self-evaluate their individual and collective coaching data and will conduct an end of the year reflection on both how we worked as a collaborative team as well as how they met their individual coaching goal. In addition, we will compare coaching data between the two previous years and this year.</p>	<p>CHS staff and faculty will attend PD to help them implement school instructional goals (instructional coaches, department chairs, admin)</p> <p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in faculty meetings, department meetings, and PLCs what they have implemented and the results from that implementation</p> <p>Faculty will begin to plan strategies that they will implement next year</p>
-----------------	--	--	--	--	---

<p>May 2020</p>	<p>Department chairs and APs reflect on PLC Team process and discuss strategies to help support teams.</p> <p>ICs reflect on the work they are doing with PLC Teams and how to further support that process.</p> <p>Work of the School Improvement Committee from 2019-20 school year will be shared, along with the new 3 year goals to begin in 2020.</p>	<p>PLC teams meet every week</p> <p>PLC teams complete exit ticket, regarding areas of strengths and areas in need of additional support for future years</p> <p>School-wide PLC team celebration to share success stories from the year with colleagues</p>	<p>Coalition and Committees wrap up work, analyze data, reflect and establish next steps.</p>	<p>Coaches will analyze and self-evaluate their individual and collective coaching data and will conduct an end of the year reflection.</p>	<p>Faculty and staff will implement various strategies in the classroom to help inform instruction</p> <p>Faculty will share out in PLC team meetings what they have implemented and the results from that implementation</p> <p>Continue to maintain a culture of care in classrooms.</p> <p>Whole faculty celebration for the work done by PLC teams throughout the year.</p>
<p>June, 2018</p>	<p>Analyze and reflect on PD, staff feedback and student achievement data</p> <p>DLT retreat</p>	<p>Administration will meet to review discuss effectiveness of PLC groups and professional development related to PLCs</p>	<p>AVID Site team attends Summer Institute and develops site team plan..</p>	<p>Instructional Coaching retreat</p>	<p>Faculty will begin to plan strategies that they will implement next year</p>
<p>June 2019</p>	<p>Analyze and reflect on PD, staff feedback and student achievement data</p>	<p>Administration will meet to review exit tickets and discuss effectiveness of PLC groups and professional development related to PLCs</p>		<p>Instructional Coaching retreat</p>	

June 2020	Begin planning for School Improvement Goals for 2020-2023	Administration will meet to review exit tickets and discuss effectiveness of PLC groups and professional development related to PLCs	Reflect and evaluate effectiveness of cadres/committees on student achievement. Made adjustments and revisions that are Identified as needed.	Reflect and evaluate impacts of instructional coaching continuum, PD and resources. Make necessary changes and adjustments to inform future roles and PD planning.	
July, 2018	District Admin retreat/#C4 Conference CHS AP retreat	Administration will meet to discuss effectiveness of PLC groups and professional development related to PLCs PD Committee holds summer retreat to review school-wide PD goals and any changes that need to be made for PLCs			Faculty will begin to plan strategies that they will implement next year
July 2019	District Admin retreat/#C4 Conference CHS AP retreat	Administration will meet to review exit tickets and discuss effectiveness of PLC groups and professional development related to PLCs PLC Coalition holds summer retreat to review exit tickets,			

		school-wide PD goals, and any changes that need to be made for PLCs			
July 2020	District Admin retreat/#C4 Conference CHS AP retreat	Administration will meet to review exit tickets and discuss effectiveness of PLC groups and professional development related to PLCs PLC Coalition holds summer retreat to review exit tickets, school-wide PD goals, and any changes that need to be made for PLCs			

**Carmel High School
2019-2020 Professional Development School Improvement Plan**


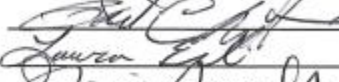
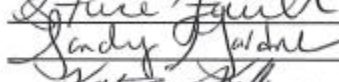
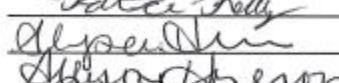
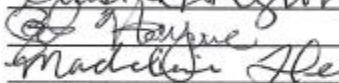
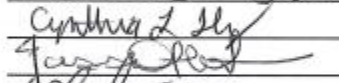

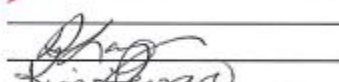
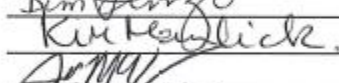
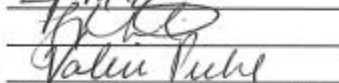
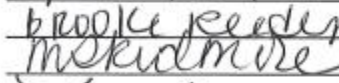




Printed Name

Dan Adan _____
 Paul Clayton _____
 Laura Erli _____
 Stacie Fowler _____
 Sandy Gardner _____
 Katie Gray _____
 Alyson Harbor _____
 Allison Hargrove _____
 Joel Haynie _____
 Maddie Heath (Student Body President.) _____
 Cynthia Henry _____
 Jessica Holman _____
 Rob Irizarry _____
 Jilaine Jarvis _____
 Kim Johnson _____
 Dawn Laumeyer _____
 Kim Lenzo _____
 Kim Manlick _____
 John McKinney _____
 Lori Pasheilich (PTO President) _____
 Valerie Piehl (Asst. Principal) _____
 Brooke Reeder _____
 Michelle Skidmore _____
 Nancy Spencer _____
 Becky Stuelpe _____
 Sharon Wellbrook _____
 AJ Wheeler _____
 Deion Ziwawo (Speaker of the House) _____

ADAM HAUILÉ P.E

10/1/2019

Signature

_____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 
 _____ 