



HSD Recovery Plan Initiatives

Harrisburg School District Act 141 Meeting

December 11, 2023 _____ _____



HSD Recovery Plan Initiatives

- The 2021 Amended Recovery plan outlines 62 initiatives across a variety of categories with the purpose of addressing the three guiding principles identified in the plan: academic achievement, financial management, and student stability
- As of June 2023, of the 62 initiatives, 61 (or 98.4 percent) have been completed, are completed/in progress, or are in progress
- The table below summarizes the different categories

Status	Count	Notes
Completed	6	Goals and intended outcomes from the Plan have been achieved as determined by the CRO In future updates to the Plan, these initiatives may be removed or replaced with initiatives targeted to complete subsequent phases
Completed/ In Progress	22	Some or most goals and intended outcomes have been achieved as determined by the CRO There may be ongoing monitoring required, or the initiative may take multiple years to complete In future updates to the Plan, these initiatives may receive updates to contextual information, as well as new timelines or goals
In Progress	33	Although the District may have taken some steps to complete the initiative, there are many outstanding goals to achieve
No Evidence/ Not Started	1	While the District may be working towards the initiative they have not made significant progress in reaching the intended outcomes as determined by the CRO
Total	62	



Initiatives Under the Purview of the Chief Academic Officer

AP04

- Use academic data to inform instructional practices

AP05

- Continue Professional Learning Communities (PLC) for principals and assistant principals

AP06

- Continue coaching programs in the District

AP09

- Implement a standards-aligned curriculum across the District

AP10

- Follow MTSS process with fidelity in all buildings



AP04: Use academic data to inform instructional practices

◆ 1st Quarterly ISM

- A key look for- G.L.E.A.M- specifically focused on (G)rade-(L)evel tasks found that 55.4% of classrooms identified had scholars working on grade-level content.
- At least 50% of classrooms observed were using district identified materials and resources for instruction

◆ Professional Learning

- Explicit Instruction- 4 sessions to date (google classroom)
- Scaffolding Learning Through Language
- Writing with Multilinguals Using the Teaching and Learning Cycle
- Pathways to Proficient Reading

◆ Next Steps:

- Develop/secure professional development for the appropriate use of district prescribed materials for core instruction
- Support lesson planning for instructional staff focused on the purpose of the lesson, pacing of the lesson, preparation of materials and resources needed for the lesson, and the target/task alignment for including scaffolding support to help scholars access grade-level standards



AP05: Continue Professional Learning Communities (PLC) for principals and assistant principals



Educator Effectiveness

- Data for Informed Decision Making 1B
 - Leads Change Efforts for Continuous Improvement 1D
 - Ensures a High Quality, High Performing Staff 2B
 - Establishes and Implements Expectations for Students and Staff 2D
 - Ensures School Safety 2G
 - Leads School Improvement Initiatives 3A
- Implements High Quality Instruction 3C
 - Sets High Expectations for All 3D



Achievement Network

- Instructional Priority- “piercing point”-focus and anchors the work
- Building a Culture of Learning- PLC planning, structure and systems
 - Observation Structures- HQ coaching that impacts instruction



Pathways to Literacy Leadership



AP06: Continuing coaching programs in the District

Instructional Coaches- All buildings except (MMSA, John Harris Campus)



Twice per month PLCs- Cultural Competency, Instructional coach learning



School Shadowing to support instructional coaching feedback cycles and planning for classroom instruction and PLCs



AP09: Implement a standards-aligned curriculum across the District



Pending: Updating of the K-12 Social Studies and resource procurement



Science Curriculum working to bring the STEEL standards online for 2024/2025, have secured a resource aligned to (Elevate Science SAVVAS).



Working to secure organization to complete a curriculum audit to include next steps in revising/securing curriculum



Curriculum completed K-8 ELA, K-8 Math, Algebra



AP10: Follow MTSS process with fidelity in all buildings



Creation of Grade 6-8 literacy Tier II and Tier III intervention implementation with fidelity



Implementation of Class wide intervention where needed



Observation and feedback of reading specialists and math interventionists with intervention to support fidelity of implementation



Ongoing PLCs with specialists and coaches to review data and adjust as needed



Additional Academic Performance Initiatives

- There are additional initiatives that are not overseen by the CAO but are related to Academic Performance chapter of the District's Recovery Plan

AP01	• Take action to improve Districtwide student attendance
AP02	• Increase staff attendance by enforcing existing policies and improving reporting
AP03	• Improve accountability for student performance
AP07	• Conduct annual performance evaluations of all staff
AP08	• Ensure high-quality staff in key leadership positions
AP11	• Develop a continuum of learning options for District students
AP12	• Attract and retain students at HVLA and Cougar Academy
AP13	• Review Special Education program costs and placements



Amended Initiatives



Initiative – AP09

- As part of the 2023 Amended Recovery Plan, Initiative 9 of the Academic Performance chapter was revised to include the following action plan and deadlines
- As shown in the table below, the District has upcoming and ongoing deadlines relating to curriculum development and implementation and including sufficient curriculum funding in the annual budget

Task and Supporting Deliverables	Deadline	Responsible Party
The District will complete its current cycle of revising and implementing standards-aligned curriculum across grade levels	Before the beginning of the 2024-25 school year	Superintendent
The District will ensure all existing and proposed curriculum meet state standards	Ongoing	Chief Recovery Officer, Superintendent and Assistant to the Superintendent
The District will adopt an annual budget with sufficient funds for planned curriculum and materials, including technology and a six-year review cycle	June 30, 2024; annually by June thereafter	Receiver



Initiative – AP11

- As part of the 2023 Amended Recovery Plan, Initiative 11 of the Academic Performance chapter was revised to include the following action plan and deadlines
- As shown in the table below, the District has annual deadlines relating to evaluation of needs for the District’s cyber program and the inclusion of sufficient funding in the annual budget

Task and Supporting Deliverables	Deadline	Responsible Party
The District will periodically evaluate staffing and program needs to support District cyber programs	Annually by February	Chief Recovery Officer, Superintendent, Director of Virtual Learning, and Principal of Cougar Academy
The District will adopt an annual budget with sufficient funds to maintain and as necessary expand the cyber school programs	Annually in June	Receiver



Updated Data Discussion



Data & Assessment Updates

School	Grade	BOY 22-23	MOY 22-23	EOY 22-23		BOY 23-24	MOY 23-24	EOY 23-24
BF	K	15	14	17		16		
	1	14	15	18		10		
	2	27	25	29		20		
Downey	K	6	29	34		10		
	1	5	9	4		17		
	2	15	15	13		10		
Foose	K	20	30	34		18		
	1	14	13	15		20		
	2	15	13	8		21		
Melrose	K	13	48	65		20		
	1	24	32	34		52		
	2	32	31	25		40		
Scott	K	14	33	47		8		
	1	16	18	15		30		
	2	22	23	16		28		
Cougar	K	21	6	17		29		
	1	17	21	28		6		
	2	44	36	12		63		



Data & Assessment Updates: ELA 3-5

School	Grade	22-23 BOY	22-23 MOY	22-23 EOY	2023 %Prof/Adv eMetric	23-24 BOY	23-24 MOY	23-24 EOY
BF	3	19	16	20	16.5	17		
	4	15	11	11	10.7	17		
	5	6	8	9	7.1	10		
Downey	3	9	6	3	1.8	13		
	4	3	3	5	5.9	10		
	5	9	14	12	2.1	8		
Foote	3	14	10	9	12.3	12		
	4	9	7	8	9.1	17		
	5	5	5	5	6.3	13		
Melrose	3	17	16	14	15.5	27		
	4	14	21	20	15.5	17		
	5	14	10	15	8.9	17		
Scott	3	12	15	13	11.3	10		
	4	15	12	13	10.1	9		
	5	9	7	9	6.8	15		
Cougar	3	10	24	10	15.0	16		
	4	21	38	37	16.7	17		
	5	31	29	13	15.8	37		



Data & Assessment Updates: ELA 6-8

School	Grade	22-23 BOY	22-23 MOY	22-23 EOY	2023 %Prof/Adv (eMetric)	23-24 BOY	23-24 MOY	23-24 EOY
CCA	6	13	13	16	15.0	9		
	7	10	12	14	6.5	18		
	8	5	8	9	8.4	14		
MSA	5	53	50	58	44.8	47		
	6	49	45	60	63.3	52		
	7	37	40	32	45.1	57		
	8	44	53	51	46.0	45		
Marshall	5	7	7	0	0	0		
	6	7	7	7	14.8	6		
	7	7	25	8	27.3	14		
	8	5	9	4	4.8	41		
Rowland	6	6	5	7	9.7	9		
	7	4	5	6	6.1	8		
	8	7	7	7	12.7	9		
Cougar	6	16	16	18	12.5	25		
	7	9	6	4	4.9	19		
	8	10	11	13	22.2	10		



Data & Assessment Updates: Kindergarten Math

Building	BOY 22-23	MOY 22-23	EOY 22-23		BOY 23-24
District Composite	26	35	41		24
Ben Franklin	32	28	22		22
Downey	36	40	55		33
Foose	14	20	27		15
Melrose	22	48	57		25
Scott	23	37	44		23
Cougar	28	34	39		35



Data & Assessment Updates: Math 3-5

School	Grade	22-23 BOY	22-23 MOY	22-23 EOY	%Prof/Adv (eMetric)	23-24 BOY	23-24 MOY	23-24 EOY
BF	1	28	21	15		16		
	2	17	19	14		12		
	3	13	13	9	9.6	16		
	4	8	4	2	3.5	10		
	5	3	3	0	0	2		
Downey	1	15	10	6		24		
	2	14	2	5		6		
	3	8	5	2	3.6	6		
	4	5	3	6	4.0	5		
	5	0	2	2	2.2	4		
Foose	1	15	19	12		22		
	2	8	7	8		9		
	3	4	10	12	9.3	8		
	4	4	4	3	1.3	8		
	5	4	1	7	1.6	1		
Melrose	1	31	29	20		30		
	2	19	16	14		22		
	3	17	11	13	5.7	17		
	4	13	11	16	12.5	11		
	5	5	5	1	0	2		
Scott	1	27	22	13		28		
	2	10	8	8		13		
	3	4	19	10	6.3	8		
	4	5	8	8	4.8	10		
	5	1	2	2	1.6	3		
Cougar	1	38	34	67		35		
	2	17	34	28		75		
	3	15	15	5	5.0	19		
	4	14	8	21	8.3	6		



Data & Assessment Updates: Math 6-8

School	Grade	22-23 BOY	22-23 MOY	22-23 EOY	Prof/Adv (eMetric)	23-24 BOY	23-24 MOY	23-24 EOY
CCA	6	1	1	4	0.8	1		
	7	1	0	0	0.0	3		
	8	0	1	2	0.8	1		
MSA	5	20	20	20	12.9	25		
	6	15	14	15	13.9	17		
	7	16	16	20	15.5	20		
	8	10	13	20	4.6	15		
Marshall	5	0	0	0	0	0		
	6	0	0	4	3.6	0		
	7	7	0	8	0	0		
	8	0	0	0	0	0		
Rowland	6	1	2	2	1.4	1		
	7	2	1	1	0.6	2		
	8	1	1	1	0	2		
Cougar	6	2	6	4	4.2	8		
	7	4	4	5	4.9	3		
	8	6	2	2	0	3		



Data & Assessment Updates

Keystone Algebra - % Proficient/Advanced- ALL Spring Testers

School	Spring 2019	Spring 2021	Spring 2022	Spring 2023	Spring 2024
District	16.2	4.3	4.6	5.0	
Cougar	0.0	6.2	1.4	11.1	
John Harris	0.0	0.8	0.8	1.1	
SciTech	17.4	8.2	17.9	9.8	
MMSA	44.9	18.8	12.3	10.1	

Keystone Biology - % Proficient/Advanced- All Spring Testers

School	Spring 2019	Spring 2021	Spring 2022	Spring 2023	Spring 2024
District	16.3	8	10.3	10.6	
Cougar	0.0	5	2.6	20.0	
John Harris	5.3	2.8	3.4	4.0	
SciTech	35.7	17.4	25.2	22.6	

Keystone Literature - % Proficient/Advanced- All Spring Testers

School	Spring 2019	Spring 2021	Spring 2022	Spring 2023	Spring 2024
District	14.2	15.4	18.8	12.8	
Cougar	18.2	15	14.3	14.3	
John Harris	8.5	4.2	13.5	7.3	
SciTech	24.2	33.3	37.7	29.5	



Amended Academic Goals



Amended Academic Goal 1

- ◆ The 2023 Amended Recovery Plan replaced the four academic goals established in the 2021 Amended Recovery plan. The goals will be used to evaluate District progress towards improving student academic achievement. **The renewed goals focus on early learning, reading proficiency and kindergarten readiness, college and career readiness, and creating systems and processes that support student success district-wide**

Establish comprehensive systems and processes to improve student achievement at all grade levels, including but not limited to using data-driven decision making, implementing standardized instructional practices across the District, using a standards-aligned curriculum, and providing safe and welcoming building climates that support and promote student learning

District steps to date:

- ◆ Tier 1 Instruction- G.L.E.A.M Instruction- Instructional Support Model Learning Walks
- ◆ Professional Learning structures- Explicit Instruction, Scaffolding and Writing for Multilinguals
- ◆ Curriculum Audit- ELA, Math curriculums developed, work with STEEL standards to implement 2024/2025, *development of social studies curriculum
- ◆ Use of Educator Effectiveness to ground instructional leadership



Amended Academic Goal 2

Develop an early childhood program that focuses on early literacy and fosters partnerships with community providers and organizations in order to support early learning and school readiness

District steps to date:

- 4 Pre-K classrooms with certified staff and teacher's assistant
- Teachers are using PDE approved curriculum-Teaching Strategies
- All teachers received Teaching Strategies training
- All teachers received Gold Assessment training (Assessment)
- All teachers are participating in the Structured Literacy course through the AIMS Institute
- United Way
- Katherine Hershey School
- Hamilton Health
- Daycare partners
- CAIU (Dolly Parton Imagination)



Amended Academic Goal 3

Increase opportunities to prepare students for post-graduate success including but not limited to establishing systems and processes to support the transition to post-secondary opportunities, partnerships with local higher education institutions and community organizations, development of District Pathways programs, and industry-based credentialing

District steps to date:

- ◆ Harrisburg University
- ◆ Harrisburg Area Community College
- ◆ Temple University
- ◆ Cougar Career Path (Ways)



Amended Academic Goal 4

Increase the graduation rates for John Harris High School and Cougar Academy and maintain the graduation rate for SciTech as measured by the four-and five-year graduation cohorts



Key Questions to Guide Discussion

- ◆ How will the District measure progress for the academic goals?
 - How often will metrics be reviewed throughout the School year? (I.e tracking student assessments, number of students involved in career pathways, establishing systems and procedures across departments, etc.)
 - Who is responsible for ensuring progress for each goal is being tracked regularly? How will District leaders keep each other accountable?
- ◆ How is the District prepared to address key obstacles to achieving the academic goals?
- ◆ What do we want to have accomplished in Year One, Year Two, and Year Three?
- ◆ For each academic goal, what will the District commit to targeting and accomplishing by the end of the year?



In meeting activity

Academic Goals	End Of School Year Metric
<p>Goal 1: Establish comprehensive systems and processes to improve student achievement at all grade levels (i.e. data driven decision making, standards aligned-curriculum)</p>	
<p>Goal 2: Develop an early childhood program that focuses on early literacy and fosters partnerships with community providers and organizations in order to support early learning and school readiness</p>	
<p>Goal 3: Increase opportunities to prepare students for post-graduate success including but not limited to establishing systems and processes to support the transition to post-secondary opportunities, partnerships with local higher education institutions and community organizations, development of District Pathways programs, and industry-based credentialing</p>	
<p>Goal 4: Increase the graduation rates for John Harris High School and Cougar Academy and maintain the graduation rate for SciTech as measured by the four-and five-year graduation cohorts</p>	

Additional thoughts?



pfm