



## 24-25 School Level Improvement Plan

<b>School Name: Heritage High School</b>	<b>LEA #: 0405052</b>	<b>Building Principal: Chip Greenwell</b>
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**District Goals:**

All schools will meet their individual building goals focused on weighted achievement, growth, 3<sup>rd</sup> grade reading, post-secondary readiness, and graduation rate as measured by summative assessments.

### Comprehensive Needs Assessment

**Areas of Strength:**

- Improved collaborative team processes/systems
- Increased rigor in curriculum assessment development
- Increased capacity building regarding new standards and new state test
- Increased teacher voice
- Increased student voice
- Increased athletic and activities growth and leadership

**Areas of Improvement:**

- Student academic growth
- Student academic achievement
- Continued staff cohesion/collaboration
- Continued welcoming environment for all students

### Building Goal: Instructional Excellence

**We will continue to collaborate and implement essential standards to ensure equity and high expectations. Throughout our work, we will develop a collaborative understanding of proficiency scales, CFAs, and CSAs and use that data to create the most effective instructional environment for all of our students.**

<b>Action Steps</b> <i>(What action steps do we think will generate improvement?)</i>	<b>Evidence</b> <i>(What evidence will we use to measure progress?)</i>	<b>Timeline</b> <i>(What is an appropriate timeline for each of the action steps?)</i>
Instructional Leadership Meetings	<ul style="list-style-type: none"> <li>● Meetings to review instructional needs with action steps</li> <li>● PD development and planning</li> <li>● Assessment preparation for student growth</li> <li>● Review and monitoring of teacher development with a focus on student learning</li> </ul>	Weekly

Collaborative Team Pull Outs: English, Math, Science, Social Studies	<ul style="list-style-type: none"> <li>● Use of proficiency scales and learning targets to develop instructional plans and student ownership.</li> <li>● Horizontal curriculum anchor document with the use of pull out instructional and planning products.</li> <li>● Year-at-a-Glance Essential Standards Pacing Guide</li> <li>● Instructional strategies being modeled for upcoming learning cycle</li> </ul>	Each Learning Cycle (~ every 4.5 weeks)
Collaborative Team Meetings	<ul style="list-style-type: none"> <li>● Common preps for foundational contents.</li> <li>● Data review of student learning from CFAs, CSAs, and Benchmarks</li> <li>● Specific team roles within the PLC teams</li> <li>● Organized discussions that support team stage development</li> <li>● Team self-assessments</li> </ul>	Weekly-During Late Start Thursdays
Collaborative Team Data Meetings	<ul style="list-style-type: none"> <li>● Collaborative teams will review their recent CFA/CSA data and make instructional decisions based on outcomes</li> <li>● Meeting minutes</li> <li>● CFA/CSA Data Dashboard</li> <li>● Lesson Plans</li> </ul>	Each Learning Cycle (~ every 4.5 weeks)
Classroom Walkthroughs and Reflective Coaching Conversations	<ul style="list-style-type: none"> <li>● Quota of classroom walkthroughs and reflective coaching conversations for all administrators and academic coaches</li> <li>● Coaching notes</li> <li>● Classroom walkthrough tracking document</li> <li>● TESS Documentation</li> </ul>	Daily
Leadership Learning Cycle Reviews/Coaching	<ul style="list-style-type: none"> <li>● The HHS Leadership Team will review key data indicators</li> <li>● The team will use this data to make timely decisions and align collective action</li> <li>● CFA/CSA Dashboard</li> <li>● Student Attendance Data</li> <li>● Student Discipline Data</li> </ul>	Each Learning Cycle (~ every 4.5 weeks)
New Teacher Orientation (NTO)	<ul style="list-style-type: none"> <li>● Provide a warm, welcoming, and informative multi-day opportunity for all new-to-HHS teachers over the summer to help foster an effective transition</li> <li>● Analyze and reflect the percentage of new hires that participate in NTO</li> <li>● Observe the number of teachers retained who participate in the program</li> </ul>	July/August 2024

	<ul style="list-style-type: none"> <li>● Ask participants to reflect on the process and adjust based on feedback</li> </ul>	
Mentor/Mentee Collaboration	<ul style="list-style-type: none"> <li>● Monthly guiding questions and feedback given to mentor teachers to support their mentees</li> <li>● Ask both stakeholder groups to reflect on the process and adjust based on feedback</li> <li>● Observe the number of teachers retained who participate in the program</li> </ul>	Once a Month (Minimum)
War Eagle Learning Walks	<ul style="list-style-type: none"> <li>● Voluntary individualized professional development where teachers are visiting high-quality peers' classrooms to learn about specific instructional aspects</li> <li>● Academic Coaches individualized coaching sessions</li> <li>● Instructional growth (observations) and student growth (testing)</li> <li>● Ask participants to reflect on the process and adjust based on feedback</li> </ul>	Monthly-10% of the Staff
Monday After-School Professional Development	<ul style="list-style-type: none"> <li>● Meeting as a whole faculty to celebrate successes, discuss upcoming items/events, and build instructional capacity</li> <li>● Percentage of teachers attending and actively participating</li> <li>● Participant feedback (Plus/Delta)</li> </ul>	Based on Schedule, 2-3 Mondays a month
PLC Leadership Series	<ul style="list-style-type: none"> <li>● Bimonthly meetings designated to topics for PLC leadership growth that will support PLC teams</li> <li>● Leadership meeting notes/minutes</li> <li>● Various committee/leadership opportunity development</li> </ul>	Bimonthly
Parent/Teacher Conferences	<ul style="list-style-type: none"> <li>● Increase parent involvement/participation during these nights</li> <li>● Increase/extend our community partnerships for students and parents to access</li> <li>● Increase social services awareness/availability</li> <li>● Increase relational capacity between family + school to support student success</li> </ul>	2 nights/semester
AVID Program	<ul style="list-style-type: none"> <li>● Increase student and staff understanding of career readiness</li> <li>● Increase student access to post-secondary options</li> </ul>	Ongoing

	<ul style="list-style-type: none"> <li>● Provide families with resources to increase access to post-secondary opportunities</li> <li>● Increase student achievement/participation in advanced courses AND career/technical ed courses</li> </ul>	
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**Building Goal: Cultural Excellence**

**Through collaboration, establish team building and support structures that enhance our school by involving various stakeholders in order to have a safe, orderly, and compassionate environment that welcomes all.**

Action Steps	Evidence	Timeline
Culture Attendance and Behavioral (CAB) Team	<ul style="list-style-type: none"> <li>● A variety of stakeholders: administrators, counselors, social worker, school psychologist, etc. will collaborate over two key areas: 1.) individual student needs and 2.) systematic approaches to enhance positive culture, student attendance, and positive behavior</li> <li>● Meeting notes/minutes</li> <li>● Counselor Check In Form</li> <li>● PBIS data</li> </ul>	Weekly
Counselor Team	<ul style="list-style-type: none"> <li>● Counselors and administrators will collaborate over various topics including: graduation rate tracking, master scheduling, credit checks, and individual student needs/action steps</li> <li>● Meeting notes/minutes</li> <li>● Counselor Check In Form</li> </ul>	Weekly
Staff Social Events	<ul style="list-style-type: none"> <li>● Providing a variety of opportunities for staff members throughout the building to collaborate and build relationships</li> <li>● Invitations and emails</li> </ul>	Monthly
Guiding Coalition Meetings	<ul style="list-style-type: none"> <li>● Key stakeholders from various departments will discuss large-scale initiatives and provide guidance on moving the school forward in a positive direction</li> <li>● Schoolwide initiatives</li> <li>● Staff feedback forms</li> <li>● Meeting notes/minutes</li> </ul>	Monthly
Behavioral Threat Assessment Team	<ul style="list-style-type: none"> <li>● Various stakeholders: administrators, counselors, teachers, and school resource officer review key aspects of keeping all students, staff, and the entire</li> </ul>	Monthly

	<ul style="list-style-type: none"> <li>school property safe</li> <li>● Meeting notes/minutes</li> <li>● Safety drill documentation</li> <li>● Teacher- and Student-Friendly protocol reminders</li> </ul>	
Department Chair Meetings	<ul style="list-style-type: none"> <li>● Monthly Principal and Department Chair discussion surrounding current status, needs, and upcoming aspects</li> <li>● Garner feedback and advice on big events/initiatives coming up</li> <li>● Meeting notes/minutes</li> </ul>	Monthly
Link Crew	<ul style="list-style-type: none"> <li>● Mentorship and capacity building of upperclassmen to the freshmen through advisory</li> <li>● Welcoming freshmen over the summer via Freshmen Orientation</li> <li>● Meeting minutes/notes</li> <li>● Student testimonials</li> <li>● Parent testimonials</li> </ul>	Weekly (Advisory)
Student Leadership Team	<ul style="list-style-type: none"> <li>● Student voice in growing the student culture through mentorship and servant leadership.</li> <li>● Meeting notes/minutes</li> <li>● Student testimonials</li> <li>● Social media posts</li> </ul>	Monthly
Athletic Captains' Counsel (ACC)	<ul style="list-style-type: none"> <li>● Student-Athlete/Activities Captains' Council</li> <li>● Develop leadership skills</li> <li>● Develop campus and community service skills</li> <li>● Student testimonials</li> </ul>	Monthly
EHall Pass	<ul style="list-style-type: none"> <li>● Utilize system to ensure that all students a consistent and visible pass system when leaving during a class period</li> <li>● Enhanced safety</li> <li>● Less tardies and disciplinary referrals</li> </ul>	Daily
Assessment Committee	<ul style="list-style-type: none"> <li>● Teacher committee focused on understanding the "why" behind required assessments, empowering students to do their best through intentional strategy building, and having a common message to all stakeholders</li> <li>● Data review of assessment growth and achievement for action steps</li> </ul>	Monthly

Service and Student Leadership Committee	<ul style="list-style-type: none"> <li>Teacher committee focused on growing service and leadership school culture through student opportunities, staff awareness, and professional growth.</li> </ul>	Quarterly
Visual culture through greater signage	<ul style="list-style-type: none"> <li>PLC team chosen quotes that align with the our vision and mission shown through our facility</li> <li>Great positive, student-created culture</li> </ul>	Ongoing
Multicultural Assemblies and Events	<ul style="list-style-type: none"> <li>Student and family participation in showcasing the variety of cultures within our school</li> <li>Increase the percentage of student participation in the events</li> <li>Increase connection to community members</li> </ul>	Annually/Ongoing
Parent Communication	<ul style="list-style-type: none"> <li>Track percentage of families that participate in “face-to-face” meetings (ex. Padres Night)</li> <li>Weekly Student and Community Newsletter with key events and highlights</li> <li>Social Media across various departments, organizations, and teams</li> <li>Consistent parent/guardian communication when discussing students’ grades, behavioral needs, and or emotional supports</li> <li>Counseling Check In Form</li> <li>Intentional parent communication as a result of student identified in CAB meetings</li> </ul>	Ongoing
Advanced Programs (AP) Development	<ul style="list-style-type: none"> <li>Increase participation in AP classes (percentage of students enrolled in 1+ courses)</li> <li>Increase AP test achievement scores</li> <li>Increase participation in concurrent enrollment (% of students)</li> </ul>	Ongoing
Career and Technical Education Development	<ul style="list-style-type: none"> <li>Increase career awareness</li> <li>Increase student opportunities in professional and career fields</li> <li>Increase certification opportunities</li> </ul>	Ongoing
Community Partnerships	<ul style="list-style-type: none"> <li>Community partnerships seek to increase career mentorship and development</li> <li>Increase overall revenue to assist with student development and experiences</li> <li>Number of community partners and stakeholders actively engaged in school events</li> </ul>	Ongoing

Parent/Teacher Conferences	<ul style="list-style-type: none"> <li>● Increase parent involvement/participation during these nights</li> <li>● Increase/extend our community partnerships for students and parents to access</li> <li>● Increase social services awareness/availability</li> <li>● Increase relational capacity between family + school to support student success</li> </ul>	2 nights/semester
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**Building Goal: Relational Excellence**  
**Through trust and teamwork, our staff and stakeholders will recognize the value each brings to the organization.**

Action Steps	Evidence	Timeline
Team Huddles	<ul style="list-style-type: none"> <li>● Leadership Team Update</li> <li>● Discussion about upcoming week's activities and key items to collaboratively address</li> </ul>	Weekly
Staff Social Events	<ul style="list-style-type: none"> <li>● Providing a variety of opportunities for staff members throughout the building to collaborate and build relationships through invitations and emails</li> </ul>	Monthly
Monday After-School Professional Development	<ul style="list-style-type: none"> <li>● Meeting as a whole faculty to celebrate successes, discuss upcoming items/events, and build instructional capacity</li> <li>● Percentage of teachers attending and actively participating</li> <li>● Participant feedback (Plus/Delta)</li> </ul>	Based on Schedule, 2-3 Mondays a month
Department Meetings	<ul style="list-style-type: none"> <li>● The leadership team will consistently develop and deepen relationships with their various departments</li> <li>● Each department will have the opportunity to collaborate to grow vertical alignment</li> <li>● Team Notes</li> <li>● Meeting agenda/minutes</li> </ul>	Daily; Monthly
Appreciation Meals	<ul style="list-style-type: none"> <li>● Showing appreciation through reducing hunger pains.</li> </ul>	Quarterly
Leadership Retreat	<ul style="list-style-type: none"> <li>● Building leadership capacity and consensus across departments and teams around the key vision, mission, and goals for the following school year</li> <li>● Agenda/Minutes</li> </ul>	Annual
Parent Communication	<ul style="list-style-type: none"> <li>● Track the percentage of families that participate in "face-to-face" meetings (ex. Padres Night)</li> </ul>	Ongoing

	<ul style="list-style-type: none"> <li>• Weekly Student and Community Newsletter with key events and highlights</li> <li>• Social Media across various departments, organizations, and teams</li> <li>• Consistent parent/guardian communication when discussing students' grades, behavioral needs, and or emotional supports</li> <li>• Counseling Check-In Form</li> <li>• CAB Meeting Agenda</li> </ul>	
Parent/Teacher Conferences	<ul style="list-style-type: none"> <li>• Increase parent involvement/participation during these nights</li> <li>• Increase/extend our community partnerships for students and parents to access</li> <li>• Increase social services awareness/availability</li> <li>• Increase relational capacity between family + school to support student success</li> </ul>	2 nights/semester

**Parent & Family Engagement Plan ([Link](#))**

**[Literacy Plan \(Link\)](#)**

**Health & Wellness Priority:** RPS supports providing physical activities, nutrition education and a healthy school environment that promotes student wellness. The schools will follow all state and federal laws regarding student health, nutrition and wellness and the Arkansas Rules Governing Nutrition and Physical Activity Standards in Arkansas Public Schools. RPS has a district health and wellness committee that meets quarterly. Each school has a wellness committee that annually creates goals and actions centered on nutrition, physical activity, and professional development for staff. Schools measure progress made in attaining the goals in the local wellness policy using BMI data, SHI, and SLIPs.

**Evaluation Process:** Each school will conduct quarterly evaluations of its School Level Improvement Plan to monitor progress and adjust actions as needed. Additionally, each school will host an annual spring stakeholder meeting to assess its plan's overall effectiveness and inform necessary revisions for the upcoming school year. This review, involving various stakeholders, will include a thorough examination of goals, action steps, and comprehensive data analysis.