



**2016-2018 School Improvement Plan
for**

Henderson Independent High School

Arlisa Armond, Principal

School Address: 1215 North Main Street

Salisbury, North Carolina 28144

**School Improvement Plan
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School Improvement Team

Team Role	Name	Role
SIT Chairperson:	John Pfannes	High School Teacher Representative
Principal:	Arlisa Armond	Principal
SIT Member:	Aimee Burford	Middle School Teacher Representative
SIT Member	Ellen Lyle	Elective Teacher Representative
SIT Member	Christina Lockhart	Counseling Representative
SIT Member	Johnathan Smith	Classified Representative
SIT Member	Thomas Kirkley	Assistant Principal
SIT Member		
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School Improvement Plan Assurances

STATEMENT OF ASSURANCES:

Our signatures below serve as the assurance that these steps took place during the development, discussion, and approval of our 2016-2018 school improvement plan.

The school improvement plan submitted for approval to the Rowan-Salisbury School System Board of Education has been developed in accordance with Public Law 115C-105.27. In the development of this plan, be assured that:

- representatives of the assistant principals, instructional personnel, instructional support personnel, and teacher assistants were elected to serve on the school improvement team by their respective groups by secret ballot;*
- parents were elected to serve on the school improvement team by the parent/teacher organization of the school (or if none exists, by the largest organization of parents formed for this purpose);*
- parents serving on the school improvement team reflect the racial and socio-economic composition of the students enrolled in this school and shall not be members of the building-level staff;*
- school improvement team meetings were held at a convenient time to assure substantial parent participation;*
- notice of time, date and location of school improvement team meetings were posted according to public meeting guidelines;*
- the principal presented the proposed school improvement plan to all assistant principals, instructional personnel, instructional support personnel, and teacher assistants assigned to the school building for review and vote; and*
- the vote for approval of the school improvement plan was by secret ballot.*

This school improvement plan represents goals and strategies for addressing improvement of student performance, and includes components that focus on: an inviting and nurturing school climate; a safe learning environment; rigorous curriculum; relevant instruction; preparing students to be globally competitive; recruitment and retention of quality staff; training for highly qualified professionals; internal and external communications; partnerships with parents; partnerships with the school community; physical and financial resources; and people and time resources.

School Principal’s Signature

Date:

School Improvement Team Chairperson’s Signature

Date:__

School Vision and Mission

School Vision:	Creating leaders alternatively through a total school community
School Mission:	We exist to create an environment where students want to learn, parents want to send their children, communities want to engage, teachers want to teach, and employees want to work. Henderson Independent High School develops and prepares non-traditional LEADERS for success, achievement and empowerment through an extraordinary education every day. Our school provides an alternative, interactive, inclusive, community learning environment that allows all students to develop a sense of social, personal, and community awareness. Our students receive the knowledge, competence and experience needed to thrive in local and global communities. At Henderson, LEADERS ARE DEVELOPED!
School Beliefs:	<ol style="list-style-type: none">1. We believe that all of our students are capable of being successful;2. We believe in educating the whole child;3. We believe that relationships are the foundation of a successful inclusive school environment;4. We believe in fully utilizing the total school community for extraordinary education every day;5. We believe in a culture of high expectations for ALL students understanding that flexibility and personalization is key for individual student success;6. We believe in academic, experiential, and vocational components of learning to prepare students for college and/or career readiness (or for a global economy);7. We believe in restorative discipline to mold and shape students for positive life choices;

	<p>8. We believe in academic innovation offering a multitude of learning strategies: personalized learning, cooperative learning, standards-based learning, problem and project-based teaching, teaching to multiple intelligences.</p> <p>9. We believe in a comprehensive curriculum that emphasizes college and/or career readiness standards as well as a focus on personal development and behavior;</p> <p>10. We believe in strong parental and community relationships and that LEADERS ARE DEVELOPED!!</p>
School Motto:	The Blueprint: The Roadmap to Success

Overview of School Performance Data – HIGH

Using your school’s Internal Ready Review Reports for the past three years, enter the appropriate overall performance information below.

MEASURE	2013-2014	2014-2015	2015-2016	2016-2017
Performance Composite CCR		<5	<5	
Performance Composite GLP		10.0	<5	
ACT		20.0	*	
ACT WorkKeys		*	*	
Math Course Rigor		>95	*	
4-Year Graduation Rate		40.0	21.4	
5-Year Graduation Rate		43.3	40.0	
School Performance Grade		C	C	
EVAAS Growth Status		NotMet	NotMet	
EVAAS Growth Index		-3.18	-4.5	

CCR – College/Career Ready

GLP – Grade Level Proficient

Using your school’s 2015-2016 Internal Ready Review Report, enter the appropriate performance information for subjects below.

ASSESSMENT	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	CCR	GLP
EOC Biology	83.7	16.7	<5	<5	<5	<5	<5
EOC English II	92.3	<5	<5	7.7	<5	7.7	7.7
EOC Math I	>95	<5	<5	<5	<5	<5	<5

CCR – College/Career Ready

GLP – Grade Level Proficient

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Using your school’s 2015-2016 Internal Ready Review Report, enter the appropriate performance information for subjects and subgroups below.

MEASURE	ALL	FEMAL E	MALE	AMIN	ASIAN	BLACK	HISP	MULTI	WHITE	EDS	LEP	SWD	AIG
EOC Biology	<5	*	*	*	*	*	*	*	*	*	*	*	*
EOC English II	7.7	*	*	*	*	*	*	*	*	*	*	*	*
EOC Math I	<5	<5	<5	*	*	<5	*	*	<5	<5	*	<5	*
ACT Composite	*	*	*	*	*	*	*	*	*	*	*	*	*
ACT WorkKeys	*	*	*	*	*	*	*	*	*	*	*	*	*
Math Course Rigor	*	*	*	*	*	*	*	*	*	*	*	*	*
4-Year CGR	21.4	*	23.1	*	*	*	*	*	*	20.0	*	*	*
5-Year CGR	40.0	*	*	*	*	*	*	*	*	41.7	*	*	*

Analysis of School Performance Data

What parts of this data catch your attention?

The majority of proficiency scores were less than 5% as well as the majority of tested students were a Level 1.

What does the data tell us? What does the data NOT tell us?

The data tells us that there is tremendous room for growth in all areas. The data does not tell us the true ability levels of the students despite the scores.

What good news is there to celebrate?

There are Henderson students who DO graduate high school.

What are the problems of practice suggested by the data?

The data suggests that there needs to be an intentional, purposeful approach to instructional practices as well as personalized professional development for teachers, support staff, and administration.

What are our key conclusions? What recommendations does the team have for addressing the problems of practice?

The key conclusions are that strategic changes in school culture/climate, instructional practices, and engagement with community partnerships will boost student proficiency and growth.

School Improvement Plan Goals
Goal #1 - Literacy

LITERACY GOAL	By June 2018, Henderson Independent High School will increase Performance Composite for End-of-Course tests 15 percentage points from 5% to 20% as measured by End-of-Course tests.			
Measureable Objective	By June 2018, Henderson Independent High School will increase Performance Composite for End-of-Course tests 15 percentage points from 5% to 20% as measured by End-of-Course tests.			
Strategy #1	Provide opportunities for teacher’s professional growth through high quality professional development, academic support as a means to increase teacher retention and maximize student performance.			
Activities Needed to Accomplish Strategy #1				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Weekly or bi-weekly PLCs to review assessment data (formative and summative), share content literacy and best practice strategies, discuss educational articles/books.	11/1/16	6/2017	Software, staff PD	All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Common assessments will be created and aligned with our EOC and NC Final Exam school based assessment calendar.	12/1/16	6/2017	Educational software, instructional coach support	All staff
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Personalized professional development for teachers (Achieve 3000, differentiation and instructional strategies, PBIS/Capturing Kids Hearts initiatives)	12/1/16	6/2017	Software	All teachers
Strategy #2	Create and utilize data walls and data notebooks based on student data to impact teacher practice and student growth			

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Activities Needed to Accomplish Strategy #2				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Weekly PLC's which meet weekly to present and analyze various data and provide next steps	10/28/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Provide instructional coaching/training to support new teachers	12/1/16	6/2017	Instructional coach supplement	Instructional coach
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Complete book studies to promote teacher collaboration and reflection (to impact teacher practice and student growth)	11/1/16	6/2017		All teachers
Strategy #3	Implementation of school-wide behavior management system (PBIS) as well as Capturing Kids' Hearts			
Activities Needed to Accomplish Strategy #3				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Personalized Professional Development for staff including engaging lesson plan design, strategies for classroom management, and personalized learning	11/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Continuation of Capturing Kids' Hearts training for staff (relationship-building)	12/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Staff training on the sanctuary model and becoming a trauma-informed school	10/28/16	6/2017		All teachers

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PROGRESS NOTES FOR LITERACY GOAL – YEAR 1	
January 2017 Progress Report	
March 2017 Progress Report	
June 2017 Progress Report	
PROGRESS NOTES FOR LITERACY GOAL – YEAR 2	
January 2018 Progress Report	
March 2018 Progress Report	
June 2018 Progress Report	

**School Improvement Plan Goals
Goal #2 –Other Academic Area(s)**

OTHER ACADEMIC AREA(S) GOAL	By June 2018, Henderson Independent High School will increase our graduation rate by 38.6 percentage points from 21.4% to 60%			
Measureable Objective	By June 2018, Henderson Independent High School will increase our graduation rate by 38.6 percentage points from 21.4% to 60%			
Strategy #1	Personalize services for sub-seniors and at-risk seniors to ensure students have the opportunity to graduate with their cohort, as well as personalized support for all students to maintain a solid graduation track			
Activities Needed to Accomplish Strategy #1				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Tier 2 Intervention program to serve as additional academic support for struggling students as well as an alternative to suspension	11/1/16	6/2017	Priority funding	All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Edgenuity courses (credit recovery and full course offerings) offered to students as well as personalized support for struggling students (mental health and academic)	11/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Student-led conferences during the APC process as well as data notebooks and conferences to chart student progress	11/1/16	6/2017		All teachers
Strategy #2	Implement a student mentoring system (Eagle Advisory) for each student to be provided academic, social, emotional support throughout their matriculation at Henderson			

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Activities Needed to Accomplish Strategy #2				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Teachers will receive PD on implementing student interventions, building relationships with students, and learning to access wrap-around services for students	11/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
PD provided by Intervention Specialist to equip and empower teachers to personalized interventions, as well as provide individual student meetings to initiate school-wide check-in, check-out system	12/1/16	6/2017		Intervention Specialist
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Teachers will evaluate pre and post student data to drive differentiated mentoring	11/1/16	6/2017		All teachers
Strategy #3	Implementation of skills-based PLC's for teachers to build professional capacity in providing engaging, data-driven student lessons and opportunities for real-world student engagement			
Activities Needed to Accomplish Strategy #3				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Implementation of teacher-driven, empowerment sessions to share instructional practices and reflect on school and personalized data	10/28/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Incorporation of problem-based learning service learning projects for students	11/1/16	6/2017		All teachers

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Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Collaborative, weekly lesson plan turn in to share-point site to discuss, reflect, and drive future instruction	10/1/16	6/2017		All teachers
PROGRESS NOTES FOR MATHEMATICS/OTHER CONTENT AREA GOAL – YEAR 1				
January 2017 Progress Report				
March 2017 Progress Report				
June 2017 Progress Report				
PROGRESS NOTES FOR MATHEMATICS/OTHER CONTENT AREA GOAL – YEAR 2				
January 2018 Progress Report				
March 2018 Progress Report				
June 2018 Progress Report				

School Improvement Plan Goals Goal #3 – Engaging Student Work

ENGAGING STUDENT WORK GOAL	All teachers will engage ongoing professional development on positive behavioral interventions and supports, designing engaging student work, as well as problem-based, literacy-focused projects for students			
Measureable Objective	All teachers will engage ongoing professional development on positive behavioral interventions and supports, designing engaging student work, as well as problem-based, literacy-focused projects for students			
Strategy #1	PBIS training and implementation of school-wide academic and behavior management design (created by students and staff)			
Activities Needed to Accomplish Strategy #1				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Weekly PLC's will incorporate PBIS strategies into the development of engaging lesson plans	12/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Teachers will complete 2 book studies throughout the year to promote active student engagement and strategic lesson designing	10/28/16	6/2017		All staff
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Implementation of teacher-driven, empowerment sessions to share instructional practices and reflect on school and personalized data	12/1/16	6/2017		All staff
Strategy #2	Teachers will receive training on personalized learning (blended learning) as well as culturally relevant pedagogy			
Activities Needed to Accomplish Strategy #2				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible

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Weekly PLC focus on student engagement (facilitated by instructional coach and administration)	12/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Teachers will complete 2 book studies throughout the year to promote active student engagement and strategic lesson designing	10/28/16	6/2017		All staff
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Implementation of teacher-driven, empowerment sessions to share instructional practices and reflect on school and personalized data	12/1/16	6/2017		All staff
Strategy #3	Eagle Community and Eagle Advisory will serve as venues for problem-based learning projects and community partners to engage school			
Activities Needed to Accomplish Strategy #3				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Guest speakers will be invited to partner with HHHS and provide learning opportunities for students	12/1/16	6/2017		All staff
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Each teachers will "sponsor" an Eagle Community week with a specific focus (allowing for student leadership opportunities)	10/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Beginning of community partnerships to engage students in specific areas of interest	12/1/16	6/2017		All staff
PROGRESS NOTES FOR ENGAGING STUDENT WORK GOAL – YEAR 1				

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January 2017 Progress Report	
March 2017 Progress Report	
June 2017 Progress Report	
PROGRESS NOTES FOR ENGAGING STUDENT WORK GOAL – YEAR 2	
January 2018 Progress Report	
March 2018 Progress Report	
June 2018 Progress Report	

**School Improvement Plan Goals
Goal #4 – Parental Involvement**

PARENTAL INVOLVEMENT GOAL	Henderson Independent will increase parent involvement/communication in the re-entry program, PBIS initiatives, and Eagle Community initiatives to reflect 50% of student population			
Measureable Objective	Henderson Independent will increase parent involvement/communication in the re-entry program, PBIS initiatives, and Eagle Community initiatives to reflect 50% of student population			
Strategy #1	Increase communication with parents			
Activities Needed to Accomplish Strategy #1				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Share details of school activities through school website, community partnerships, ConnectEd, FB, Twitter, etc to share events/activities/good news taking place at Henderson Independent High	11/1/16	6/2017		All staff
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Maintain updated PowerSchool grade entries (of engaging student work)	10/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Teacher will maintain a parent contact log and begin the creation of a classroom-based parent involvement strategies for engagement in the learning process	11/1/16	6/2017		All teachers
Strategy #2	Design, implement, and maintain the use of teacher webpages for continous communication			
Activities Needed to Accomplish Strategy #2				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible

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Share details of school activities through school website, community partnerships, ConnectEd, FB, Twitter, etc to share events/activities/good news taking place at Henderson Independent High	11/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Maintain updated PowerSchool grade entries (of engaging student work)	10/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Teacher will maintain a parent contact log and begin the creation of a classroom-based parent involvement strategies for engagement in the learning process	11/1/16	6/2017		All teachers
Strategy #3				
Activities Needed to Accomplish Strategy #3				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
PROGRESS NOTES FOR PARENTAL INVOLVEMENT GOAL – YEAR 1				

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January 2017 Progress Report	
March 2017 Progress Report	
June 2017 Progress Report	
PROGRESS NOTES FOR PARENTAL INVOLVEMENT GOAL – YEAR 2	
January 2018 Progress Report	
March 2018 Progress Report	
June 2018 Progress Report	

**School Improvement Plan Goals
Goal #5 – School Safety**

SCHOOL SAFETY GOAL	Henderson Independent will decrease discipline referrals by 50%			
Measureable Objective	Henderson Independent will decrease discipline referrals by 50%			
Strategy #1	Implementation of school-wide behavior management system (PBIS) and Capturing Kids' Hearts			
Activities Needed to Accomplish Strategy #1				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Personalized Professional Development for staff including engaging lesson plan design, strategies for classroom management, and personalized learning	11/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Continuation of Capturing Kids' Hearts training for staff (relationship-building)	12/1/16	6/2017		All staff
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Staff training on the sanctuary model and becoming a trauma-informed school	10/28/16	6/2017		All teachers
Strategy #2	Strategic PD for staff (building professional capacity) to provide engaging lessons which increase student engagement and decrease learning distractions/disruptions in the classroom			
Activities Needed to Accomplish Strategy #2				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Weekly or bi-weekly PLCs to review assessment data (formative and summative), share content literacy and	11/1/16	6/2017		All teachers

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best practice strategies, discuss educational articles/books.				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Personalized professional development for teachers (Achieve 3000, differentiation and instructional strategies, PBIS/Capturing Kids Hearts initiatives)	12/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Strategy #3	Utilization of research-based, data driven software programs to document data			
Activities Needed to Accomplish Strategy #3				
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Utilization of Educator's handbook and Branching Minds to document interventions for individual students and provide data for parents	10/1/16	6/2017		All teachers
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
Activity Name	Start Date	End Date	Resources Needed	Staff Responsible
PROGRESS NOTES FOR SCHOOL SAFETY GOAL – YEAR 1				
January 2017 Progress Report				
March 2017 Progress Report				

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June 2017 Progress Report	
PROGRESS NOTES FOR SCHOOL SAFETY GOAL – YEAR 2	
January 2018 Progress Report	
March 2018 Progress Report	
June 2018 Progress Report	

School Improvement Plan Goals – Other Required Components

Component #1 – Plan to Improvement the 95% Participation Rate

- Our school is not required to develop a plan to meet the 95% participation rate for state testing.
- Our school's plan for meeting the 95% participation rate for state testing is attached to the 2016-2018 School Improvement Plan.

Component #2 – NC STAR Improvement Plan Goals

- Our school is not required to complete a plan in the NC STAR system.
- Our school has completed the required components in the NC STAR system.