

# School Improvement Plan



**2013-2014 *through* 2014-2015**

*School Improvement Plans remain in effect for two years, but a School Leadership Team may amend as often as necessary or appropriate.*



## 2013-2014 Independence High School Improvement Plan Report

| Independence High School Contact Information |                          |                 |                     |
|--|--------------------------|-----------------|---------------------|
| School:                                      | Independence High School | Courier Number: | 426                 |
| Address:                                     | 1967 Patriot Drive       | Phone Number:   | 980-343-6900        |
|  | Charlotte, NC 28277      | Fax Number:     | 980-343-6907        |
| Learning Community                           | East Learning Zone       | School Website: | www.bigibelieve.com |

|                                    |               |
|------------------------------------|---------------|
| Principal:                         | Amy Dellinger |
| Learning Community Superintendent: | Tonya Kales   |

| Independence High School Improvement Team Membership   |                 |                               |              |
|--|-----------------|-------------------------------|--------------|
| <p><i>From GS §115C-105.27: "The principal of each school, representatives of the assistant principals, instructional personnel, instructional support personnel, and teacher assistants assigned to the school building, and parents of children enrolled in the school shall constitute a school improvement team to develop a school improvement plan to improve student performance. Representatives of the assistant principals, instructional personnel, instructional support personnel, and teacher assistants shall be elected by their respective groups by secret ballot....Parents serving on school improvement teams shall reflect the racial and socioeconomic composition of the students enrolled in that school and shall not be members of the building-level staff."</i></p> |                 |                               |              |
| Committee Position   | Name            | Email Address                 | Date Elected |
| Principal  | Amy Dellinger   | Amyd.dellinger@cms.k12.nc.us  |              |
| Assistant Principal Representative   | Amy Mims        | Amy.mims@cms.k12.nc.us        |              |
| Teacher Representative   | Abbie Hess      | Abbiea.hess@cms.k12.nc.us     | 9-18-2013    |
| Teacher Representative   | James Stapleton | James.stapleton@cms.k12.nc.us | 9-18-2013    |
| Teacher Representative   | Todd Rackowitz  | Todd.rackowitz@cms.k12.nc.us  | 9-18-2013    |
| Teacher Representative   | John Hess       | John.hess@cms.k12.nc.us       | 9-18-2013    |
| Teacher Representative   | Marie Matthews  | Marie.matthews@cms.k12.nc.us  | 9-18-2013    |
| Teacher Representative   | Rebecca Welch   | Rebeccab.welch@cms.k12.nc.us  | 9-18-2013    |

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|                              |                  |                                   |           |
|------------------------------|------------------|-----------------------------------|-----------|
| Teacher Representative       | Emily Williams   | Emily.williams@cms.k12.nc.us      | 9-18-2013 |
| Teacher Representative       | Allison Dean     | Allison.dean@cms.k12.nc.us        | 9-18-2013 |
| Inst. Support Representative | Syndie Fleener   | s.fleener@cms.k12.nc.us           | 9-18-2013 |
| Parent Representative        | Mary McGee       | mary.magee@wellsfargoadvisors.com |           |
| Parent Representative        | Melinda Johnston | m.johnston@carolina.rr.com        |           |
| Parent Representative        | Maria Harris     | mariaharris15@yahoo.com           |           |
| Parent Representative        | Vicky Earnhardt  | victorial.earnhardt@cms.k12.nc.us |           |
| Parent Representative        | Sandy Hedrick    | mommyhenrick@yahoo.com            |           |
| Parent Representative        | Centoya Browder  |                                   | 10-3-2013 |

### Vision Statement

**District:** CMS provides all students the best education available anywhere, preparing every child to lead a rich and productive life.

**School:** Independence High School is committed to providing *Excellence in Education* for all students. The school will design programs and learning experiences that promote academic achievement and the personal and social growth of every student. As a richly diverse community of learners that values all its members, Independence High will assume a central role in the community by linking parents, local agencies and businesses to the school.

Independence High will provide a safe and productive learning environment in which students can communicate effectively, think critically, solve problems, and be technologically literate, and to increase global awareness through a variety of curricular and extra-curricular activities. Through a challenging and vigorous course of study with high standards, students will become responsible learners who can not only work collaboratively, but also be accountable for their own academic and developmental progress.

Independence High students will graduate as lifelong learners who will make valuable contributions to society. Through the collaboration of school, home and community, every Independence High graduate will be well prepared for the demands of the 21st century.

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## 2013-2014 Independence High School Improvement Plan Report

### Mission Statement

**District:** Maximize academic achievement by every student in every school.

**School:** Ensuring academic success for all students.

### Independence High School Shared Beliefs

- Academic Excellence
- Character Development
- Challenging Learning Experience
- Global Awareness
- Welcoming & Safe Environment
- Valuing Differences
- Strong Community Partnerships

### Independence High School SMART Goals

- Provide a duty-free lunch period for every teacher on a daily basis
- Provide duty-free instructional planning time for every teacher under G.S. 115C-105.27 and -301.1, with the goal of providing an average of at least five hours of planning time per week, to the maximum extent that the safety and proper supervision of students may allow during regular student contact hours.
- Provide a positive school climate, under CMS regulation JICK-R, by promoting a safe learning environment free of bullying and harassing behaviors.
- Increase the percent proficient overall on all 3 EOC's by 10% points or more

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## 2013-2014 Independence High School Improvement Plan Report

| EOC           | 2012-2013<br>% Proficient | Growth                         | 2013-2014<br>% Proficient | Growth                      |
|---------------|---------------------------|--------------------------------|---------------------------|-----------------------------|
| Math I        | 30%                       | Exceeded<br>Expected<br>Growth | 47.6%                     | Exceed Expected Growth      |
| Biology       | 50%                       | DNM<br>Growth                  | 60%                       | Meet/Exceed Expected Growth |
| English<br>II | 49.3%                     | Met<br>Growth                  | 60%                       | Exceed Expected Growth      |

- To increase overall daily attendance and meet 95% participation targets for tested areas
- To increase the ACT composite according to the State Accountability Model from (52.6% 2012-13) to (62.7% 2013-14) Junior Class & increase school SAT average by 10 pts. from (1420 in 2013) to (1440 in 2014)



# 2013-2014 Independence High School Improvement Plan Report

## Independence High School Assessment Data Snapshot

|       | 2010-2011 |        |      | 2011-2012 |        |        |       | 2012-2013 |               |       | 2013-14 (Target) |        |      |               |
|-------|-----------|--------|------|-----------|--------|--------|-------|-----------|---------------|-------|------------------|--------|------|---------------|
|       | Prof.     | Growth | Grad | Prof.     | Growth | Grad   | Prof. | Growth    | Participation | Grad  | Prof             | Growth | Grad | Participation |
| All   | 86.9      |        | 72%  |           |        | 79.35% | 45.3  | DNM       | Met           | 84.4% | 55-60%           | Exceed | 90%  |               |
| AA    | 80.5      | -4.1   | 79.3 | 78.3      | .256   | 78.9   | 27.4  |           | Met           | 77.9  | 37.4             |        |      |               |
| Asian | 77.7      | -4.8   | 89.5 | 62.2      | .304   | 89.3   | 36.3  |           | Met           | 89.6  | 46.3             |        |      |               |
| H     | 85.5      | 0.9    | 58.4 | 76.7      | .220   | 64.2   | 36.8  |           | Met           | 77.6  | 46.8             |        |      |               |
| W     | 93.9      | 6.0    | 83.2 | 93.8      | .246   | 83.2   | 66.2  |           | Met           | 92.8  | 76.2             |        |      |               |
| AI    | 88.9      | -11.1  | 100  | 100       | .264   | 100    | 42.9  |           | Insuf >30     | N/A   | 52.9             |        |      |               |
| MR    | 89.8      | -0.2   | 88.2 | 88.5      | .198   | 60.0   | 45    |           | Met           | N/A   | 55               |        |      |               |
| LEP   | 70.4      | -7.9   | 64.7 | 52.1      | .188   | 48.8   | 12.4  |           | Met           | 67.3  | 22.4             |        |      |               |
| SWD   | 60.1      | -3.0   | 47.8 | 44.6      | .199   | 56.5   | 13.1  |           | Not Met       | 62.2  | 23.1             |        |      |               |
| ED    | 84.6      | .317   | 73.7 | 76.3      | .229   | 78.4   | 32.3  |           | Met           | 80.3  | 42.3             |        |      |               |
| Comp. | 86.9      | 1.4    | 76.4 | 83.1      | .245   | 79.3   | 45.3  | DNM       | Met           | 84.4  | 56-60            | Exceed | 90%  |               |

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## 2013-2014 Independence High School Improvement Plan Report

### Independence High School Profile

Independence High School has a long tradition of success: National Board Certified and award winning teachers, championship athletic teams and highly recognized academic programs. It is located in Mint Hill, North Carolina in eastern Mecklenburg County. Our diverse student body has a population of 2,272 in grades 9 - 12 representing over 40 countries with nearly 60 different languages. Internships in Career and Technical Education and academic programs, as well as our affiliation with numerous business and community partners provide first-hand career experiences for students.

#### **Independence is a comprehensive high school offering the following programs:**

- Academy of International Studies (AIS)
- Advanced Placement (AP) Courses/Honors Courses
- Air Force Junior Reserve Officers' Training Corps (AFJROTC)
- Career and Technical Education (CTE) Programs:
  - Accounting
  - Apparel Design
  - Computer Programming
  - Computer Engineering Technology
  - Culinary Arts
  - Entrepreneurship
  - Horticulture and Natural Resources
  - Information Technology Systems
  - Marketing
- 2014-2015 CTE Institute
- English as a Second Language (ESL)
- Exceptional Children (EC) Programs:
  - Inclusion
  - Occupational Course of Study (OCS)
  - Specialized Behavioral Support (SBS)
- Fine Arts Program

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## **2013-2014 Independence High School Improvement Plan Report**

- Freshman Academy
- Project Lead the Way Medical Science
  - Biomedical Sciences
  - Human Body Systems
- Project Lead the Way Engineering (Academy of Engineering)
  - Engineering Design
  - Civil Engineering
- Online learning lab – NCVPS and College Courses
- Career and College Promise - CPCC

In 2012-13 approximately 29% of the Independence faculty and staff members have earned Bachelors' and Masters' Degrees at various colleges and universities throughout the country and 23 of our teachers are Nationally Board Certified. Currently 100% of our faculty is highly qualified and we have a turnover rate of approximately 8% which is 9% lower than the district average. Our graduation rate continues to steadily improve each year with the final results for 2012 at 79.35% and for 2013 at 84.4% which is a 5% increase from 2012. Advanced certifications in AP, EC and ESL along with National Board Certification are prevalent among the faculty.

The school is bolstered by many active booster clubs for athletics, band and the Academy of International Studies. The PTSA also plays a major role in school functions and activities. Independence students believe in the spirit of active community service and volunteer in many areas of Charlotte and Mint Hill. Alliances with the Lions' Club help to enhance community involvement.

Currently in 2013-14 we have 320 students enrolled in one or more AP classes, 75 students enrolled in online College & Career Promise in 187 classes, 2 different community colleges. (Pamlico and Stanly) totaling 501 credit hours. Independence provides an extensive interscholastic athletic program and over eighty clubs and organizations to encourage student involvement. These programs provide opportunities for student growth in leadership and service. The Independence Patriot football team has been recognized as the NCHSAA State 4AA Champions in 7 of the past 13 years.





## 2013-2014 Independence High School Improvement Plan Report

It has received recognition from national publications, Sports Illustrated and USA Today, for its record setting 109 game winning streak.

### Faculty

The faculty consists of approximately 156 faculty and staff members, including the principal, three assistant principals, five counselors, a Technology Facilitator Career Development Coordinator, Instructional Coordinator, Academic Facilitator and one Instructional Accountability Facilitator (testing coordinator) At Independence thirty five percent of our teachers have more than ten years of experience in education. This speaks highly to the strong academic history of the school. Thirty six percent of our staff holds advanced degrees, while twenty seven of our teachers are nationally board certified.

### Student Body – Enrollment of 2,273

|          |     |
|----------|-----|
| Grade 9  | 696 |
| Grade 10 | 591 |
| Grade 11 | 532 |
| Grade 12 | 453 |

### Testing Data

- 2011-12 Advanced Placement
  - 175 St. enrolled in one or more AP classes
  - 233 exams administered
  - 70.4.% scored 3 or higher
- 2012-13 Advanced Placement
  - 182 St. enrolled in one or more AP classes
  - 244 exams administered
  - 75.4% scored 3 or higher
- 2013-14 Advanced Placement
  - 320 St. enrolled in one or more AP classes
  - 540 total enrollment
- 2013 PSAT:
  - 10<sup>th</sup> grade - 496 test takers
  - 11<sup>th</sup> grade – 387 test takers
- 2013-2014
  - 10<sup>th</sup> grade – 531/590 test takers
  - 11<sup>th</sup> grade – 452/525 test takers
- 2012 SAT Results:
  - 220 test takers 55% Avg. score 1409
  - Critical Reading Mean- 471
  - Math - 487
  - Writing - 451
- 2013 SAT Results:
  - 217 Test takers 49% Avg Score 1420
  - Critical Reading - 473
  - Math - 485
  - Writing - 462

- ACT: Class of 2012
  - 403 Test Takers
  - Composite Score- 17.0
- ACT: Class of 2013
  - 428 Test Takers
  - Composite Score- 17.6
  - All 4 areas reflected an increase from 2012 (English, Science, Math, Reading)

### Class of 2013

We graduated 401 of 475 students last year resulting in a 84.4% graduation rate which is an increase of over 5% from 2012 Our 2013 graduates received over \$2 million in academic and athletic scholarships.

### Class of 2012

Graduation rate in 2012 was 79.35% which was an increase of over 6% from 2010-2011 Our 2012 graduates received \$1 million in academic and athletic scholarships.



## 2013-2014 Independence High School Improvement Plan Report

### **\*TENTATIVE\* Revised Strategic Plan Goals**

**Goal 1:** Maximize academic achievement in a personalized 21st century learning environment for every child to graduate career and college ready.

**Focus Areas:** College and Career Readiness, Academic Growth/High Academic Achievement, Access to Rigor, Closing Achievement Gaps

**Goal 2:** Recruit, develop, and retain a premier workforce.

**Focus Areas:** Recruitment, Professional Development, Retention, New Career Pathways, Leadership Development

**Goal 3:** Cultivate partnerships with families, businesses, and faith-based or community organizations to provide a sustainable system of support and care for each child.

**Focus Areas:** Family Engagement, Communications, Partnership Development, Philanthropic Foundation

**Goal 4:** Promote a system-wide culture of safety, high engagement, customer service, and cultural competence.

**Focus Areas:** Physical Safety, Social and Emotional Health, High Engagement, Customer Service, Cultural Competency

**Goal 5:** Optimize district performance and accountability by strengthening data use, processes and systems.

**Focus Areas:** Effective & Efficient Processes and Systems, Strategic Management of District Resources, Data Integrity and Utilization, School Performance Improvement, Disproportionality

**Goal 6:** Inspire and nurture learning, creativity, innovation and entrepreneurship through the expansion of strategic school design. **Focus Areas:**

Learning everywhere, all the time, Innovation and Entrepreneurship, Strategic School Design

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## 2013-2014 Independence High School Improvement Plan Report

|                            |  |   |   |  |
|----------------------------|--|---|---|--|
| SMART Goal (1):            | Provide a duty-free lunch period for every teacher on a daily basis.                                       |   |   |  |
| Strategic Plan Goal:       | Goal 2: Recruit, develop, and retain a premier workforce   |   |   |  |
| Strategic Plan Focus Area: | Focus Areas: Recruitment, Professional Development, Retention, New Career Pathways, Leadership Development |   |   |  |
| Navigator Pathway:         | <input type="checkbox"/> Enter Kindergarten ready  | <input type="checkbox"/> Advanced Reading in K-2                    | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 3            | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 7 |
|                            | <input type="checkbox"/> At/Above Grade Level in Math Grades 3-5   | <input type="checkbox"/> Successful completion of Math I in grade 9 | <input type="checkbox"/> Take and pass at least 1 AP/IB/Post-Secondary class & exam | <input type="checkbox"/> Score 1550 on SAT or 22 on ACT                  |
| Data Used:                 | 1 <sup>st</sup> & 2 <sup>nd</sup> Semester Duty Schedule   |   |   |  |

| Strategies   | Point Person         | Evidence of Success   | Funding | Personnel Involved | Timeline    |
|--|----------------------|---|---------|--------------------|-------------|
| <ul style="list-style-type: none"> <li>Create and implement a duty schedule each semester that is in compliance with the goal</li> </ul> | Mike Stallsworth, AP | <ul style="list-style-type: none"> <li>Duty Schedule for 3<sup>rd</sup> block only impacts teachers that have planning 3<sup>rd</sup> block</li> </ul>  | N/A     | All                | August-June |
|  |                      | <ul style="list-style-type: none"> <li>3<sup>rd</sup> block planning is 140 mins due to lunch and teachers with planning 3<sup>rd</sup> block have lunch duty for 25 minutes daily which leaves them with 110 mins daily of planning and duty free lunch</li> </ul> |         |                    |             |



## 2013-2014 Independence High School Improvement Plan Report

|                            |  |   |   |  |
|----------------------------|--|---|---|--|
| SMART Goal (2):            | <b>Provide duty-free instructional planning time for every teacher under G.S. 115C-105.27 and -301.1, with the goal of providing an average of at least five hours of planning time per week, to the maximum extent that the safety and proper supervision of students may allow during regular student contact hours.</b> |   |   |  |
| Strategic Plan Goal:       | <b>Goal 1:</b> Maximize academic achievement in a personalized 21st century learning environment for every child to graduate career and college ready.   |   |   |  |
| Strategic Plan Focus Area: | <b>Focus Areas:</b> College and Career Readiness, Academic Growth/High Academic Achievement, Access to Rigor, Closing Achievement Gaps   |   |   |  |
| Navigator Pathway:         | <input type="checkbox"/> Enter Kindergarten ready  | <input type="checkbox"/> Advanced Reading in K-2                    | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 3            | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 7 |
|                            | <input type="checkbox"/> At/Above Grade Level in Math Grades 3-5   | <input type="checkbox"/> Successful completion of Math I in grade 9 | <input type="checkbox"/> Take and pass at least 1 AP/IB/Post-Secondary class & exam | <input type="checkbox"/> Score 1550 on SAT or 22 on ACT                  |
| Data Used:                 | <b>Master Schedule reflecting instructional planning along with the duty and bell schedule</b>   |   |   |  |

| Strategies  | Point Person  | Evidence of Success   | Funding | Personnel Involved                   | Timeline    |
|---|---|---|---------|--------------------------------------|-------------|
| <ul style="list-style-type: none"> <li>PLC Meetings are scheduled weekly by PLC lead</li> </ul>   | Stephanie Hood, AP  | Schedule allows for all certified employees to have a minimum of five hours of planning time per week | N/A     | All faculty                          | August-June |
| <ul style="list-style-type: none"> <li>Department meetings are scheduled one time per month and most times before or after school</li> <li>Department Chair meetings are scheduled one time per month after school</li> </ul> | Amy Dellinger, Principal<br>Amy Mims, API<br>Stephanie Hood, AP | Schedule allows for all certified employees to have a minimum of five hours of planning time per week | N/A     | All faculty<br><br>Department Chairs | Monthly     |

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## 2013-2014 Independence High School Improvement Plan Report

|   |                      |   |     |             |  |
|---|----------------------|---|-----|-------------|--|
| <ul style="list-style-type: none"><li>• PLC lead teacher meetings are after school on the 4<sup>th</sup> Wednesday of the month</li><li>• SLT meetings are held after school hours on the last Wednesday of the month</li></ul> |                      |   |     |             |  |
| <ul style="list-style-type: none"><li>• Duty Schedule requires each teacher to have one 45 minute duty per week per semester</li></ul>  | Mike Stallsworth, AP | Schedule allows for all certified employees to have a minimum of five hours of planning time per week | N/A | ALL faculty |  |



## 2013-2014 Independence High School Improvement Plan Report

|                            |   |   |   |  |
|----------------------------|---|---|---|--|
| SMART Goal (3):            | <b>Provide a positive school climate, under CMS regulation JICK-R, by promoting a safe learning environment free of bullying and harassing behaviors.</b> |   |   |  |
| Strategic Plan Goal:       | <b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, customer service, and cultural competence.                                       |   |   |  |
| Strategic Plan Focus Area: | <b>Focus Areas:</b> Physical Safety, Social and Emotional Health, High Engagement, Customer Service, Cultural Competency                                  |   |   |  |
| Navigator Pathway:         | <input type="checkbox"/> Enter Kindergarten ready   | <input type="checkbox"/> Advanced Reading in K-2                    | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 3            | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 7 |
|                            | <input type="checkbox"/> At/Above Grade Level in Math Grades 3-5  | <input type="checkbox"/> Successful completion of Math I in grade 9 | <input type="checkbox"/> Take and pass at least 1 AP/IB/Post-Secondary class & exam | <input type="checkbox"/> Score 1550 on SAT or 22 on ACT                  |
| Data Used:                 | <b>Discipline referrals, Assemblies, parent conferences</b>   |   |   |  |

| Strategies   | Point Person   | Evidence of Success  | Funding | Personnel Involved                   | Timeline           |
|--|--|--|---------|--------------------------------------|--------------------|
| <b>Bully Liaison / Bully-prevention</b> <ul style="list-style-type: none"> <li>Review/Share policy of expectations and processes with students and parents</li> </ul>      | Amy Dellinger, Principal<br>Quincy Simmons, AP<br>Amy Mims, API<br>Mike Stallworth, AP<br>Stephanie Hood, AP | <ul style="list-style-type: none"> <li><b>Assemblies with all grade levels individually to review expectations and student responsibilities</b></li> <li><b>Open House – parent meeting to review expectations and procedures</b></li> </ul> | N/A     | Faculty, staff, students and parents | August - September |
| <ul style="list-style-type: none"> <li>School leadership is aware of CMS's district-wide plan, provided w/ the <i>Safety and Respect for All</i> BP manual, and</li> </ul> | Amy Dellinger, Principal<br>Quincy Simmons, AP   | <ul style="list-style-type: none"> <li>School leadership will be prepared to lead BP efforts at their school.</li> </ul>   | N/A     |                                      | October-November   |

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|   |  |  |                    |   |                |
|---|--|--|--------------------|---|----------------|
| <p>provided with train-the-trainer materials</p> <ul style="list-style-type: none"> <li>School leadership will provide information to all teachers and support staff selected by principal regarding the district-wide program, school efforts and BP awareness.</li> </ul> | <p>Amy Mims, API<br/>Mike Stallsworth, AP<br/>Stephanie Hood, AP</p>   | <ul style="list-style-type: none"> <li>School staff will have an understanding of school's BP efforts and expectations.</li> </ul>   |                    |   |                |
| <p><b>Character Education</b></p> <ul style="list-style-type: none"> <li>Freshman Assembly – Presenter will target different forms of bullying and student action steps</li> </ul>  | <p>Freshman Academy Directors – Kathy Graser, Mike Stallsworth<br/>CIS Team – Andrana Lee, Bianca Harvey</p> |  | <p>CIS funding</p> | <p>Freshman Academy Directors – Kathy Graser, Mike Stallsworth<br/>CIS Team – Andrana Lee, Bianca Harvey<br/>Freshman</p> | <p>October</p> |
| <ul style="list-style-type: none"> <li><b>Initiate school-wide Bullying Prevention Month Activities -</b><br/>This is a national event that will help establish school culture and set tone for rest of year.</li> </ul>  | <p>Quincy Simmons, AP</p>  | <ul style="list-style-type: none"> <li>Activities during this month will promote student integration, a culture of respect and awareness of the impact of bullying.</li> </ul> |                    | <p>Mr. Simmons will speak about Anti-bullying at Communities in Schools Assembly. An Anti-Bullying video</p>              |                |



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|   |  |   |     |  |         |
|---|--|---|-----|--|---------|
|   |  |   |     | will be shown  |         |
| <ul style="list-style-type: none"><li><b>School Health Team</b></li></ul> | Nurse Draffen<br>Michele Dotson<br>Abbie Hess<br>David Scott<br>Amanda Larry | <ul style="list-style-type: none"><li>Monthly Meetings to assess school procedures for handling incidents</li></ul> | N/A | Nurse Draffen<br>Michele Dotson<br>Abbie Hess<br>David Scott<br>Amanda Larry | Monthly |





## 2013-2014 Independence High School Improvement Plan Report

|                            |   |  |   |  |
|----------------------------|---|--|---|--|
| SMART Goal (4):            | Increase the percent proficient overall on all 3 EOC's by 10% points or more (Math 1 30% to 47.6%) (Biology 50% to 60%) (English II 49.3% to 60%)   |  |   |  |
| Strategic Plan Goal:       | <b>Goal 1: Maximize academic achievement in a personalized 21st century learning environment for every child to graduate career and college ready.</b><br><b>Goal 5: Optimize district performance and accountability by strengthening data use, processes &amp; systems.</b>   |  |   |  |
| Strategic Plan Focus Area: | <b>Focus Area 5: College and Career Readiness, Academic Growth/High Academic Achievement, Access to Rigor, Closing Achievement Gaps</b><br><b>Focus Area 5: Effective &amp; Efficient Processes and Systems, Strategic Management of District Resources, Data Integrity and Utilization, School Performance Improvement, Disproportionality</b> |  |   |  |
| Navigator Pathway:         | <input type="checkbox"/> Enter Kindergarten ready   | <input type="checkbox"/> Advanced Reading in K-2 | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 3            | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 7 |
|                            | <input type="checkbox"/> At/Above Grade Level in Math Grades 3-5  | X Successful completion of Math I in grade 9     | <input type="checkbox"/> Take and pass at least 1 AP/IB/Post-Secondary class & exam | X Score 1550 on SAT or 22 on ACT   |
| Data Used:                 | EOC Prep attendance, Extended Day, 30 & 90 Day Plan   |  |   |  |

| Strategies   | Point Person   | Evidence of Success   | Funding                                    | Personnel Involved    | Timeline                  |
|--|--|---|--|-----------------------|---------------------------|
| <b>Math 1 (30% to 47.6%)</b> <ul style="list-style-type: none"> <li>Extended Day (targeted group)</li> <li>EOC Prep (15 consecutive days)</li> <li>LEP &amp; AA Male tutoring group</li> <li>Common Assessments</li> <li>Data Wise Meetings</li> <li>Master Teacher Support</li> <li>Off campus planning Math 1</li> </ul> | Math 1 PLC<br>Amy Dellinger<br>Amy Mims<br>Quincy Simmons<br>Mike Stallworth<br>Shelley Matthews | <ul style="list-style-type: none"> <li>Data Meetings</li> <li>Creating Common Assessments</li> <li>Master Teacher will co-teach lessons, observe and give feedback and create strategic lessons</li> <li>Schoolnet results</li> </ul> | Incentives for EOC Prep Materials & Copies | All faculty and staff | January 2014<br>June 2014 |

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## 2013-2014 Independence High School Improvement Plan Report

|  |   |  |  |                       |                           |
|--|---|--|--|-----------------------|---------------------------|
| PLC  |   |  |  |                       |                           |
| <b>Biology EOC (49.2% to 60%)</b> <ul style="list-style-type: none"> <li>Extended Day</li> <li>EOC Prep</li> <li>Schoolnet assessments</li> <li>Common Assessments</li> <li>Data Wise Meetings</li> <li>PLC off campus planning</li> </ul> | Biology PLC<br>Amy Dellinger<br>Kathy Graser<br>Amy Mims<br>Biology PLC               | <ul style="list-style-type: none"> <li>Data Meetings</li> <li>Creating Common Assessments</li> <li>School net data</li> <li>Plan rigorous lessons aligned with Biology ES</li> </ul> | Incentives for EOC Prep Materials & Copies | All faculty and staff | January 2014<br>June 2014 |
| <b>English II (49.6% to 60%)</b> <ul style="list-style-type: none"> <li>Extended Day</li> <li>EOC Prep</li> <li>Common Assessments</li> <li>Data Wise Meeting</li> <li>PLC Off Campus Planning</li> </ul>                                  | English 2 PLC<br>Amy Dellinger<br>Stephanie Hood<br>Mike Stallworth<br>English II PLC | <ul style="list-style-type: none"> <li>Data Meetings</li> <li>Creating Common Assessments</li> <li>Schoolnet results</li> </ul>  | Incentives for EOC Prep Materials & Copies | All faculty and staff | January 2014<br>June 2014 |



## 2013-2014 Independence High School Improvement Plan Report

|                            |  |   |   |  |
|----------------------------|--|---|---|--|
| SMART Goal (5):            | <b>To increase daily attendance and meet 95% Participation targets for tested areas.</b>   |   |   |  |
| Strategic Plan Goal:       | <b>Goal 1:</b> Maximize academic achievement in a personalized 21st century learning environment for every child to graduate career and college ready.         |   |   |  |
| Strategic Plan Focus Area: | <b>Focus Areas:</b> College and Career Readiness, Academic Growth/High Academic Achievement, Access to Rigor, Closing Achievement Gaps                         |   |   |  |
| Navigator Pathway:         | <input type="checkbox"/> Enter Kindergarten ready  | <input type="checkbox"/> Advanced Reading in K-2                    | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 3            | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 7 |
|                            | <input type="checkbox"/> At/Above Grade Level in Math Grades 3-5   | <input type="checkbox"/> Successful completion of Math I in grade 9 | <input type="checkbox"/> Take and pass at least 1 AP/IB/Post-Secondary class & exam | <input type="checkbox"/> Score 1550 on SAT or 22 on ACT                  |
| Data Used:                 | <b>Percent enrolled in EOC classes in each subgroup, percent tested<br/>Number of students enrolled in 11<sup>th</sup> grade to determine % tested for ACT</b> |   |   |  |

| Strategies   | Point Person   | Evidence of Success  | Funding                                       | Personnel Involved   | Timeline                      |
|--|--|--|---|--|-------------------------------|
| <b>ACT 95% Participation Target</b> <ul style="list-style-type: none"> <li>• ACT After Party</li> <li>• Incentives for attendance</li> <li>• Connect Ed to parents</li> <li>• PATRIOT PRIDE</li> </ul> | Attendance Committee <ul style="list-style-type: none"> <li>• Dotson</li> <li>• Bennett</li> <li>• Fleener</li> <li>• Counselors</li> </ul>          | <ul style="list-style-type: none"> <li>• ACT participation results</li> <li>• ACT parent workshop participation</li> <li>• Triumph usage report</li> </ul> | Cost of incentives, rising senior celebration | <ul style="list-style-type: none"> <li>• Attendance Committee</li> <li>• Junior Faculty &amp; Staff</li> </ul> | 2 <sup>nd</sup> week of March |
| <b>95% tested in all 3 EOC's</b> <ul style="list-style-type: none"> <li>• Meet with students</li> <li>• Connect Ed to parents</li> <li>• Incentives for attendance</li> <li>• PATRIOT PRIDE</li> </ul> | <ul style="list-style-type: none"> <li>• Faculty &amp; Staff</li> <li>• All administrators</li> <li>• Counselors</li> <li>• Social Worker</li> </ul> | <ul style="list-style-type: none"> <li>• 1<sup>st</sup> &amp; 2<sup>nd</sup> semester participation results vs. students enrolled</li> </ul>               | Extended Day funding                          | Science Department   | 1/22/2014<br><br>6/13/2014    |

*Every Child. Every Day. For a Better Tomorrow.*



## 2013-2014 Independence High School Improvement Plan Report

|   |   |  |    |  |                          |
|---|---|--|----|--|--------------------------|
| <b>WorkKeys 95% Participation Target</b> <ul style="list-style-type: none"> <li>• Parent letter</li> <li>• Phone calls home</li> <li>• Meet with students individually for tutoring and encouragement</li> <li>• PATRIOT PRIDE</li> </ul> | IC – Vicky Cook<br>CDC – Patricia McTigue<br>AP-Quincy Simmons<br>CTE –All teachers | <ul style="list-style-type: none"> <li>• 1<sup>st</sup> &amp; 2<sup>nd</sup> semester participation results               <ul style="list-style-type: none"> <li>○ <b>1<sup>st</sup> semester</b><br/><b>100% 11/2013</b></li> </ul> </li> </ul> | NA | CTE Department<br>CDC – P. McTigue<br>IC – V. Cook | 11/2013<br><br>6/13/2014 |
|---|---|--|----|--|--------------------------|



## 2013-2014 Independence High School Improvement Plan Report

|                            |   |   |   |  |
|----------------------------|---|---|---|--|
| SMART Goal (6):            | <b>To increase the ACT composite from (52.6% 2012-13) to (62.7% 2013-14) Junior Class &amp; increase school SAT average by 10 pts. from (1420 in 2013) to (1440 in 2014)</b>  |   |   |  |
| Strategic Plan Goal:       | <b>Goal 1:</b> Maximize academic achievement in a personalized 21st century learning environment for every child to graduate career and college ready.<br><b>Goal 5:</b> Optimize district performance and accountability by strengthening data use, processes & systems.   |   |   |  |
| Strategic Plan Focus Area: | <b>Focus Area 1:</b> College and Career Readiness, Academic Growth/High Academic Achievement, Access to Rigor, Closing Achievement Gaps<br><b>Focus Area 5:</b> Effective & Efficient Processes and Systems, Strategic Management of District Resources, Data Integrity and Utilization, School Performance Improvement, Disproportionality |   |   |  |
| Navigator Pathway:         | <input type="checkbox"/> Enter Kindergarten ready   | <input type="checkbox"/> Advanced Reading in K-2                    | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 3            | <input type="checkbox"/> At/Above Grade Level in Reading/Writing Grade 7 |
|                            | <input type="checkbox"/> At/Above Grade Level in Math Grades 3-5  | <input type="checkbox"/> Successful completion of Math I in grade 9 | <input type="checkbox"/> Take and pass at least 1 AP/IB/Post-Secondary class & exam | <input type="checkbox"/> Score 1550 on SAT or 22 on ACT                  |
| Data Used:                 | <b>Mock ACT results, Triumph usage report, SAT results, SAT Prep enrollment</b>   |   |   |  |

| Strategies  | Point Person  | Evidence of Success  | Funding | Personnel Involved  | Timeline                     |
|---|---|--|---------|---|------------------------------|
| <b>ACT Composite from (52.6 to 62.7)</b> <ul style="list-style-type: none"> <li>Meet with Juniors to review expectations and discuss importance of Act</li> </ul>   | 11 <sup>th</sup> grade English teachers<br>All administrators | <ul style="list-style-type: none"> <li># of students participating in Triumph school wide</li> <li># of hours logged in Triumph</li> <li>Number of students tested</li> </ul>                            |         | All faculty & staff   | March 2014                   |
| <b>October Mock ACT results received in December</b> <ul style="list-style-type: none"> <li>Results were distributed to all faculty to use in bell ringer/warm-up activities by content and standard</li> </ul> | Stephanie Hood – AP 11 <sup>th</sup> grade English teachers   | <ul style="list-style-type: none"> <li>Professional Development – facilitated on 12/23/13</li> <li>All Juniors logged in to Triumph</li> <li>Rotation created and implemented for all English</li> </ul> |         | All faculty & staff<br>English III teachers<br>Administration | December 2013-<br>March 2014 |



## 2013-2014 Independence High School Improvement Plan Report

|  |  |   |    |  |                                  |
|--|--|---|----|--|----------------------------------|
| <ul style="list-style-type: none"> <li>Facilitated an in-service activity with all 11<sup>th</sup> grade English teachers to disaggregate mock results and identify a plan of action for preparation</li> </ul>                        |  | <p>III teachers to spend time weekly in the computer lab working with students on the "Triumph Program" with their differentiated remediation plan based on their results</p> |    |  |                                  |
| <b>ACT Parent Night - January</b> <ul style="list-style-type: none"> <li>Parent information session to share results of mock ACT and ways to improve student individual results</li> <li>Review of Triumph use and benefits</li> </ul> | <p>S. Hood – AP<br/>Michele Dotson – IAF<br/>A.Dellinger - Principal</p> | <ul style="list-style-type: none"> <li>Attendance on parent night to share mock ACT results</li> <li>Triumph usage report for each junior</li> </ul>                          | NA | <p>Stephanie Hood – AP<br/>Michele Dotson – IAF<br/>Amy Dellinger – Principal<br/>Parents of Juniors &amp; Juniors</p> | <p>January 2014</p>              |
| <b>Improve Independence SAT average 2013-14</b> <ul style="list-style-type: none"> <li>SAT prep enrollment</li> <li>Triumph usage report</li> <li>Student meeting with Counselors</li> </ul>   | <p>All Counselors<br/>L. Denstaedt – SAT prep<br/>All Administrators</p> | <ul style="list-style-type: none"> <li>Mock SAT results</li> <li>Triumph usage report</li> <li>Student coaching meetings with counselors</li> <li>Student results</li> </ul>  | NA | <p>All Counselors<br/>L. Denstaedt – SAT prep<br/>All Administrators</p>   | <p>Administrat<br/>ion dates</p> |



## 2013-2014 Independence High School Improvement Plan Report

### INDEPENDENCE HIGH SCHOOL - 600 Waiver Requests

#### Request for Waiver

**1. Insert the waivers you are requesting**

- *Maximum Teaching Load and Maximum Class Size (grades 4-12) [required for all schools with grades 4-12]*

**2. Please identify the law, regulation or policy from which you are seeking an exemption.**

- *115C-301 (c and d) Maximum Teaching Load and Maximum Class Size [required for all schools with grades 4-12]*

**3. Please state how the waiver will be used.**

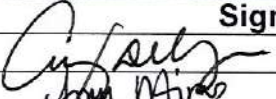
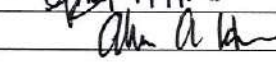
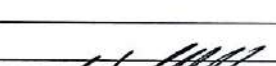

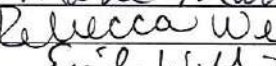
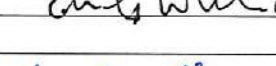
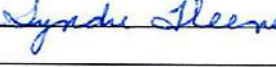

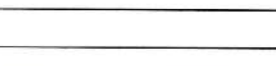



- *Class size will be adjusted to address student individual instructional needs through flexible grouping of students in the most effective utilization of teaching teams. Maximum teaching load will be used to allow teachers in specific areas of the curriculum to teach students designated for specific skill needs and to address the large number of students requesting elective classes.*

**4. Please state how the waiver will promote achievement of performance goals.**

- *This waiver will allow more flexibility in grouping students to meet their abilities and needs and thus should enhance their achievement on the performance goals.*

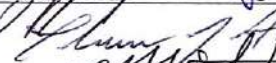
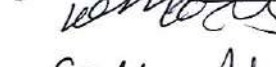


# Approval of Plan

| Committee Position                 | Name             | Signature  | Date     |
|------------------------------------|------------------|--|----------|
| Principal                          | Amy Dellinger    |    | 12/13    |
| Assistant Principal Representative | Amy Mims         |    | 12/19/13 |
| Teacher Representative             | Abbie Hess       |    | 12/19/13 |
| Teacher Representative             | James Stapleton  |  |          |
| Teacher Representative             | Todd Rackowitz   |  |          |
| Teacher Representative             | John Hess        |    | 12/19/13 |
| Teacher Representative             | Marie Matthews   |    | 12/19/13 |
| Teacher Representative             | Rebecca Welch    |    | 12/19/13 |
| Teacher Representative             | Emily Williams   |    | 12/19/13 |
| Teacher Representative             | Allison Dean     |  |          |
| Inst. Support Representative       | Syndie Fleener   |    | 12/19/13 |
| Parent Representative              | Mary McGee       |  |          |
| Parent Representative              | Melinda Johnston |    | 12/19/13 |
| Parent Representative              | Maria Harris     |  |          |
| Parent Representative              | Vicky Earnhardt  |  |          |
| Parent Representative              | Sandy Hedrick    |  |          |
| Teacher rep                        | Leah Hoyle       |   | 12/19/13 |
| Teacher Rep                        | Leah Hoyle       |  | 12/19/13 |
| media (fr.                         | Jeff Jones       |  | 12/19/13 |

Teacher Rep  
Teacher Rep

Thomas Arbuthnot  
Deborah Masters

12/19/13  
12-19-13

Teacher Rep

Colleen Staton



12/19/13

Parent Representative

Melissa McPhail

Teach

Jacqueline Dickerson



12/19/13

Teacher Rep  
Teacher Rep

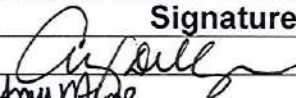
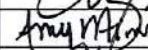
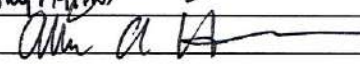

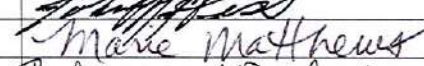
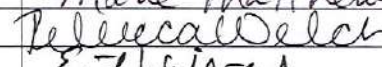
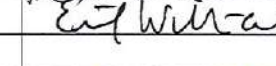
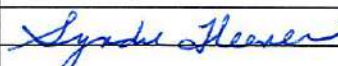
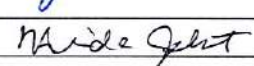
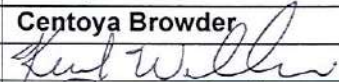
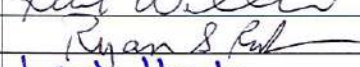
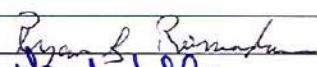



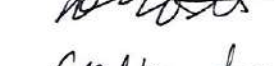

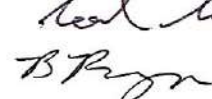
Andrew Shimko  
Brenda Burlingame



12/19/13  
12/19/13



# Quarter 2 Review

| Committee Position                 | Name   | Signature   | Date     |
|------------------------------------|--|---|----------|
| Principal                          | Amy Dellinger  |    | 12/19/13 |
| Assistant Principal Representative | Amy Mims   |    | 12/19/13 |
| Teacher Representative             | Abbie Hess   |    | 12/19/13 |
| Teacher Representative             | James Stapleton  |   |          |
| Teacher Representative             | Todd Rackowitz   |   |          |
| Teacher Representative             | John Hess  |    | 12/19/13 |
| Teacher Representative             | Marie Matthews   |    | 12/19/13 |
| Teacher Representative             | Rebecca Welch  |    | 12/19/13 |
| Teacher Representative             | Emily Williams   |    | 12/19/13 |
| Teacher Representative             | Allison Dean   |   |          |
| Inst. Support Representative       | Syndie Fleener   |    | 12/19/13 |
| Parent Representative              | Mary McGee   |   |          |
| Parent Representative              | Melinda Johnston   |    | 12/19/13 |
| Parent Representative              | Maria Harris   |   |          |
| Parent Representative              | Vicky Earnhardt  |   |          |
| Parent Representative              | Sandy Hedrick  |   |          |
| Parent Representative              | Centoya Browder  |   |          |
| Teacher rep                        |  |   |          |
| Teacher rep                        |  |   |          |
| Teacher Rep                        | Leah Hoyle   |   | 12/19/13 |
| media center                       | Jeff Jones   |  | 12/19/13 |
| Teacher Rep                        | Thomas Arbuthnot   |  | 12/19/13 |
| Teacher Rep                        | Deborah Masters  |  | 12-19-13 |
| Teacher Rep                        | Colleen Staten   |  | 12/19/13 |
| Parent Rep                         | Melissa McPhail  |   |          |
| Teacher Rep                        | Andrew Shimko  |  | 12/19/13 |
| Teacher Rep                        | Brenda Burlingame  |  | 12/19/13 |