

Hawthorne Middle-High School (HMHS) Turnaround Option Plan 2017-2018



Alachua County Public Schools

Hybrid Turnaround Option:

- Replace current principal, ineffective staff; implement changes to instructional programs; increase instructional minutes.
- Employ University of Florida Lastinger Center for Learning as External Partner
 - Successful experience working in Duval County (10 schools)
 - External partner in 2016-2017 at Lake Forest Elementary in Alachua County (school grade went from *F* to *C*.)

HMHS TOP focused on providing additional interventions and supports across three Areas of Focus:

- **Instructional Programs**
- **School Leadership**
- **Increased Learning Time**

Instructional Program:

- Removal and re-assignment of ineffective and uncommitted instructional staff.
- Prioritization of new hires as veterans with proven effectiveness working with low-achieving students.
- Differentiated pay to encourage retention.
- Professional development for teachers in standards-based instruction and behavior management strategies.
- Instructional Coach to provide embedded coaching, modeling, and professional development.
- Implement new reading curriculum to provide remediation for middle grades and high school reading classes.

School Leadership:

- New principal with experience at all three school levels and record of working effectively in turnaround school.
- Turnaround lead is Executive Director of Curriculum
- Principal with full autonomy to hire staff, implement turnaround strategies, and oversee work of the external partner.
- Principal is in charge of the school and turnaround plan and reports directly to the superintendent.

Increased Learning Time:

- Reconfigure master schedule to increase instructional minutes in ELA/Reading and math
- School-wide discipline plan (include PBS) to establish consistent classroom behavior protocols and to protect instructional minutes.
- Improve attendance through use of full-time attendance specialist and wraparound services.
- Provide support to teachers, including training, to implement best-practice strategies.
- Provide after-school tutoring for students demonstrating need through progress monitoring.

Lastinger Center Roles and Deliverables:

- Assist and support all aspects of the Turnaround Plan.
- Provide staff and administrative training.
- Assist with efforts to improve of school culture and climate.
- Observe instruction and provide specific feedback to teachers and administrative staff
- Focus on improvement in instruction and student engagement.
- Support for improved data analysis by instructional and administrative team.
- Act as a monitoring agent: conduct mid- and end-of-year reviews and provide written quarterly reports.

Expected TOP Outcomes:

- Improved school climate with focus on high expectations and rigorous instruction.
- Improvements in instructional practice with focus on providing standards-based instruction.
- Increased instructional time, in ELA/reading and math.
- Improved school attendance in general with goal of eliminating all truancy.
- Improved community school support and understanding of the current status of the school.
- Improved student achievement at all grade levels.
- Increased graduation rate

- **Raise the school grade from a *D*, to at least a *C*, by the end of the 2017-2018 school year.**
- **Improve school grade or maintain a *C* or better school grade in all subsequent school years.**