

2016-2017

P.J. Hill

District: Trenton City

County: Mercer

Region: 4

Classification: Priority

Reason: Lowest-Performing

CDS: 215210265

SMART Goal 1

By June 2017, P.J. Hill Elementary School will implement the Balanced Literacy Block in accordance to the instructional framework with fidelity in all classrooms which will result in 80% of students meeting their DRA Growth Goals according to data set in October 2016.

Performance Challenge: An average of 58% of students in grades 2-4 are reading below grade level.

Strategy 1: Develop, implement, and monitor targeted Guided Reading/Leveled Small groups according to student instructional levels as measured by DRA and formative assessments meeting with each group a minimum of 3x per week

Turnaround Principal: 4 - Curriculum, Assessment and Intervention System

Strategy 2: Use PLC periods 1-2 times a month to engage teachers in planning and adjusting instruction by breaking down standards, designing learning, and looking at student work (CAR framework)

Turnaround Principal: 4 - Curriculum, Assessment and Intervention System

Strategy 3: 3. Develop, implement, and monitor teacher practice in close reading and writing in response to text strategies in all ELA, Science, and Social Studies Classrooms

Turnaround Principal: 2 - School Climate and Culture

Target Population: K-5

Interim Goals

SMART Goal 1

End of Cycle	Interim Goal	Sources of Evidence
EOC 1	By October 2016 100% of students will have been base-lined to to determine their DRA level and goals set for individual growth for the school year.	District benchmark assessment data, DRA 2, and walkthrough data
EOC 2	By January 2017, 80% of ELA classrooms will be implementing the Balanced Literacy block with fidelity according to Leadership Walkthroughs based on the Instructional Framework 2.0	District benchmark assessment data, DRA 2, and walkthrough data
EOC 3	By March 2017, 65% of students will reach their interim DRA level set in October 2016	District benchmark assessment data, DRA 2, and walkthrough data
EOC 4	By June 2017, P.J. Hill Elementary School will implement the Balanced Literacy Block in accordance to the instructional framework with fidelity in all classrooms which will result in 80% of students meeting their DRA Growth Goals according to data set in October 2016.	District benchmark assessment data, DRA 2, and walkthrough data

Action Steps

SMART Goal 1

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
1	1	Set up reading workshop so that students are 1. Reading for a purpose, 2. Responding to reading in writing, 3. Utilizing technology intervention, 4. In a guided reading group	3 - Effective Instruction	9/1/16	6/30/17	Literacy Leader, Classroom Teacher, Administrator,
2	1	Create roll out plan for teachers with benchmarks for implementation	6 - Enabling the Effective Use of Data	9/1/16	6/30/17	Literacy Leader, Teachers, Administration

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
3	1	Complete a miscue analysis of DRA to identify skills and strategies needed for each child	3 - Effective Instruction	9/1/16	10/28/16	Literacy Leader, Teachers, Administration
4	1	Create targeted guided reading plans and take anecdotal notes to adjust instruction and measure GR effectiveness	3 - Effective Instruction	9/1/16	6/30/17	Literacy Leader, Teachers, Administration
5	1	Consistent walkthroughs to look for block implementation	3 - Effective Instruction	9/6/16	6/30/17	Literacy Leader, Administration
6	2	Train teachers on CAR process and framework	4 - Curriculum, Assesment and Intervention System	9/1/16	10/28/16	Literacy Leader, Administration
7	2	Set norms, protocols, and systems for disagreements during PLC meetings.	6 - Enabling the Effective Use of Data	9/1/16	6/23/17	Literacy Leader, Administration, Grade Level Leaders
8	2	Unpack Standards and organize each curricular Unit; create/refine essential questions as well as pre-assessments, summative assessments and design learning experiences. Then analyze summative assessments.	4 - Curriculum, Assesment and Intervention System	9/1/16	6/23/17	Literacy Leader, Administration, Grade Level Leaders
9	2	Provide PD for individual process steps as necessary	6 - Enabling the Effective Use of Data	9/1/16	6/23/17	Literacy Leader, Administration, Grade Level Leaders
10	3	Book Studies for ELA and Sci/SS teachers on Close reading, Writing, and Nonfiction strategies Suggestions: <ul style="list-style-type: none"> o Text Dependent Questions (ELA) o Great Habits, Great Readers o Reading Nonfiction: Notice and Note (Sci/SS) 	4 - Curriculum, Assesment and Intervention System	9/6/16	6/15/17	Literacy Leader, Administration, Grade level Leaders, Teachers

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
11	3	Coaching cycle goals focused on close reading, writing, and balanced literacy block implementation	3 - Effective Instruction	9/1/16	6/15/17	Literacy Leader, Administrator
12	3	Video tape exemplar classrooms	3 - Effective Instruction	9/6/16	6/23/17	Literacy Leader, Teachers, Administration, Grade Level Leaders
13	3	Inter-classroom visits	3 - Effective Instruction	9/6/16	1/31/17	Literacy Leader, Teachers, Administration, Grade level Leaders
14	3	Co-teaching and planning,	3 - Effective Instruction	9/6/16	6/23/17	Literacy Leader, Teachers, Administration, Grade Level Leaders

Budget Items

SMART Goal 1

Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
11	Literacy Leader Salary	SUPPORT SERVICES - Personnel Services - Salaries / 200-100	\$80,140.00	Other Federal

Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
11	Literacy Leader Benefits	SUPPORT SERVICES - Personnel Services - Employee Benefits / 200-200	\$25,781.00	Other Federal

SMART Goal 2

By June 2017, students in grades 3 through 5 will increase an average of 10% points on the Numbers and Operations in Base Ten (NBT) standards as compared to the 2016 PARCC.

Performance Challenge: Based on Benchmark Assessments and Iready diagnostic more than 50% of students score below proficient on grade level math fluency standards.

Strategy 1: Refine the implementation of the state standards in mathematics by providing professional development for teachers who need further assistance with teaching Number Sense and providing teachers with ongoing coaching by math leader.

Turnaround Principal: 5 - Effective Staffing Practices

Strategy 2: Analysis of student work to inform teacher planning and instruction for all students within the class through the use of the Standard Based Tasks and Assessments.

Turnaround Principal: 7 - Effective Use of Time

Strategy 3: In order to improve student achievement teachers will utilize more diverse instructional strategies that connect with student interests and abilities through project based learning & student centers to increase student engagement.

Turnaround Principal: 4 - Curriculum, Assessment and Intervention System

Target Population: K-5

Interim Goals

SMART Goal 2

End of Cycle	Interim Goal	Sources of Evidence
EOC 1	55% of students in grades K-2 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards. 20% of students in grades 3-5 will score proficient on the district common assessment standards as related to Numbers and Operations in Base standards.	District benchmark assessment data and walkthrough data

End of Cycle	Interim Goal	Sources of Evidence
EOC 2	60% of students in grades K-2 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards. 25% of students in grades 3-5 will score proficient on the district common assessment standards as related to Numbers and Operations in Base standards.	District benchmark assessment data and walkthrough data
EOC 3	65% of students in grades K-2 will score proficient on a district common assessment as related to Number and Operations in Base Ten standards. 30% of students in grades 3-5 will score proficient on the district common assessment standards as related to Numbers and Operations in Base standards.	District benchmark assessment data and walkthrough data
EOC 4	By June 2017, students in grades 3 through 5 will increase an average of 10% points on the Numbers and Operations in Base Ten (NBT) standards as compared to the 2016 PARCC.	PARCC , district assessments and walkthrough data

Action Steps

SMART Goal 2

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
1	1	Develop a staff survey with a menu of options to determine the needs for professional development in Math instruction. (content/strategies)	5 - Effective Staffing Practices	9/1/16	10/31/16	Math Leader
2	1	Provide professional development on the use of EdConnect and the development of assessments.	4 - Curriculum, Assesment and Intervention System	9/1/16	6/30/17	Math Leader
3	1	Provide professional development to staff on Number Talks	3 - Effective Instruction	9/1/16	10/31/16	Math Leader
4	1	Conduct walkthroughs to monitor the implementation of Number Talks	1 - School Leadership	9/1/16	6/30/17	Principal & Math Leader
5	1	Provide additional professional development to teachers struggling yo implement Number Talks in their classrooms.	3 - Effective Instruction	11/1/16	6/30/17	Math Leader

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
6	1	Ensure that the math instructional block includes a plan for number sense and fluency.	1 - School Leadership	9/6/16	6/30/17	Principal & Math Leader
7	1	Conduct coaching focus walkthroughs	3 - Effective Instruction	9/6/16	6/30/17	Math Leader
8	1	Math leader will meet regularly with administration to discuss trends from walkthroughs, school progress towards goals, progress with identified coachees and next steps.	3 - Effective Instruction	9/20/16	6/30/17	Principal & Math Leader
9	3	Time will be spent collaborating on lesson planning based on data analysis from assessments and student work.	4 - Curriculum, Assessment and Intervention System	9/27/16	6/30/17	Math Leader, Teachers
10	3	Utilize benchmark and other assessment data to identify Tier 2 and Tier 3 students for additional intervention support	6 - Enabling the Effective Use of Data	11/1/16	6/2/17	Math Leader, Teachers
11	2	Utilize intervention strategies with Tier 2 and Tier 3 within the classrooms using Reflex Math and Iready instruction to address additional intervention	7 - Effective Use of Time	10/18/16	6/23/17	Math Leader, Teachers
12	2	Extended day intervention program using Reflex Math and Iready with technology, for at risk students	4 - Curriculum, Assessment and Intervention System	9/13/16	6/30/17	Principal, Math Leader
13	2	Provide the staff with the opportunity to review data within 2 weeks of the end of every unit on EdConnect to analyze student growth	6 - Enabling the Effective Use of Data	10/28/16	6/30/17	Principal, Math Leader
14	3	Conduct walkthroughs to monitor student engagement in mathematics	3 - Effective Instruction	9/1/16	6/30/17	Principal
15	3	Provide additional professional development to teachers struggling to engage students	3 - Effective Instruction	1/2/17	6/30/17	Math Leader
16	3	Provide Professional Development on the use of I-ready	3 - Effective Instruction	10/4/16	4/28/17	Math Leader
17	3	Monitor the effectiveness of the online intervention programs (Reflex & I-ready) maintaining individualized student data	4 - Curriculum, Assessment and Intervention System	10/18/16	6/30/17	Math Leader

Budget Items

SMART Goal 2

Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
16	i-Ready Professional Development (3 hours)	INSTRUCTION - Supplies & Materials / 100-600	\$1,400.00	State/Local
8	Math Leader Salary	SUPPORT SERVICES - Personnel Services - Salaries / 200-100	\$84,590.00	Other Federal
8	Math Benefits	SUPPORT SERVICES - Personnel Services - Employee Benefits / 200- 200	\$25,781.00	Other Federal

SMART Goal 3

The student to school connection will become stronger as measured through improvement of chronic absenteeism, overall attendance rate, and office conduct referrals by at least 6% as compared to last year's rate in two of the three indicators measured.

Performance Challenge: There is a need to increase consistency of all stakeholders to buy into a clearly identified social network that provides academic, social and emotional behavioral support. There is also a need for staff support in adhering to and being trained in the school's PBIS guidelines for setting specific behaviors as well as implementation of the Second Step Program. QSR Data shows the perception of social-emotional relationships to be low in regards teacher to student relationships, as well as relationships among teachers.

Strategy 1: Implement a school-wide behavior system with consistency.

Turnaround Principal: 3 - Effective Instruction

Strategy 2: Establish and ensure high expectations and quality instruction are consistent from classroom to classroom.

Turnaround Principal: 2 - School Climate and Culture

Strategy 3: Continue to build upon efforts in team building and developing a shared responsibility for school improvement among staff.

Turnaround Principal: 3 - Effective Instruction

Target Population: K-5

Interim Goals

SMART Goal 3

End of Cycle	Interim Goal	Sources of Evidence
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End of Cycle	Interim Goal	Sources of Evidence
EOC 1	<p>By the end of EOC 1/Marking Period 1, 2016, as compared to the same ending time (November) in 2015, our school will demonstrate progress toward our main goal, as measured by improvement in at least two of the following indicators:</p> <p>Chronic Absenteeism 24.62% by 4 % Student Attendance Rate 91.72 by 4 % Office Conduct Referrals 170 by 4 %</p>	<p>Monthly analysis and reporting of attendance and behavioral referral data.</p>
EOC 2	<p>By the end of EOC 2/Marking Period 2, 2017, as compared to the ending same time in (February) 2016, our school will demonstrate progress toward our main goal, as measured by improvement in at least two of the following indicators:</p> <p>Chronic Absenteeism 26.71% by 4 % Student Attendance Rate 91.02 by 4 % Office Conduct Referrals 95 by 4 %</p>	<p>Monthly analysis and reporting of attendance and behavioral referral data.</p>
EOC 3	<p>By the end of EOC 3/Marking Period 3, 2017, as compared to the same ending time in (April) 2016, our school will demonstrate progress toward our main goal, as measured by improvement in at least two of the following indicators:</p> <p>Chronic Absenteeism 28.89% by 4 % Student Attendance Rate 90.92 by 4 % Office Conduct Referrals 149 by 4 %</p>	<p>Monthly analysis and reporting of attendance and behavioral referral data.</p>
EOC 4	<p>The student to school connection will become stronger as measured through improvement of chronic absenteeism, overall attendance rate, and office conduct referrals by at least 6% as compared to last year's rate in two of the three indicators measured.</p>	<p>Monthly analysis and reporting of attendance and behavioral referral data.</p>

Action Steps

SMART Goal 3

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
1	1	Ensure initiatives reflect the beliefs and values of the leadership	2 - School Climate and Culture	7/1/16	9/15/16	Principal, School Leaders, Team Leaders, Leadership teams.
2	1	Communicate the beliefs and values pervasively, wherever possible	2 - School Climate and Culture	6/1/16	6/30/17	All Stakeholders
3	1	Educate stakeholders to understand why things such as attendance are so important	2 - School Climate and Culture	6/1/16	6/30/17	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, parent liaison.
4	2	Organize orientations and on-boarding of new staff and new students	2 - School Climate and Culture	6/15/16	8/18/16	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, parent liaison, PTO, community organizations.

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
5	2	Include as many stakeholders's voices in the school's decision-making	2 - School Climate and Culture	7/1/16	10/1/16	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, staff, school partners, parent liaison, PTO, community organizations.
6	2	Celebrate desired behaviors and encourage leadership among the students	2 - School Climate and Culture	8/18/16	6/30/17	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, staff, school partners, parent liaison, PTO, community organizations.
7	2	Infuse educational components and allow genuine parent input in the processes of parent engagement	8 - Family and Community Engagement	8/18/16	6/30/17	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, staff, school partners, parent liaison, PTO, community organizations.

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
8	3	Develop student focus groups to allow all students to express themselves	2 - School Climate and Culture	8/18/16	6/30/17	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, staff, school partners, parent liaison, PTO, community organizations.
9	3	Educate the stakeholders on the benefits of relationship-building and decreasing HIB offenses	2 - School Climate and Culture	8/18/16	6/30/17	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, parent liaison
10	3	Use peer mediation techniques and/or restorative practices for misbehaviors	2 - School Climate and Culture	8/18/16	6/30/17	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, parent liaison

Step Number	Strategy	Action Steps	Primary Turnaround	Start Date	End Date	Assigned To
11	3	Establish mentoring programs	2 - School Climate and Culture	8/10/16	6/30/17	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, parent liaison
12	1	Implement a social and emotional curriculum	2 - School Climate and Culture	8/23/16	6/30/17	Principal, School Leaders, Team Leaders, Leadership teams, Guidance counselor, parent liaison

Budget Items

SMART Goal 3

Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
12	Purchase Second Step Curriculum	INSTRUCTION - Supplies & Materials / 100-600	\$2,099.00	State/Local
7	Stipend for Teacher and Parent Liaison	SUPPORT SERVICES - Personnel Services - Salaries / 200-100	\$660.00	Other Federal
6	PBSIS Professional Development	SUPPORT SERVICES - Personnel Services - Salaries / 200-100	\$3,000.00	State/Local

Corresponding Action Step No.	Resource / Description	Funding Category / Object Code	Funding Requested	Funding Source
6	Jubilee	SUPPORT SERVICES - Purchased Professional & Technical Services / 200-300	\$4,500.00	State/Local
7	Parent Engagement Efforts	SUPPORT SERVICES - Supplies & Materials / 200-600	\$865.00	Other Federal
7	Parent Engagement Workshops	SUPPORT SERVICES - Other Objects / 200-800	\$865.00	Other Federal

SMART Goal 4

Performance Challenge:

Strategy 1:

Turnaround Principal: 1 - School Leadership

Strategy 2:

Turnaround Principal: 1 - School Leadership

Strategy 3:

Turnaround Principal: 1 - School Leadership

Target Population:

Interim Goals

SMART Goal 4

End of Cycle	Interim Goal	Sources of Evidence
EOC 1		
EOC 2		
EOC 3		

End of Cycle	Interim Goal	Sources of Evidence
EOC 4		

< SMART Goal 4 - Action Steps: NO DATA >

< SMART Goal 4 - Budget Items: NO DATA >

Other Title 1 Expenditures

Resource / Description	Start Date	End Date	Assigned To	Funding Category / Object Code	Funding Requested	Funding Resource
Summer Intervention Program Grades K-2	7/6/16	7/28/16	District Leadership	INSTRUCTION - Personnel Services - Salaries / 100-100	\$14,808.00	Other Federal