



School Improvement Plan 2023 - 2024



**Richmond County
W.S. Hornsby Middle School**

SCHOOL IMPROVEMENT PLAN

1 General Improvement Plan Information

General Improvement Plan Information

District	Richmond County
School Name	W.S. Hornsby Middle School
Team Lead	Stacey King
Federal Funding Options to Be Employed (SWP Schools) in this Plan (Select all that apply)	Consolidation of Funds – Fund 150: Consolidation of State/Local and Federal Funds
Select the Funds that the LEA anticipates will be consolidated	Title I, Part A

Factors(s) Used by District to Identify Students in Poverty (Select all that apply)	
<input type="checkbox"/>	Free/Reduced meal application
<input checked="" type="checkbox"/>	Community Eligibility Program (CEP) - Direct Certification ONLY
<input type="checkbox"/>	Other (if selected, please describe below)

2. SCHOOL IMPROVEMENT GOALS

2.1 Overarching Need # 1

Overarching Need

Overarching Need as identified in CNA Section 3.2	Students are not reading on grade level. 93% percent of students are scoring two or more grade levels below in Reading/English Language Arts as measured by the GA Milestone Assessment.
Root Cause # 1	Teachers inability to deconstruct standards to create and implement rigorous grade level learning targets and success criteria.
Goal	By May 2024, we will implement evidenced-based instructional strategies to increase 50% of students in grades 6-8 scoring developing or higher from 34% to 50% on the 2023-2024 Ga Milestone English/Language Arts End of Grade assessment.

Action Step # 1

Action Step	Implement the RCSS Instructional Framework with fidelity which includes: Step 1: Understanding the Standards Step 2: Design Standards-Based Lesson Step 3: Communicate the Learning Expectations Step 4: Implement the Lesson Step 5: Assess for Success Step 6: Analyze the Results Step 7: Relearn and Reassess Step 8: Celebrate Success
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Coherent Instruction
Method for Monitoring Implementation	Classroom observations, Instructional Awareness Walks, and weekly walk-throughs. By October, 80% of teachers will be in compliance of posting student-friendly learning targets and success criteria that are aligned with the standard.
Method for Monitoring Effectiveness	Continuously analyzing assessment data, using ongoing progress monitoring and benchmark tools to track student progress, utilizing data to inform instruction by identifying areas of strength and weakness, review and analyze student work samples for proficiency. By October Content Mastery Assessment, 50% of students will score developing or higher in all content areas.
Position/Role Responsible	Instructional Support Coach for Reading/English Language Arts, Administration

Action Step # 1

Timeline for Implementation	Quarterly
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What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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Action Step # 2

Action Step	Implement small differentiated group instruction during ELA and Intervention blocks.
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Coherent Instruction
Method for Monitoring Implementation	Classroom observations, Instructional Awareness Walks, and weekly collaborative planning
Method for Monitoring Effectiveness	Continuously analyzing assessment data, using ongoing progress monitoring and benchmark tools to track student progress, utilizing data to inform instruction by identifying areas of strength and weakness, review and analyze student work samples for proficiency
Position/Role Responsible	Instructional Support Coach for Reading/English Language Arts; Teachers
Timeline for Implementation	Quarterly

Action Step # 2

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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Action Step # 3

Action Step	Teachers will implement and utilize researched based comprehension strategies and vocabulary instruction for Science and Social Studies using informational text within Lexile grade bands. Comprehension strategies will include: 1. Graphic Organizers (Compare/Contrast, Tables/Charts for notes/categorizing, Images, Brainstorming Mapping) 2. Provide Background and Activate Prior Knowledge 3. Active reading with annotation 4. Pre-Teach new and important concepts 5. Vocabulary instruction and wordmaps Strategies will be chosen based upon content units and specific standards.
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Coherent Instruction
Method for Monitoring Implementation	Classroom observations, Instructional Awareness Walks, and collaborative planning; 80% of teachers will implementing specific strategy by September 15, 2023.
Method for Monitoring Effectiveness	Continuously analyzing assessment data, using ongoing content mastery assessments to track student progress, utilizing data to inform instruction by identifying areas of strength and weakness, review and analyze student work samples for proficiency; 50% of students will perform at developing or higher on Content Mastery Assessments and/or teacher created assessments in Science, Social Studies, and ELA.
Position/Role Responsible	Instructional Support Coaches; Teachers
Timeline for Implementation	Quarterly

Action Step # 3

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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Action Step # 4

Action Step	All content area teachers will implement weekly constructed response writings using the R.A.C.E. strategy to increase student performance on the GA Milestone End of Grade Assessment. (R.A.C.E. - Restate, Answer, Cite Evidence, Explain)
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Coherent Instruction
Method for Monitoring Implementation	Classroom observations, Instructional Awareness Walks, and collaborative planning; 80% of teachers will incorporate writing into instruction by November 2023.
Method for Monitoring Effectiveness	Continuously analyzing assessment data, using ongoing content mastery assessments to track student progress, utilizing data to inform instruction by identifying areas of strength and weakness, review and analyze student work samples for proficiency; 50% of students will score developing on the Content Mastery Assessment writing sections.
Position/Role Responsible	Instructional Support Coaches; Teachers
Timeline for Implementation	Quarterly

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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2. SCHOOL IMPROVEMENT GOALS

2.2 Overarching Need # 2

Overarching Need

Overarching Need as identified in CNA Section 3.2	Students are not working on grade level in math content. 97% percent of students are scoring two or more grade levels below in Mathematics as measured by the GA Milestone Assessment.
Root Cause # 1	Teachers inability to deconstruct standards to create and implement rigorous grade level learning targets and success criteria in the mathematics content area.
Goal	By May 2024, we will implement evidenced-based instructional strategies to increase 50% of students in grades 6-8 scoring developing or higher from 23%% to 50% on the 2023-2024 Ga Milestone Mathematics End of Grade assessment.

Action Step # 1

Action Step	During collaborative planning, teachers will internalize math units to ensure effective implementation of the new math standards utilizing RCSS Instructional Framework and the GaDOE instructional resources. Mathematical Practices include 1. Make sense of problems and persevere in solving them. (MP.1) 2. Reason abstractly and quantitatively. (MP.2) 3. Construct viable arguments and critique the reasoning of others. (MP.3) 4. Model with mathematics. (MP.4) 5. Use appropriate tools strategically. (MP.5) 6. Attend to precision. (MP.6) 7. Look for and make use of structure. (MP.7) 8. Look for and express regularity in repeated reasoning. (MP.8)
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Coherent Instruction
Method for Monitoring Implementation	Classroom observations, Instructional Awareness Walks, and collaborative planning. By October, 80% of teachers will be in compliance of posting student-friendly learning targets and success criteria that are aligned with the standard.
Method for Monitoring Effectiveness	Continuously analyzing assessment data, using ongoing progress monitoring and benchmark tools to track student progress, utilizing data to inform instruction by identifying areas of strength and weakness, review and analyze student work samples for proficiency. By October Content Mastery Assessment, 50% of students will score developing of higher in all content areas.

Action Step # 1

Position/Role Responsible	Instructional Support Coach targeted for Math; Administration
Timeline for Implementation	Quarterly

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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Action Step # 2

Action Step	All math content teachers will implement weekly problem-solving constructed response using manipulatives to increase student performance on the GA Milestone End of Grade Assessment.
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Coherent Instruction
Method for Monitoring Implementation	Classroom observations, Instructional Awareness Walks, and collaborative planning. By October, 80% of teachers will implement have implemented weekly problem-solving constructed response in mathematics.
Method for Monitoring Effectiveness	Continuously analyzing assessment data, using ongoing progress monitoring and benchmark tools to track student progress, utilizing data to inform instruction by identifying areas of strength and weakness, review and analyze student work samples for proficiency. By October Content Mastery Assessment, 50% of students will score developing of higher in all content areas.
Position/Role Responsible	Instructional Support Coach targeted for Math; Administration
Timeline for Implementation	Quarterly

Action Step # 2

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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Action Step # 3

Action Step	Implement daily tutorial sessions in addition to Saturday Academy and Extended Day to provide identified students with targeted support through intervention and remediation. This action step will also be included for the ELA/Reading goal.
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Coherent Instruction
Method for Monitoring Implementation	Classroom observations, Instructional Awareness Walks, and collaborative planning. By November 2023, 50% of students will participate in Saturday Academy or Extended learning day to receive support and/or intervention.
Method for Monitoring Effectiveness	Continuously analyzing assessment data, using ongoing progress monitoring and benchmark tools to track student progress, utilizing data to inform instruction by identifying areas of strength and weakness, review and analyze student work samples for proficiency. By December, Content Mastery Assessment, 50% of students will score developing or higher in all content areas.
Position/Role Responsible	Instructional Support Coach targeted for Math; Teachers
Timeline for Implementation	Quarterly

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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Action Step # 3

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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2. SCHOOL IMPROVEMENT GOALS

2.3 Overarching Need # 3

Overarching Need

Overarching Need as identified in CNA Section 3.2	We have a high number of office referrals. In 2022-2023, there were 577 office referrals.
Root Cause # 1	School wide discipline plan and expectations are not clearly communicated and followed by teachers and students.
Goal	By the end of the 2023-2024 school year, at least 90% of students will show measurable progress and improvement in their targeted areas of need (attendance, behavior, and/or academics) as measured by the panorama SEL platform.

Action Step # 1

Action Step	Implement a Positive Behavior Intervention and Supports to reinforce positive behaviors and schoolwide expectations.
Funding Sources	N/A
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Supportive Learning Environment
Method for Monitoring Implementation	Monitoring of hallways, cafeteria, restrooms and during transitions. 85% of teachers are implementing PBIS at the operational level.
Method for Monitoring Effectiveness	SONAR platform, utilizing data to identifying areas of strength and weakness. 35% decrease in discipline referrals.
Position/Role Responsible	Administration, Guidance, PBIS Team
Timeline for Implementation	Yearly

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	RCSS provides professional learning and supports through monthly meetings with the PBIS Support Team and administration.
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Action Step # 2

Action Step	Implement Social Emotional Learning (SEL) and the Den of Trust lessons to help students develop healthy identities, manage emotions and achieve personal and collective goals, feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions.
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Supportive Learning Environment
Method for Monitoring Implementation	Jaguar Den of Trust; By October 2023, 80% of teachers implementing SEL strategies through Panorama survey.
Method for Monitoring Effectiveness	RTI, PBIS, Mental Health and SEL behavior team will monitor chronic behaviors and repeat offenders. 20% improvement in students' self-reported emotional well-being, as measured by pre- and post-surveys assessing students' self-awareness, emotional regulation, and overall happiness.
Position/Role Responsible	Administration, Counselor, Teachers, MTSS Facilitator
Timeline for Implementation	Monthly

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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Action Step # 3

Action Step	Students, faculty, staff, and stakeholders will be rewarded for positive behavior by implementing a system of rewards and recognitions monthly.
Funding Sources	Consolidated Funding
Subgroups	Economically Disadvantaged Foster Homeless English Learners

Action Step # 3

Subgroups	Migrant Race / Ethnicity / Minority Student with Disabilities
Systems	Supportive Learning Environment
Method for Monitoring Implementation	PBIS recognition calendar, 85% of teachers are implementing PBIS at the operational level.
Method for Monitoring Effectiveness	RTI, PBIS, Mental Health and SEL behavior team will monitor chronic behaviors and repeat offenders. 35% decrease in discipline referrals.
Position/Role Responsible	PBIS team, Teachers
Timeline for Implementation	Monthly

What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)?	
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