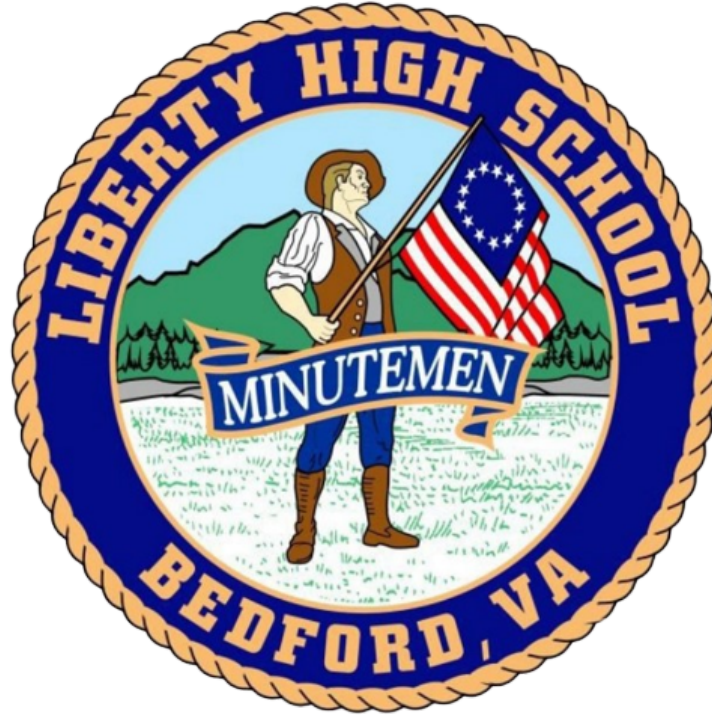


Liberty High School



Continuous School Improvement Plan 2023-2024

PART I: VISION, MISSION, ACCOUNTABILITY & ACCREDITATION INFORMATION, GOAL STATEMENTS

LIBERTY HIGH SCHOOL Mr. Justin M. Tucker	
Vision	The vision of Liberty High School is to promote significant relationships and provide a rigorous and relevant curriculum that meets the needs of our students and our community.
Mission	To focus on relationships, academics, community, and wellness every day.
Federal Accountability (ESSA)	Fully Accredited
State Accountability (VDOE)	Fully Accredited - VDOE School Quality Profile
SMART Goal Statement 1 SOL Achievement	<p>The science department will achieve an overall pass rate of at least 70% on standards of learning (SOL) assessments while the math and English departments will reach or exceed an overall pass rate of at least 80% on standards of learning (SOL) assessments.</p> <p>In English, the following groups will earn a pass rate of at least 70%, or reduce their failure rate by at least 10% on standards of learning (SOL) assessments: economically disadvantaged, multiple races, and students with disabilities.</p> <p>In math, the following groups will earn a pass rate of at least 70%, or reduce their failure rate by at least 10% on standards of learning (SOL) assessments: economically disadvantaged, black, multiple races, and students with disabilities.</p>
SMART Goal Statement 2 Drop Out Rate & Graduation Rate	The dropout rate will decrease from 8.07% to 5.00% or less with the 2024 cohort and 4.75% or less with the 2025 cohort. Simultaneously, the on-time graduation rate will remain at or above 90% for the 2024 cohort, and 91% or above for the 2025 cohort.
SMART Goal Statement 3 Chronic Absenteeism	In partnership with all stakeholders, the chronic absenteeism rate will decrease from 21% to 15% or less by the end of the 2023-2024 school year and 13% or less by the end of the 2024-2025 school year.
SMART Goal Statement 4 College, Career, & Civic Readiness	Students will demonstrate college, career, and civic readiness as evidenced by a college, career, and civic readiness index of 85% or higher by the end of the 2023-2024 school year and 87% or higher by the end of the 2024-2025 school year.
SMART Goal Statement 5 Climate & Culture	<p>By comparing end of year data from the current school to the previous school year, tiered systems of support will result in:</p> <ul style="list-style-type: none"> • 625 or fewer disciplinary incidents • 365 (50%) or fewer students receiving a single disciplinary referral • 500 or more positive referrals for students • Consistent implementation of incentives for students and staff who meet/exceed expectations • Individual Success Plans (ISPs) for 100% of students identified as Tier 3 (those receiving eight or more referrals)

Goal I: SOL Achievement

GOAL #1: SOL ACHIEVEMENT

The science department will achieve an overall pass rate of at least 70% on standards of learning (SOL) assessments while the math and English departments will reach or exceed an overall pass rate of at least 80% on standards of learning (SOL) assessments.

In English, the following groups will earn a pass rate of at least 70%, or reduce their failure rate by at least 10% on standards of learning (SOL) assessments: economically disadvantaged, multiple races, and students with disabilities.

In math, the following groups will earn a pass rate of at least 70%, or reduce their failure rate by at least 10% on standards of learning (SOL) assessments: economically disadvantaged, black, multiple races, and students with disabilities.

ACTION PLAN

Strategy: Develop and implement a master schedule that aligns with student needs and staff strengths. Ensure the effective and efficient scheduling of Special Education staff and students with disabilities.

Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All students	Evaluate the effectiveness of Special Education staff by seeking input from both General and Special education staff.	Principal School Counseling Chair Special & General Education Staff	May 2022 - ongoing	Classroom Observations Staff Evaluations Staff Input Department Chair Input
Students with disabilities	Schedule Special Education Teachers and Paraprofessionals in content areas where they are strongest, and work to provide consistency across grade levels and content areas.	Principal School Counseling Chair Special & General Education Staff	May 2022 - ongoing	Master Schedule
Students with disabilities Students in English, math, and Biology	Design collaborative classes to have fewer numbers of students, and aim to keep the number of students requiring services at an appropriate number in each course, especially in math, English, and Biology courses.	Principal Assistant Principal School Counseling Chair	May 2022 - ongoing	Master Schedule Course Rosters
Students in Resource	Alter the registration and scheduling process for students requiring Special Education Resource. To the greatest	Principal	June 2023 - ongoing	Master Schedule

	extent possible, students will be grouped by needs based on similar content classes/grade levels.	Assistant Principal School Counseling Chair		Course Rosters Individual Education Plans (IEPs)
Students with disabilities	Routinely verify that all students with disabilities are appropriately scheduled to ensure the appropriate provision of services.	Principal Assistant Principal Special Education Teachers	July 2022 September 2022 October 2022	Special Education Student Rosters Course Rosters Service Verification Lists
Students in English, math, and Biology	Utilize staffing and extra sections to reduce class sizes in critical EOC-tested courses such as Algebra I, Biology, and English 11.	Principal School Counseling Chair	May 2022 - ongoing Adjustments in August and September 2023	Master Schedule
Students with disabilities Students in English and math	Restructure Self-Contained Special Education courses to increase the availability of Special Education Teachers to serve in collaborative English and math classrooms instead of Special Education Paraprofessionals. Then, strategically assign Special Education Teachers to English and math courses based on proven strengths.	Principal Assistant Principal School Counseling Chair	May 2022 - ongoing	Master Schedule
Strategy: All teachers will engage in high-quality instructional planning and delivery to ensure that instruction is aligned with the content and cognitive level according to the Standards of Learning (SOLs) and Curriculum Framework.				
Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All teachers All students	During teacher workweek, provide a presentation to all teachers on instructional expectations.	Principal	August 2023	Presentations
All teachers All students	During each faculty meeting, significant time and focus will be dedicated to instructional planning and instructional delivery.	Principal Assistant Principals Leadership Team	Monthly	Faculty Meeting Presentations (initial plans were delayed due to heavy PD during teacher workweek).
All teachers All students	The leadership team will heavily focus on improving instructional planning and instructional delivery throughout the campus.	Principal Assistant Principals Leadership Team	Monthly	Leadership Team Meeting Agendas and Minutes Instructional Planning and Delivery materials and

				presentations.
All teachers All students	Department Chairs will assume increased responsibility for instructional leadership in their departments by engaging in lesson plan reviews and departmental observations.	Principal Assistant Principals Leadership Team	February 2023 - ongoing	Leadership Team Meeting Agendas and Minutes
All teachers All students	Standardized expectations for all instructional plans will be developed and implemented for teachers.	Principal Assistant Principals	Ongoing	Faculty Meeting Presentations LHS Faculty & Staff Handbook Lesson Plans
All teachers All students	All teachers will develop weekly lesson plans that are posted and available no later than 8:30 AM each Monday morning. School administrators and department chairs will work to review lesson plans and provide instructional planning feedback.	Principal Assistant Principals Department Chairs Teachers	Weekly	Lesson Plans Canvas Pages and/or Google Folders
Students in English 11	English 11 teachers will engage in weekly common planning and utilize common assessments.	English 11 Teachers English Chair	Weekly	Common Lesson Plans Common Instructional Materials & Assessments
All teachers All students	Over time, work to develop common, uniform practices across all core content departments: <ul style="list-style-type: none"> Common assessments and quarterly benchmarks. Alignment of assessments as evidenced by a Table of Specifications (TOS). Data trackers and routine data analysis Utilization of data for instructional and remedial planning. 	Principal Assistant Principals Department Chairs Core Teachers	2022-2023 3rd Quarter - significant progress towards common assessments 2023-2024 - Tables of Specifications and revised assessments; data trackers	Common Assessments Benchmark Assessments Tables of Specifications Data Trackers Lesson Plans
All teachers All students	Over time, work to increase the level of collaboration between departments, resulting in at least one cross-curricular activity or project per semester.	Principal Assistant Principals Department Chairs Core Teachers	2024-2024	Cross-Curricular Planning Meetings Cross-Curricular activities and/or projects

<p>All teachers</p> <p>All students</p>	<p>Core content teachers will increase their use of MasteryConnect to administer common assessments until all core content teachers are using MasteryConnect for common assessments.</p> <p>New teachers will receive training and support in the effective utilization of MasteryConnect.</p>	<p>Core Content Teachers</p> <p>MasteryConnect Trainers</p>	<p>September 2022 - Training</p> <p>2022-2023 3rd Quarter - significant progress towards common assessments</p> <p>2023-2024 - full implementation of common assessments in core departments.</p> <p>Ongoing</p>	<p>MasteryConnect Reports</p> <p>Common Assessments</p>
<p>All teachers</p> <p>All students</p>	<p>School administrators will conduct at least two joint observations each quarter to increase the interrater-reliability of teacher observations. As appropriate, school administrators will conduct joint observations with Instructional Supervisors and/or Department Chairs as well.</p>	<p>Administrators</p> <p>Department Chairs</p> <p>Instructional Supervisors</p>	<p>Quarterly</p>	<p>Classroom Observations</p> <p>Post-Observation Conferences</p>
<p>All teachers</p> <p>All students</p>	<p>The leadership team will collaborate with the BCPS Instructional Team to develop and implement professional development for teachers focused on high-quality instructional planning and delivery.</p>	<p>Leadership Team</p> <p>Instructional Supervisors</p>	<p>Ongoing</p>	<p>Presentations and materials shared with teachers</p>
<p>English Teachers and Science Teachers</p>	<p>English and Science Teachers will participate in training to understand how to effectively implement the new textbooks by Savaas.</p>	<p>English Teachers</p> <p>Science Teachers</p>	<p>Fall 2022</p>	<p>Training attendance</p> <p>Savaas use during classroom observations.</p>
<p>Biology Teachers</p>	<p>Biology teachers will receive increased support from the BCPS Instructional Team to build instructional planning and delivery skills.</p>	<p>Biology Teachers</p> <p>Supervisors of Science, New Teacher Support, Professional Learning</p> <p>Lead Teacher for Special Education</p>	<p>Ongoing</p>	<p>Staff Calendars</p> <p>Facilitated meetings with Biology Teachers</p> <p>Biology classroom observations</p>
<p>Strategy: Teachers will identify students in need of remediation, monitor progress throughout the school year, and differentiate instruction to meet student learning needs.</p>				

Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All students in Math, Science, English, and Social Studies.	<p>All Core Content teachers will utilize MasteryConnect to develop data trackers linked with the Comprehensive Instructional Program pacing guides.</p> <p>Teachers will utilize this data to plan classroom-based remediation, and identify students in need of additional pull-out or push-in remediation.</p> <p>Data trackers will be discussed during post-observation conferences.</p>	Administrators Teachers	Quarterly starting September 2022	<p>Data Trackers</p> <p>Post-Observation Conferences</p>
All students	<p>Each teacher at LHS will complete an Achievement Analysis and Instructional Planning Form. This form will assist teachers in analyzing data and crafting targeted instruction based on academic achievement. All teachers will use this form to guide annual goal-setting for student progress. Given historically low achievement among students with disabilities and African-American students at LHS, all teachers will specifically identify these students within their forms to ensure that all students are targeted for appropriate instruction based on data.</p> <p>Each will maintain the following goal or one similar to it (depending on the uniqueness of each subject area):</p> <ul style="list-style-type: none"> • 100% of meet/exceed students must continue to pass at the end of the year. • 75% of developing students must show enough growth to move to meet/exceed at the end of the year • 50% of emerging students must show enough growth to move to develop at the end of the year. 	Administrators Teachers	September 16, 2022 February 10, 2023 May 19, 2023	<p>Initial Achievement Analysis and Instructional Planning Forms</p> <p>Midyear Initial Achievement Analysis and Instructional Planning Forms with mid-year reflection and planning</p> <p>Final Achievement Analysis and Instructional Planning Forms with end of year reflection</p> <p>These forms will be reviewed and approved as part of the annual goal process, and during post-observation conferences.</p>
All students	<p>The Math department will create a remediation plan that includes a combination of a math remediation specialist and math teachers. Algebra readiness funds will be provided along with local remediation funds.</p> <p>Overall, a Remediation Plan will be developed according to the following model: Remediation at LHS will provide</p>	Math Department Chair Testing & Remediation Coordinator	Ongoing starting October 19, 2022.	<p>The Algebra Readiness Initiative Report will track ongoing data</p> <p>Department Data Trackers</p> <p>Remediation Funding Trackers</p>

	<p>small groups during class, mostly push-in, and occasionally pull-out remediation during the school day.</p> <p>Departments will work with the remediation specialist to share data trackers, assessment data, and lesson plans. Departments will also adjust the specialist schedule on a quarterly basis to provide remediation in classrooms of greatest need.</p>	Algebra Readiness Tutor		
Students in need of a verified credit in English 11 EOC Reading	The English department will train additional staff members to provide remediation in English 11 and WorkKeys. These staff members will work as a team to schedule and work with students in need of additional remediation or test preparation for the EOC Reading assessment.	English 11 Teachers	November 2022 January 2023 April-May 2023	Remediation Schedules Remediation Student Rosters Remediation Attendance Utilization of Remediation Funds
Students in Biology	The Science department will hire a retired Science Teacher to provide Biology remediation and test preparation for the Biology SOL test.	Science Administrator Science Department Chair	November 2022 January 2023 April-May 2023	Remediation Schedules Remediation Student Rosters Remediation Attendance Utilization of Remediation Funds
Students in Biology	Biology teachers will collaborate with the staff member providing remediation to identify students at risk of failing and begin providing additional pull-out remediation two days per week.	Science Administrator Science Department Chair Biology Teachers Biology Remediation Staff	October 2023	Remediation Schedules Remediation Student Rosters Remediation Attendance Utilization of Remediation Funds
All students in need of remediation and recovery.	Collaborate with departments and the Testing & Remediation Coordinator to develop increased remediation and tutoring opportunities for students such as Before/After School programs, working lunch with peer tutoring, Saturday recovery, and holiday break recovery.	Principal Leadership Team Testing & Remediation Coordinator	2022-2023 beginning Q2	Remediation Schedules Remediation Student Rosters Remediation Attendance Utilization of Remediation Funds
All students in need of remediation and recovery	Develop an Academic Support Lab (ASL) for students in need of significant credit recovery and/or remediation. Ensure that the ASL is staffed by fully licensed teachers throughout the day to provide content support in all core	Principal School Counseling Chair	Ongoing starting August 15, 2022	Master Schedule Duty Roster Edgenuity Rosters

	<p>areas.</p> <p>Utilize the ASL for students in need of additional preparation and support for the ISAEF program as well.</p>	<p>Edgenuity Coordinator</p> <p>Testing & Remediation Coordinator.</p>		
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Goal II: Dropout Rate and On-Time Graduation

GOAL #2: DROPOUT RATE & ON TIME GRADUATION

The dropout rate will decrease from 8.07% to 5.00% or less with the 2024 cohort and 4.75% or less with the 2025 cohort. Simultaneously, the on-time graduation rate will remain at or above 90% for the 2024 cohort, and 91% or above for the 2025 cohort.

ACTION PLAN

Strategy: Establish a team responsible for identifying, monitoring, and supporting seniors who are not on track to graduate on time. Over time, replicate this model across each grade level so all cohorts are followed by a knowledgeable team throughout their high school careers.

Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
Seniors	Maintain the Graduation Support Team designed to support students in meeting graduation requirements. The team will meet regularly to discuss needed support and interventions.	Principal Grade Level Administrator Graduation Coordinator School Counselors Testing & Remediation Coordinator Intervention Design Specialist	Ongoing, with increasing meetings throughout the 2nd semester.	At Risk Senior List Graduation Support Team Meeting Minutes
Seniors	Maintain the Graduation Coordinator position. The Graduation Coordinator will plan and train staff/students on graduation procedures and monitor student graduation progress by leading meetings.	Principal Grade Level Administrator Graduation Coordinator	Ongoing, with increasing meetings throughout the 2nd semester.	At Risk Senior List Graduation Support Team Meeting Minutes
Rising 10th, 11th, and 12th-grade students	The school counselors will identify rising 10th, 11th, and 12th-grade students at risk of not meeting graduation requirements on time and communicate this to the Graduation Support Team. As students are identified, progressive interventions will be implemented to support students in graduating on time.	School Counselors Graduation Coordinator Graduation Support Team	September 2022 September 2023	At Risk Lists for each grade level

	The list will include seniors who are in danger of failing classes and lacking a CTE credential and/or verified credits.			
Seniors	<p>After each grading period, school counselors will submit a list of seniors who are at risk of not graduating.</p> <p>Administration and the Graduation Support Team will work with the student, parent, and teachers to implement interventions. During the fourth quarter, more frequent at-risk list updates will be submitted upon the direction from the Director of Instruction</p>	Principal Grade Level Administrator Graduation Coordinator School Counselors	Following each grading period	At-Risk Lists
All students in need of remediation	Maintain and enhance the role of the Remediation Coordinator. Increase collaboration and communication between the Remediation Coordinator, School Counselors, and Departments through routine group meetings.	Testing & Remediation Coordinator School Counselors Department Chairs	Ongoing, especially prior to SOL testing windows.	Remediation lists SOL tester lists Department data trackers
Seniors	School Counselors will conduct individual meetings with every senior to discuss graduation requirements and post-secondary planning. During these meetings, a graduation requirement form will be completed. All students and parents will receive a copy of this form and an unofficial copy of the student transcript.	School Counselors	September 2023	School Counselor Calendars 12th Grade Student Meeting Schedules
Seniors	Consistently update grade-level websites for all four grade levels. The Senior website will be published to all senior students and parents to disseminate critical graduation information, graduation progress/requirement information, scholarship information, and information related to remediation and tutoring opportunities.	School Counselors	Ongoing since July 2022	Grade level websites Grade level email groups Communications to Seniors and their parents.
11th, 10th, and 9th-grade students	Over time, work to replicate this process by creating at-risk teams for each grade level.	Principal Assistant Principals	July 2024	At-Risk Team Meeting Minutes
Strategy: Implement improved communication strategies and increased incentives for seniors.				
Focus Area	Action Steps	Responsible for Implementation &	Timeframe	Evidence of Progress and Completion

		Monitoring		
Seniors	Create a Remind text messaging group for all LHS Seniors that can be used to provide frequent, ongoing reminders. In addition, the 1:1 chat feature can be used by administrators and the Senior Sponsor to directly communicate with Seniors.	Assistant Principal for 12th Grade Senior Class Sponsor	August-September 2023	Remind Group
Seniors	The Assistant Principal for 12th grade will visit Senior English and government classes to provide presentations on the importance of on-time graduation, Senior year activities, etc.	Assistant Principal for 12th Grade Senior Class Sponsor	August-September 2023	Schedule of class visits
Juniors Seniors	Implement a "Student of the Week" program specifically targeted at upperclassmen who drive to school. Each week, draw a name from the list of student drivers who had perfect attendance in the week before. Students will be rewarded.	Principal Attendance Secretary	October 2023 - ongoing	Attendance lists LHS Student of the Week Reserved Parking Sign, bulletin board, announcements.

Goal III: Chronic Absenteeism

GOAL #3: CHRONIC ABSENTEEISM				
In partnership with all stakeholders, the chronic absenteeism rate will decrease from 21% to 15% or less by the end of the 2023-2024 school year and 13% or less by the end of the 2024-2025 school year.				
ACTION PLAN				
Strategy: Provide students, families, and staff with proactive information and guidance regarding school attendance.				
Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All students	Include information about school attendance expectations and procedures in the weekly newsletters.	Principal Assistant Principal for Attendance	August 2023-September 2023	Weekly Newsletters
All students	Provide parents and students with relevant, research-based information regarding school attendance, the impact of absences through weekly newsletters and online postings.	Principal Assistant Principal for Attendance	August 2023-September 2023	Attendance Works Resources Weekly Newsletters LHS Website
Strategy: Implement school-wide attendance and truancy practices to closely monitor and respond to student attendance.				
Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All students	Maintain an administrative division of duties and responsibilities that unites attendance and truancy under a single administrator to increase consistency and efficiency.	Principal	Ongoing since Summer 2022	Administrative Division of Duties & Responsibilities
All students	The Assistant Principal for Attendance and Attendance Secretary will participate in ongoing training related to student attendance and truancy.	Attendance Secretary Assistant Principal	August 2022 September 2023	Training roster Training materials and notes
All students	Implement BCPS Truancy procedures	Attendance Secretary Assistant Principal School Social Worker	Ongoing	Truancy Letters & Meeting Letters Truancy Plans CHNS Documents
Students with	For students experiencing prolonged absences, the	School Nurse	Ongoing	Homebound Request Forms

prolonged absences	school nurse, counselors, and administrators will prioritize timely consideration of homebound services to prevent excessive absences and the loss of instructional time.	School Counselors School Administrators		MHST Meeting Minutes
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Goal IV: College, Career, & Civic Readiness Index (CCCRI)

GOAL #4: COLLEGE, CAREER, & CIVIC READINESS INDEX				
Students will demonstrate college, career, and civic readiness as evidenced by a college, career, and civic readiness index of 85% or higher by the end of the 2023-2024 school year and 87% or higher by the end of the 2024-2025 school year.				
ACTION PLAN				
Strategy: Establish a diverse leadership team solely focused on understanding and improving college, career, and civic readiness.				
Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All students	Establish a CCCRI leadership team with representation from all four areas in which a student can earn credit for college, career, and civic readiness (AP/DE, CTE, Workbased Learning, Service Learning)	Principal	November 2022 - ongoing	Leadership Team Rosters, Schedules, and Minutes
All students	Explore and analyze data to identify current strengths and weaknesses. Having identified that many students interested in Fine Arts and Special Education do not receive full credit for the CCCRI, add representation from these departments.	Principal	January 2023-October 2023	Leadership Team Rosters, Schedules, and Minutes Band Director Added SPED Teacher Added CBI Job Coach to be added
All students	Expect all members of the CCCRI Leadership Team to read and become familiar with the Workbased Learning Handbook.	CCCRI Chair CCCRI Members	February 2023 - June 2023	WBL Workbook CCCRI Team Meeting Minutes
All students	Establish a tracking tool to track the college, career, and civic readiness of every student within a cohort over time.	CCCRI Members School Counselors Registrar	February 2023 - ongoing	CCCRI Trackers Transcripts CCCRI Team Meeting Minutes
Strategy: Expand the availability and awareness of advanced programs and CTE opportunities.				
Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
Advanced Placement	Maintain as many AP course offerings as possible based on student requests and staff availability. Consider adding AP World History or AP Human	Principal School Counseling	June 2023 - ongoing	Course Registration Sheets Master Schedule

	Geography over time.	Chair AP Teachers		Added in 23-24: AP Biology, AP Language
Dual Enrollment	Maintain as many dual enrollment course offerings as possible based on student requests and staff availability. Aim to add Dual Enrollment US Government over time.	Principal School Counseling Chair Dual-Enrollment Teachers Recruitment & Retention Team	2023-2024: Add College Biology and College US History 2024-2025: Add College US Government	Grant to cover the tuition costs of teachers seeking dual-enrollment credentials.
All students	Ensure that all students and their parents have access to information regarding advanced programs (AP, Dual-Enrollment, Governor's School, Early College, SGSTC, etc.) by developing presentations and materials to communicate this information.	School Counselors	February 2023 February 2024	Presentation and informational materials created for distribution. Find Your Grind Course Advisement Day
Workplace Readiness	Increase the number of students enrolled in the Career Strategies (internship) course, and support the Career Internship Coordinator's work in establishing more local internship placements	Career Internship Coordinator CTE Administrator CTE Supervisor School Counselors	Ongoing	List of internship placements Career Internship Roster
All students	Provide instruction regarding college and career readiness using MajorClarity through Social Studies and English Courses	Supervisor of CTE & Workplace Readiness Administrators English & Social Studies Teachers	Starting in September 2023, then bi-monthly	MajorClarity Lessons MajorClarity Usage Statistics
Industry Certifications	Collaborate with the Supervisor of CTE & Workplace Readiness to identify appropriate credentialing assessments associated with each CTE Completer course. Then, collaborate with the CTE Department and Testing Coordinator to increase the number of students taking credentialing assessments.	CTE Supervisor CTE Administrator CTE Teachers Testing & Remediation	2022-2023: identify appropriate credentialing assessments 2023-2024: implement credentialing	Master Schedule CTE Course Rosters List of CTE Credentialing Assessments

		Coordinator	assessments	Testing Rosters Completed Credentialing Assessments
Workplace Readiness	Develop a partnership with the Bedford County Office of Economic Development to increase internship opportunities and awareness of local job opportunities.	Bedford County Office of Economic Development CTE Chair	October 19, 2022 - 1st Meeting; presentation to CTE and counselors	Meeting Minutes
College, Career, & Workplace Readiness	Increase the number of field trips to colleges, trade programs, and employment opportunities.	School Counselors Bedford County Office of Economic Development	Ongoing field trips throughout the year.	2022-2023 - five trips 2023-2024 Terry Subaru trip
Strategy: Expand the availability of Career & Technical Education (CTE) courses, and design a master schedule that allows for increased completer sequences.				
Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All students	Increase Career & Technical Education (CTE) course offerings.	Principal School Counseling Chair	January-June 2022 2024-2025: Add new courses in Entertainment Design and Environmental Management	Fisheries and Wildlife Management Course added Agricultural Structural Systems course added Web Design & Multimedia Technology course added
All students	Design a master schedule that allows students to participate in Career & Technical Education (CTE) courses and completer sequences every year.	Principal School Counseling Chair	Ongoing	Two new courses were created, both of which are completer courses. Three extra sections were added to CTE to allow for increased enrollment
All students	Individually evaluate course requests and long-term course needs for students.	School Counselors	Ongoing	Counselor Meetings Counselor Calendars Academic & Career Plans (ACPs) Major Clarity

Goal V: Climate & Culture

GOAL #5: CLIMATE & CULTURE

By comparing end of year data from the current school to the previous school year, tiered systems of support will result in:

- 625 or fewer disciplinary incidents
- 365 (50%) or fewer students receiving a single disciplinary referral
- 500 or more positive referrals for students
- Consistent implementation of incentives for students and staff who meet/exceed expectations
- Individual Success Plans (ISPs) for 100% of students identified as Tier 3 (those receiving eight or more referrals)

ACTION PLAN

Strategy: Provide ongoing, effective recognition for students who do not receive Office Disciplinary Referrals and/or consistently meet expectations.

Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All Students	Each month, select one student from each grade level to recognize as the Freshmen, Sophomore, Junior, and Senior of the Month. These students will be announced on the intercom, weekly school newsletter, school sign, and a bulletin board in the cafeteria.	Principal Intervention Design Specialist Hype & Engagement Coordinator	November 2023 - ongoing	Positive Referral Form and List Bulletin Board School Sign
All Students	Each month, expect that all teachers will submit at least two positive referrals using the LHS Positive Referral Form.	Principal Teachers Climate & Culture Leadership Team	September 2023 - ongoing	Positive Referral Form and List
All Students	Each month, recognize all students who earned a positive referral through an announcement, and host a special breakfast or lunch for these students.	Principal Teachers Climate & Culture Leadership Team	October 2023 - ongoing	Positive Referral Form and List
Students without a disciplinary referral	Design and implement quarterly incentives for all students who do not receive a disciplinary referral during the quarter.	Principal Intervention Design Specialist Hype & Engagement	January 2024 - ongoing	Discipline Incident Lists Quarterly Incentive Plans

		Coordinator		
Strategy: Identify and provide additional supports for all students identified as Tier 3 (eight or more discipline referrals)				
Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
Tier 3 Students	Each month, utilize incident management reports to identify any students who have earned eight or more discipline referrals cumulatively.	Intervention Design Specialist Mental Health Support Teams	October 2023 - ongoing	Incident Management Reports
Tier 3 Students	Develop and implement Individual Success Plans (ISPs) for each student receiving eight or more referrals during the school year.	Intervention Design Specialist Mental Health Support Teams	August 2022 - ongoing	Individual Success Plans
All students	Develop and implement a Student Concern Referral whereby any staff member can seek additional supports for students struggling with academic, behavioral, or social achievement.	Mental Health Support Teams Administrative Teams	September 2023 - ongoing	Student Concern Referral Form
Strategy: Provide ongoing, effective recognition for staff consistently meet and exceed expectations.				
Focus Area	Action Steps	Responsible for Implementation & Monitoring	Timeframe	Evidence of Progress and Completion
All staff	Add a component to the LHS Positive Referral Form whereby any stakeholder can write a Positive Referral for a staff member.	Administrative Team	October 2023	Positive Referral Form and List
All staff	Each month, select an Employee of the Month by drawing from the list of staff who received a positive referral during the month. These staff members will be announced on the intercom, weekly school newsletter, school sign, and a bulletin board in the cafeteria. The employee will also receive small donated gifts and a reserved parking space.	Administrative Team Administrative Intern	October 2023	Positive Referral Form and List Bulletin Board School Sign
Teachers	Recognize all teachers nominated for Teacher of the Year at a Faculty Meeting. Provide these teachers with small donated gifts.	Administrative Team	October 2023	Teacher of the Year Nominations Faculty Meeting Presentations

All staff	Create and consistently update staff celebration bulletin boards in the main office mailroom.	Principal Library Aide	August 2023 - ongoing	Bulletin Board
All staff	Engage stakeholders in a book study related to staff retention and resiliency.	Administrative Team	June 2024 - ongoing	Book Study Documentation
All staff	Offer mini-professional development sessions on staff wellness and resiliency.	Administrative Team	August 2023-October 2023 January 2024 - ongoing	Faculty Meeting Presentations Staff Wellness Tabletop Activities (September 2023)