



School LEA: 6003128

School Name: SYLVAN HILLS HIGH SCHOOL

Submitter Information

Submitter Name: Yvone West
Submitter E-mail: ywest@pcssd.org
Submitter Phone: 5018331170
Date of application: 5/22/2017

District Information

District LEA: 6003000
District Name: PULASKI COUNTY SPECIAL SCHOOL DISTRICT
Superintendent Name: Jerry Guess
Superintendent Email: jguess@pcssd.org

General Questions

Special Conditions: Rewards School for Growth
School Rating: D
Is this a brand new LEA? False
Is this an ALE School? False

Vision and Mission

Vision: To design and implement a flexible, personalized system that allows each student to reach his or her full potential through mastery of core knowledge as well as the skills and dispositions that promote life-long success. The system will reflect that the learner is at the center of all learning opportunities, and learning experiences are intentionally designed to support, challenge, engage, and excite all learners.

Mission: All high school students in the Sylvan Hills High School will have the opportunity to benefit from a personalized learning environment to enhance their high school experience and to prepare them for success in post-secondary endeavors. Personalized learning will encompass:
Mastery of academic content regardless of time, path, pace, or place
Choice in programming (concurrent enrollment, industry certification, etc)
Competency-based strategies
Self-directed learning



Rational and Innovation Goals

Rationale for Innovation

The school of innovation at Sylvan Hills High School will provide flexibility in the way that credit can be earned or awarded, and provide students with personalized learning opportunities. These strategies include online and blended learning, dual enrollment and early college high schools, project-based and community-based learning, and credit recovery, among others. This type of learning leads to better student engagement because the content is relevant to each student and tailored to their unique needs. It also leads to better student outcomes because the pace of learning is customized to each student (U.S. Department of Education, (<https://www.ed.gov/oii-news/competency-based-learning-or-personalized-learning>)).

Faculty and staff in SHHS believe that there are unique opportunities in this feeder pattern to break down the walls between schools and industry and provide students with substantive internships that lead to careers. Given the strong partnership between SHHS and St. Vincent North, students with an interest in health care professions will be able to intern at the hospital in tracks that lead to CNA and/or LPN certification. The close proximity of Pulaski Technical College and especially PTC's Aviation program will allow SHHS to offer courses that lead to high interest career tracks. With an abundance of business partnerships, personalized learning through the SOI plan will open the door for SHHS students to find promising careers in central Arkansas.

Goal	Goal Description	
1	Increase graduation rate	
2	Increase student retention in the Sylvan Hills school zone.	
3	Decrease number of student discipline referrals.	



Innovation Plan

Plan Date	Action	Expected Outcome
09/01/2016	Stake holders will visit schools, innovation conferences, stakeholder meetings, and ODE and OIE meetings.	Stakeholders will become familiar with the concepts of personalized learning and the opportunities that will be afforded to students through the School of Innovation.
10/05/2016	District and principals meeting to discuss plans to implement concurrent enrollment plan.	To provide more choice for students in all high schools by offering at least four concurrent enrollment courses through UALR.
11/10/2016	District meeting with Odysseyware to review LMS.	To determine the best LMS for blended learning, Virtual Academy, content intervention and enrichment, credit recovery, etc.
11/29/2016	District and school personnel meeting with Mary Woolery from the UALR Concurrent Enrollment Program.	To crosswalk current course offerings with UALR's concurrent enrollment offerings for high schools in PCSSD and also to discuss vetting for qualified teachers.
12/13/2016	"Innovating Schools" training with Ken Grover in PCSSD central office for high school principals.	To gain insight and technical knowledge about transforming schools.
12/16/2016	District SOI Team meeting.	To discuss logistics of SOI implementation in all high schools, including PD, application, needed support and network systems, and LMS.
01/05/2017	District conference call with SPARK Education.	To schedule an on-site visit for district review of the SPARK LMS and determine if the platform will meet the needs of the district's SOI plan.
01/25/2017	On-site meeting with SPARK at the district.	Presentation from SPARK about the LMS. The meeting was also designed to allow district personnel to determine effectiveness of the LMS for implementation of blended learning, Virtual Academy, content enhancement and enrichment, and credit and course recovery.
01/31/2017	Odysseyware on-site visit with district.	To allow Odysseyware the opportunity to present their LMS to district personnel. To allow the district to vet the software and determine the relative benefits of the LMS for SOI.
02/02/2017	SOI principal and district presentation to administrative staff	To present SOI plan to administrative staff and answer questions about the process.



Plan Date	Action	Expected Outcome
02/28/2017	District and principal SOI meeting at the Arch Ford Cooperative.	To work with ADE legal and Standards in order to continue work on the SOI application.
03/14/2017	Presentation of board resolution and statement of assurances to school board.	To obtain board vote on SOI application and statement of assurances.
03/15/2017	Completion of SOI application.	Submission of the SOI application
08/01/2017	Teachers will be selected and students will apply for participation in the blended learning pilot program. M	Meetings with stakeholders will be held to acquaint students and parents with expectations, and teachers will receive professional development in preparation for implementation. A Learning Management System (LMS) will also be selected so teachers can begin building on existing curricula.
08/01/2018	The blended learning pilot will be implemented with approximately 100 ninth and tenth grade students in the four core areas.	Students will have a personalized learning environment where students succeed and are deeply engaged and empowered to be self-directed learners.



Requested Waivers

Code section, Rule, or Local Policy	Goal	Rationale
Ark. Code Ann. § 6-15- 1004, § 6-17- 309, § 6-17- 902, § 6-17- 919, Section 15.03 of the Standards for Accreditation, and the ADE Rules Governing Teacher Licensure	1	The LICENSURE waiver will provide for the use of a cadre of industry experts to support teaching and learning in brick and mortar Career Technical Education classes. The waiver will also allow for elementary licensed reading specialists to work in classrooms where the most support is needed.
10.02.5 Class size and teaching load	1	In order to provide students with needed flexibility and effectively implement the personalized learning model, Sylvan Hills High School will need to obtain a waiver in required CLASS SIZE for student flexibility during class periods. While the total teaching load will not exceed 150 students, students will have the option to work in classroom spaces that are more efficient for them. This type of student flexibility may result in some class periods having more than 30 students in them.
Section 14.03 of the Standards for Accreditation.	1	Suspending the SEAT TIME requirement will allow students in Sylvan Hills High School to get more time in subjects they need help with the most. Accelerated students will be allowed to “accelerate” through the curriculum, which will allow teachers more time to provide personalized assistance for the students who need it the most. All grade levels will be permitted to utilize available support to get credits to graduate. LMS software will be used to provide continuous student access to customized curriculum (no gaps), acceleration for students who have prior knowledge and/or who can progress more rapidly through the curriculum, rigor through a blended learning environment, and additional support to students through customized lessons and resources.
Ark. Code Ann. § 6-16- 102, Section 10.01.4 of the Standards for Accreditation, and the ADE Rules Governing Mandatory Attendance for Students in Grades 9-12.	1	Some students will benefit from a Virtual Academy that provides aligned curriculum, online teacher mentoring, online feedback on performance, and online instructional support when needed. These students will meet specific criteria for virtual learning, which will include a district determination that they are unable to attend regular classes. A student ATTENDANCE waiver will provide for flexible learning pathways that provides for the needs of students who cannot attend school. Online instructional support will be provided by core content experts every day, during the regular school day. The school will also work towards providing its parents with opportunities for the acquisition of high school diplomas through the Virtual Academy.



Council of Innovation

Minority at School 48.00%

Council Member Name	Representative Group	Minority	Position	Date Elected
Tracy Allen	Principal	N	Chairman	2/7/2017
Yvone L. West	Principal	Y	Vice-Chairman	2/2/2017
Leslie Ireland	Assistant Principal	Y	Member	2/2/2017
Quyni Williams	Assistant Principal	Y	Member	2/2/2017
Charlotte Wallace	Assistant Principal	N	Member	2/2/2017
Kailee Atkins	Student	Y	Member	2/2/2017
Timothy Espeijo	Student	N	Member	2/2/2017
Linda Remele	Board Member	N	Member	2/2/2017
Shelby Thomas	Board Member	Y	Member	2/2/2017
Tamara Allen	Parent	N	Member	2/2/2017
Monica Talbert	Parent	Y	Member	2/2/2017



Shared Leadership

Meeting Date	Meeting Purpose	No. of Teachers Present	No. of School Staff Present	No. of Parents Present	No. of Community Members Present	No. of Students Present	Meeting Outcome/Planned Next Steps
11/15/2016	Introduction of SOI	1	1	0	1	0	Continued conversations about SOI
12/13/2016	Question and Answer Session on SOI	25	0	0	0	0	Answer questions about SOI; Address concerns
2/13/2017	Shared Leadership Meeting	7	0	0	2	2	Discuss Phases of SOI with school leadership
2/21/2017	Shared Leadership	23	5	0	0	0	Discuss Personalized Learning with the Faculty and staff
3/8/2017	Vote on Implementation of SOI	118	17	0	0	0	Vote on Implementation of SOI
3/13/2017	Review School of Innovation Application	4	0	0	0	0	Review and make revisions to SOI application



Election Results

Number of certified and classified on staff:	131
Number of staff who voted:	118
Number of staff who voted for proposed Plan:	100
Number of staff who voted against the proposed plan:	19
Percentage of staff voting in favor of the proposed Plan of Innovation:	85



Professional Development Scope

Professional Development Plan Part 1

Date	Audience	Purpose of the Session
10/3/2016	Principals and District SOI Team	Preliminary Discussions on Implementation of SOI in all PCSSD secondary schools
10/27/2016	Principals and District SOI Team	Concurrent Credit Team meeting
12/7/2016	Principals and District SOI Team	Continued discussion of SOI
12/13/2016	Principals and District SOI	Ken Grover Transforming Learning
1/4/2017	Principals and District SOI Team	Continued discussion of implementation of SOI
1/18/2017	Principals and District SOI Team	Review and revise district SOI plan
2/1/2017	Principals and District SOI Team	Innovative Practices
2/9/2017	Principals and District SOI Team	SOI Application Work Session
2/13/2017	Local Admin & SOI Council	Personalized Learning
2/21/2017	SHHS 9 Faculty	Question and answer on SOI
2/28/2017	Principals and District SOI Team	SOI Application Meeting
3/8/2017	Faculty and Staff	Vote on SOI
5/1/2017	SOI teachers and selected faculty	PD on Odysseyware Curriculum
5/25/2017	Local Admin/Teachers	Visit SLC Early College in Salt Lake City, UT

Professional Development Plan Part 2



Date	Audience	Purpose of the Session
6/26/2017	Principals and District SOI Team	Network with other leading edge educators, develop personalized next step plans, making data work for personalized learning
7/25/2017	SOI Teachers	Follow-up PD on building the curriculum using the learning management system
8/7/2017	Teachers, community members, parents	Explain the concept of School of Innovation
8/8/2017	SOI Teachers and Faculty	Ken Grover will provide an orientation to personalized learning, which will include mentoring, competency based learning, flexible scheduling and teaming.
9/6/2017	Principals	IT will provide professional development for secondary principals on the digital portfolios and digital directories
9/14/2017	Teachers, community members, and students	Development and training in Learning Management System
10/1/2017	Principals and SOI Teachers	Visit My School @ Kent in Grand Rapids, MI to observe wrap around services and the implementation of personalized learning
10/12/2017	Teachers, community members, parents and students	Competency Based Learning
11/9/2017	CTE teachers, community members, parents, and students	Training in collaboration with community partners/businesses
12/2/2017	Teachers	Explore resources to benefit teachers and students
1/11/2018	Students and teachers	Discover course offerings for 2018-2019
2/8/2018	Teachers, community members, parents and students	UA-PTC Industry Recruitment Fair for PCSSD students. The purpose is to generate interests for careers beginning with class of 2022.

Sylvan Hills High School SOI - Brief Narrative

The School of Innovation in Sylvan Hills High School will implement a personalized learning model, which will provide flexible, student-centered, nurturing environments that place the highest priority on student learning, mastery of content, and school to career connections based on students' interests. This blended model will stress continuous student access to learning and curricula through 1:1 technology and an LMS that provides rigorous content aligned to Arkansas State Standards and adaptive technology to guide student learning. Content reinforcement, enhancement, and acceleration will be driven by student needs and mastery of competencies. Student success will be forged by strong teacher-student relationships and mentoring.

Sylvan Hills High School has begun entering into partnerships with the University of Arkansas at Little Rock and Pulaski Technical College to provide students access to concurrent enrollment offerings and industry credentialed programming that appeal to student interests and better prepare them for career endeavors. The personalized learning model will encourage student choice through participation in a blended learning environment for core classes and student selection of college and career brick and mortar classes that reflect areas of greatest interest. When fully implemented, the model will provide the opportunity for students to acquire industry credentials in areas of interest and/or the equivalent of Associates of Arts degrees. When applicable, students will have access to a Virtual Academy to ensure any time, any place learning.

The personalized learning model in Sylvan Hills High School will be implemented in multiple phases beginning with an initial planning year in 2016-2017 with several school visits, innovation conferences, stakeholder meetings, and ADE and OIE meetings. During the 2017-2018 school year, teachers will be selected and students will apply for participation in the blended learning pilot program. Meetings with stakeholders will be held to acquaint students and parents with expectations, and teachers will receive professional development in preparation for implementation. An LMS will also be selected so teachers can begin building on existing curricula. During the 2018-2019 school year, the blended learning pilot will be implemented with 100 students at each high school site.

In order to provide students with needed flexibility and effectively implement the model, each high school will obtain waivers in required **CLASS SIZE** for student flexibility during class periods, **SEAT TIME** for personalized, student-paced, blended learning, **ATTENDANCE** to provide a personalized learning path for Virtual Academy students, and **TEACHER LICENSURE** to provide students with access to industry experts for greater school-to-work connections and industry

certificates. Teachers in the personalized, blended learning classes will have total teaching loads of 150 students but will allow for more than 30 students per period to provide students with flexibility for additional help, more efficient work space, or teacher mentoring. A **CLASS SIZE** waiver will provide students with the option to work independently in classrooms, get needed teacher mentoring, or additional instructional support.

Suspending the **SEAT TIME** requirement will allow students in all high schools to get more time in subjects they need help with the most. Accelerated students will be allowed to “accelerate” through the curriculum, which will allow teachers more time to provide personalized assistance for the students who need it the most. All grade levels will be permitted to utilize available support to get credits to graduate. LMS software will be used to provide continuous student access to customized curriculum (no gaps), acceleration for students who have prior knowledge and/or who can progress more rapidly through the curriculum, rigor through a blended learning environment, and additional support to students through customized lessons and resources.

Many students will benefit from a Virtual Academy that provides aligned curriculum, online teacher mentoring, online feedback on performance, and online instructional support when needed. These students will meet specific criteria for virtual learning, which will include a district determination that they are unable to attend regular classes. A student **ATTENDANCE** waiver will allow for flexible learning pathways that provide for the needs of students who cannot attend school. Online instructional support will be provided by core content experts every day, during the regular school day. The school will also work towards providing its parents with opportunities for the acquisition of high school diplomas through the Virtual Academy.

The **LICENSURE** waiver will provide for the use of a cadre of industry experts to support teaching and learning in brick and mortar Career Technical Education classes. The waiver will also allow for elementary licensed reading specialists to work in classrooms where the most support is needed.

Each student will have an assigned teacher as mentor to review progress in each core content area. Students will attain various progress levels that will translate to personal responsibility levels while on campus, encouraging soft skills attainment. Through these one-to-one mentoring sessions as well as classroom meetings, students will have the opportunity for content delivery through traditional as well as blended approaches. This will allow students to excel in ways they learn best.

Waiver Topic: Non-Core Instructors for Industry Credential-Related Courses

Statute/Standard/Rule To Be Waived

Arkansas Code Annotated

- 6-17-401 Teacher Licensure Requirement
- 6-17-309 Certification to Teach Grade or Subject Matter
- 6-15-1004 Qualified Teachers in Every Public School Classroom
- 6-17-902 Definition (definition of a teacher as licensed)
- 6-17-919 Teacher Licensure Requirement

Standards for Accreditation

- 15.03 Licensure and Renewal

ADE Rules

- Governing Educational Licensure

Waiver Topic: Class Size

Statute/Standard/Rule To Be Waived

Standards for Accreditation

- 10.02.5 Class size and teaching load

Waiver Topic: School Year/Day/Seat Time/Attendance

Arkansas Code Annotated

- 6-10-106 Uniform Dates for Beginning and End of School
- 6-16-102 School Day
- 6-18-210 Planned Instructional Time
- 6-18-211 Mandatory Attendance for Students in Grades Nine Through Twelve

Standards for Accreditation

- 10.01.4 (6 hour day)
- 14.03 Requirement of 120 clock hours for unit of credit (seat time)

ADE Rules

- Governing Mandatory Attendance