



**School LEA:** 3004023

**School Name:** MALVERN HIGH SCHOOL

**Submitter Information**

Submitter Name: JANET BLAIR  
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 Date of application: 5/19/2017

**District Information**

District LEA: 3004000  
 District Name: MALVERN SCHOOL DISTRICT  
 Superintendent Name: Brian Golden  
 Superintendent Email: [bgolden@malvernleopards.org](mailto:bgolden@malvernleopards.org)

**General Questions**

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

**Vision and Mission**

Vision: The Malvern High School Vision is to create and maintain an environment that inspires students and staff to be lifelong learners.

Mission: The mission of Malvern High School is to create opportunities that prepare our students to meet the challenges of the future by focusing on the skills required for them to be college/career ready.

The School of Innovation Plan supports our mission and vision by giving students nontraditional opportunities to build and enhance their soft skills that colleges and employers desire. Students will be able to design their graduation path. Students will graduate Malvern High School confident in their abilities to pursue further education and/or employment. This school of innovation plan makes it possible for Malvern High School to join forces with the Arkansas Department of Education and "Lead the Nation in a student-focused education!"



## **Rational and Innovation Goals**

### Rationale for Innovation

To complement our current Act 1240 waivers granted June 14, 2016, we are using the same plan for our School of Innovation.

Our plan offers a flexible school day for juniors and seniors who are on track to graduate and have a 2.50 GPA or higher. This flex schedule gives our students an option to enroll in postsecondary training (college or technical classes), internships and job shadowing, community projects, or employment in lieu of additional elective courses at Malvern High School. By implementing a school of innovation we will receive support to expand personalized learning, increase or maintain attendance rate, increase the graduation rate, provide/plan for opportunities to be college and career ready, provide a smooth transition for first-generation college students, focus on soft skills, and reduce achievement gaps.

Of the 127 students in the class of 2017, only 16% needed more than four credits to graduate. Of the remaining 84%, many were enrolled in elective credits only to fulfill the requirements of seat time for a planned instructional day. Several students have failing grades in these elective courses because, according to them, they are not putting forth effort and/or they are not attending the class since they do not need the credit to graduate.

Please see DATA for Rationale and Goals included in the uploaded information as the charts/tables do not submit properly in this format. It is uploaded as SOI.Synopsis(1).

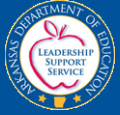


| Goal | Goal Description  |  |
|------|---|--|
| 1    | Malvern High School students will have an opportunity to personalize their graduation plan by creating a unique learning experience and expanding students' college and career readiness. These opportunities will allow for participation in flexible scheduling, college coursework, employment, internship, job shadowing, and volunteerism/community service during the school day as measured by increased knowledge and practice of soft skills.  |  |
| 2    | Reduce the achievement gap of students that have earned below a 2.5 GPA by creating a lower student-teacher ratio and increase one-on-one instruction time and individualized facilitation of projects and presentations in the classroom to support these students. The achievement gap is also affected by the attendance rate. We currently work diligently with the director of school improvement, counselors, teachers, administration, parents and students to provide what students need to be at school. We have a team approach in getting students to school and strive to increase this rate. |  |
| 3    | Increase student graduation rate and attendance rate by engaging in meaningful and relevant classes related to their individual career plans and goals.   |  |



## Innovation Plan

| Plan Date  | Action  | Expected Outcome  |
|------------|---|---|
| 06/09/2016 | MHS Principal and students presented a waiver request to the Arkansas State Board of Education to allow for a flexible schedule to students that are on track to graduate, with a 2.5 GPA.                      | Increase graduation rate, maintain or increase student attendance, and promote college and career readiness via: post-secondary training, internships, job shadowing, community projects, or employment. These options will improved soft skills. |
| 07/27/2016 | Counselor's office identifies and contacts (by mail, Alert Now - phone messaging and social media) potential flex schedule participants based on transcript reviews. (Notification for 2017 will occur in May). | Allow students to visit with counselor prior to the beginning of school to enroll in flex scheduling.   |
| 07/27/2016 | The MHS counselor's office will have a College/Career center.   | The College/Career center will provide resources for students and guardians to assist in their planning for the future.   |
| 08/05/2016 | Malvern School District offers intern opportunities in an attempt to "grow our own" teachers, and provides transportation for some internships.   | To create equitable opportunities, students who otherwise may not be able to participate in off-site internships (due to transportation) will be able to intern at a MSD campus.  |
| 08/05/2016 | Identified a teacher to serve as the Google Classroom Facilitator and contact person for their electronic portfolio submission (student reflections and time sheets).   | Students will have a consistent contact for classroom assistance, expectation, and portfolio feedback.  |
| 08/26/2016 | Held a Flex Scheduling Meeting for participating students to ask questions and receive feedback.  | Provide students assistance, support, and encouragement with their chosen path.   |
| 03/15/2016 | Introduced the idea of the waiver request to teachers and staff at an after school faculty meeting.   | This meeting was to provide feedback to the staff's suggestions, questions, and concerns.   |
| 03/24/2016 | The Campus Academic Team further discussed the possibility of the waiver and benefits to students.  | This meeting was to further discuss the needs and benefits for our students and community.  |
| 04/22/2016 | An electronic survey was issued to the Malvern High School Staff (certified and classified). .  | This survey was to determine support of the requested waivers.  |
| 04/26/2016 | Students were provided an interest survey through their English classes.  | This survey was to determine student support this initiative of focused learning that supports their future goals.  |



| Plan Date  | Action  | Expected Outcome  |
|------------|---|---|
| 11/09/2016 | Met with Flex Students to re-establish norms and expectations of time sheets and reflections as the accountability piece of the flex scheduling program.  | Ensure students were submitting required documentation.   |
| 12/09/2016 | Individual Flex Student Conferences with Jr/Sr Counselor and Principal to reflect on 1st semester. These meetings were over a period of three days and each conference lasted approximately 30 minutes. | To obtain feedback from students to address potential concerns and improve the flex scheduling program. Students were also provided resources and contacts to be successful in their endeavors.   |
| 02/28/2017 | Attended a School of Innovation Meeting at Arch Ford Cooperative to verify all steps of the plan is met and to receive input and feedback of our SOI plan.  | To solidify plan  |
| 03/07/2017 | Faculty Meeting to discuss final plan and provide teachers the opportunity to ask any additional questions, as well as vote for the plan.   | Provide answers to staff and faculty and get final tally of the vote. The results will be shared with the MSD Board of Education.   |
| 03/14/2017 | School Board Luncheon at Malvern High School to offer current Flex students to detail their 16-17 school year experiences.  | To demonstrate the success of the program.  |
| 03/14/2017 | MSD Board of Education Regular Meeting to present final School of Innovation Plan and obtain signatures for the Resolution.   | Submit final plan with all components.  |
| 03/09/2017 | Presented at a local civic meeting to share the success of flex scheduling and the information about how the SOI plan will complement this for our students.  | To promote awareness of the current flexible schedule for MHS students and how the SOI plan will positively impact our school.  |
| 04/10/2017 | Faculty Meeting shared with staff summer Professional Development dates and topics for Soft Skills to students that will enhance HS learning and success after graduation.                              | To provide each staff member the dates that they will receive 16-17 data, tools, and resources to facilitate student success during their high school years and beyond.   |
| 08/14/2017 | Career Coach on MHS staff. This Career Coach is provided through a grant from Henderson State University. We will share her with Arkadelphia High school.   | The career coach will work specifically with students, teachers of Keytson (freshman orientation, team building class, high school success), Jobs for American Graduates, CTE, and parents to improve student success during high school and beyond. Each year we have many first generation college attenders. |



| Plan Date  | Action   | Expected Outcome   |
|------------|--|--|
| 08/07/2017 | Professional Development - all high school staff will receive training on the integration of soft skills within the scope of their content with speakers from the community.       | Teachers will integrate the soft skills into projects and student learning goals to enhance their day to day communication and confidence. These skills will be used during high school and beyond.  |
| 08/09/2017 | Poverty training for all high school staff.  | Teachers will have a better understanding of the students living in a poverty setting. Having this knowledge will facilitate us in preparing student for success during high school and beyond. A goal is to better prepare our first generation college students. |
| 09/19/2017 | Feedback meeting with staff concerning 1) integration of specific soft skills into classes 2) mentoring flex students 3) Business and JAG staff will share data of past graduates. | Teachers will see the benefits of good communication skills, team building and confidence within the classroom. Teachers will be more aware of what students are doing with their time off campus. Teachers will be more aware of past graduate success.           |
| 08/10/2017 | Open House- Meet with parents, grandparents, PIV coordinator, District Wellness PIV coordinator, Director of School Improvement, Career Coach (if CC is available this date)       | Meet and Greet for parents to provide contact information for parents, grandparents, and students to assist with student success.  |
| 10/17/2017 | Parent/Teacher Conference - Q/A Panel with Career Coach, admin, Director of School Improvement, counselor, and PIV coordinators.   | Provide panel of staff and PIV coordinator and hopefully Malvern graduates for Q/A panel to share information and support with parents and grandparents of current students.   |
| 08/28/2017 | During this week of PLC (Leopard Collaborative Team) meetings, Career Coach will be introduced.  | The career coach can share specific goals and plans to help teachers provide assistance for student success in and out of the classroom, and after graduation.   |



## Requested Waivers

| Code section, Rule, or Local Policy  | Goal | Rationale   |
|--|------|---|
| Ark. Code § 6-16-102   | 1    | <p>Waiver approved by State Board of education on June 9, 2016</p> <p>Students will be able to personalize their own graduation plan to create a unique learning experience. Students would benefit by completing required coursework in less than six hours a day, which would give them the option to job shadow, begin an internship, accept paid employment, volunteer, and/or develop a project of positive change within the community. These real world experiences will be relevant to their educational and/or career goals and facilitate relationships rooted in this community. These same experiences, through networking, will positively impact or solidify their future plans. A student could choose to be off morning periods, or the afternoon periods of the day depending on their plans, classes, and activities they have elected to take.</p> |
|  | 1    |   |
| The Arkansas Department of Education Rules Governing the Arkansas Mandatory Attendance Requirements for Students in Grades 9 -12 | 3    | <p>Waiver approved by State Board of education on June 9, 2016</p> <p>The specific School of Innovation plan is to continue offering a flexible school day for juniors and seniors who are on track to graduate and have a 2.50 GPA or higher. This flex schedule would give our students an option to enroll in postsecondary training (college or technical classes), internships and job shadowing, community projects, or employment in lieu of additional elective courses at Malvern High School. These waivers will allow students to create more personalized learning, increase attendance, increase or at least maintain graduation rate (above state average), provide/plan for opportunity to be college and career ready, focus on soft skills, and reduce achievement gaps.</p>   |
|  | 2    |   |



| Code section, Rule, or Local Policy   | Goal | Rationale   |
|---|------|---|
| Section 10.01.4 of the Arkansas Department of Education Rules Governing Standards for Accreditation of Arkansas Public School and Districts | 3    | Waiver approved by State Board of education on June 9, 2016<br>Through networking, students will be able to positively impact and/or solidify their future aspirations by personalizing their own graduation plan to create a unique learning experience. Students would benefit by completing required coursework in less than six hours a day, which would give them the option to job shadow, begin an internship, accept paid employment, volunteer, and/or develop a project of positive change within the community. These real world experiences will be relevant to their educational and/or career goals and facilitate relationships rooted in this community. A student could choose to be off morning periods, or the afternoon periods of the day depending on their plans, classes, and activities they have elected to take. |





## Council of Innovation

Minority at School 37.00%

| Council Member Name | Representative Group             | Minority | Position   | Date Elected |
|---------------------|----------------------------------|----------|------------|--------------|
| Jennifer Shnaekel   | MHS Principal                    | N        | Chair      | 9/22/2016    |
| Jonathan Williams   | MHS Jr/Sr Counselor              | N        | Vice-Chair | 9/22/2016    |
| Kathy Clayton       | MHS Lead Teacher                 | N        | Member     | 9/23/2016    |
| Becky Roberts       | MHS JAG Specialist               | N        | Member     | 9/23/2016    |
| Ashley Nelson       | MHS Teacher/Google Classroom     | N        | Member     | 9/23/2016    |
| Angel Owens         | MHS Bookkeeper                   | Y        | Member     | 3/1/2017     |
| James Sanders       | MHS Parent                       | Y        | Member     | 2/10/2017    |
| Marla Nix           | MHS Parent                       | N        | Member     | 2/10/2017    |
| Mike Dingle         | Ouachita Career Center Director  | N        | Member     | 9/23/2016    |
| Aerah Hardin        | First Step Petty Center Director | N        | Member     | 9/28/2016    |
| Kaley Golden        | MHS Student                      | N        | Member     | 12/9/2016    |
| Amarria Harper      | MHS Student                      | Y        | Member     | 3/3/2017     |
| Christina Harris    | MHS Student                      | Y        | Member     | 9/23/2016    |
| Cherish Hawkins     | MHS Student                      | Y        | Member     | 12/9/2016    |



## 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  |
|--------------|-----------------------------------|-------------------------|-----------------------------|------------------------|----------------------------------|-------------------------|---|
| 3/15/2016    | Present Waiver Request to Faculty | 1                       | 1                           | 4                      | 0                                | 0                       | Received positive feedback, informed all of upcoming survey; received suggestions |
| 4/27/2016    | Solicit Feedback                  | 28                      | 5                           | 7                      | 1                                | 0                       | Received feedback; pursue waiver request with agreed upon information             |
| 9/26/2016    | Present SOI plan to Parents       | 5                       | 0                           | 5                      | 0                                | 2                       | Pursue School of Innovation Plan with feedback from meeting                       |
| 9/28/2016    | Present SOI to Community Partners | 1                       | 1                           | 0                      | 7                                | 0                       | Pursue School of Innovation Plan with feedback from meeting                       |
| 4/26/2016    | Local School Board Meeting        | 10                      | 2                           | 6                      | 6                                | 0                       | Board requested additional feedback   |
| 5/3/2016     | Special School Board Meeting      | 4                       | 1                           | 2                      | 5                                | 0                       | Approved Waiver Resolution  |
| 5/9/2016     | Local School Board Meeting        | 7                       | 3                           | 4                      | 7                                | 0                       | Approved Additional Waiver Resolution for upcoming request                        |
| 2/10/2017    | Parental Involvement Meeting      | 2                       | 0                           | 2                      | 0                                | 0                       | Parents to Serve on Council   |
| 3/7/2017     | Present final SOI Plan and Vote   | 0                       | 0                           | 0                      | 0                                | 0                       | Final Plan ...with Q/A Session  |

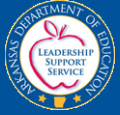


| Meeting Date | Meeting Purpose  | No. of Teachers Present | No. of School Staff Present | No. of Parents Present | No. of Community Members Present | No. of Students Present | Meeting Outcome/Planned Next Steps   |
|--------------|--|-------------------------|-----------------------------|------------------------|----------------------------------|-------------------------|--|
| 3/9/2017     | Present School of Innovation Plan to Community Members | 38                      | 2                           | 0                      | 0                                | 0                       | Received positive feedback from Community  |
| 3/14/2017    | Local School Board                                     | 11                      | 5                           | 6                      | 8                                | 0                       | Overall SOI to School Board with Q/A Session; Resolution .....   |
| 4/5/2017     | Establish goals for 17-18 school year                  | 2                       | 1                           | 2                      | 0                                | 2                       | To discuss the implementation of goals, soft skills, collection of student data after graduation, first generation college attenders |



## Election Results

|   |    |
|---|----|
| Number of certified and classified on staff:                            | 62 |
| Number of staff who voted:  | 55 |
| Number of staff who voted for proposed Plan:                            | 54 |
| Number of staff who voted against the proposed plan:                    | 1  |
| Percentage of staff voting in favor of the proposed Plan of Innovation: | 98 |



## Professional Development Scope

### Professional Development Plan Part 1

| Date      | Audience                       | Purpose of the Session  |
|-----------|--------------------------------|---|
| 3/15/2016 | High School Teachers and Staff | Presentation of Waiver Request and Introduction to Soft Skill Deficiencies  |
| 3/7/2017  | High School Teachers and Staff | Share Final SOI Plan with Soft Skill Focus  |
| 4/10/2017 | High School Teachers and Staff | To provide each staff member the dates that they will receive 16-17 data, tools, and resources to facilitate student success during their high school years and beyond. |

### Professional Development Plan Part 2

| Date      | Audience                                    | Purpose of the Session  |
|-----------|---|---|
| 8/7/2017  | High School Teachers                        | Teachers will integrate the soft skills into projects and student learning goals to enhance their day to day communication and confidence. These skills will be used during high school and beyond.   |
| 8/9/2017  | Poverty training for all high school staff. | Teachers will have a better understanding of the students living in a poverty setting. Having this knowledge will facilitate us in preparing student for success during high school and beyond. A goal is to better prepare our first generation college students.  |
| 9/19/2017 | High School Teachers                        | Feedback meeting with staff concerning 1) integration of specific soft skills into classes 2) mentoring flex students 3) Business and JAG staff will share data of past graduates. Teachers will see the benefits of good communication skills, team building and confidence within the classroom. Teachers will be more aware of what students are doing with their time off campus. Teachers will be more aware of past graduate success. |
| 8/28/2017 | All High School Teachers                    | During this week of PLC (Leopard Collaborative Team) meetings, Career Coach will be introduced. The career coach can share specific goals and plans to help teachers provide assistance for student success in and out of the classroom, and after graduation.  |



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Malvern High School currently offers a flexible schedule to students to personalize their learning and have input into their graduation plan. Incoming high school students are made aware of this opportunity and eligibility. Juniors and seniors with a 2.50 GPA and on track to graduate may request a flexible schedule to do one of the following: college coursework, community project, employment, internship, or job shadowing. In some instances, the students select more than one of the opportunities in which to participate.

The School of Innovation Plan will continue to give students nontraditional opportunities to build and enhance their soft skills that colleges and employers desire. Students will be able to have a voice in and design their graduation path. Students will graduate Malvern High School confident in their abilities to pursue further education and/or employment. We have many students that are first generation college students. The goal is for these skills to provide students tools and resources to not only go to college or establish a career, but complete college and stick to that career.

- Employers throughout Malvern have voiced a need for students to improve in the following skills: communication, teamwork, confidence, positive work ethic, professionalism, and problem solving (which included conflict resolution). Often times it appears that the students that are in the targeted achievement gap groups are the students that need more focus. Prior to school starting, faculty and staff will attend a three day mini conference on site. One of the sessions provides training on the integration of soft skills within the scope of their content. As a follow up to this, two months later, teachers will provide documentation and share round table the soft skills infused into projects and student learning goals to enhance their day to day communication and confidence. These skills will be used during high school and beyond. In addition, the Jobs for American Graduates teacher and business teacher will share their collected data over the last four years of Malvern High School graduates in college and the workforce.
- During this same conference, teachers will be introduced to a poverty training to have a better understanding of the hardships that students living in poverty endure. Having this knowledge will assist faculty/staff in better preparing students for success during high school and beyond. A goal is to provide a smoother transition for our first generation college students. Our Freshman Keystone teacher, business teacher, career coach, JAG teacher, and director of school improvement will serve as mentors for staff and students.
- During our August Open House- Meet and Greet to provide contact information to promote student success for those interested in the program and those in the program. The following will be invited: Parents, grandparents, students, MHS PIV coordinator, District Wellness PIV coordinator, Director of School Improvement, and Career Coach.
- In October at parent/teacher conference - Q/A Panel with Career Coach, admin, Director of School Improvement, counselor, and PIV coordinators to share information and support with parents and grandparents of current students.



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- We have just recently learned that Henderson State University received a Gear Up Grant. We will have this coach for the next two school years, and possibly four years. We will share the career coach with Arkadelphia High School. She will assist with staff training, student mentoring, and collection of data after graduation.

With the above faculty/staff training, the addition of a career coach, implementation of soft skills into daily lesson plans, parent and grandparent involvement, and mentoring of students, the students will be able to personalize their graduation plans and access increased college and career opportunities which will increase the graduation by 3% per year over the next three years. These same plans will facilitate the increase of the attendance rate by 3% per year over the next three years.

| <b>GRAD RATE</b>                    | <b>School Year 13-14</b> | <b>School Year 14-15</b> | <b>School Year 15-16</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------|
| <b>Malvern High School</b>          | 88.4%                    | 86%                      | 90.1%                    |
| <b>MHS Targeted Achievement Gap</b> | 84.8%                    | 82.4%                    | 90.1%                    |
| <b>State</b>                        | 86.9%                    | 84%                      | 87%                      |

MHS currently has an overall graduation rate above that of the state graduation rate. However, there is room for improvement. We will continue to work with students through our flex scheduling and district director of school improvement to strive to increase this rate. MHS will continue to monitor and work diligently to keep the achievement gap closed between the targeted group and overall rate. The goals outlined on previous pages are how we as a school and community plan to do this.

| <b>ATTENDANCE</b>                   | <b>School Year 13-14</b> | <b>School Year 14-15</b> | <b>School Year 15-16</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------|
| <b>Malvern High School</b>          | 93.5%                    | 96.2%                    | 94.2%                    |
| <b>MHS Targeted Achievement Gap</b> | 93.3%                    | 96.5%                    | 95%                      |
| <b>State</b>                        | 94.4%                    | 94.4%                    | 94.5%                    |

The attendance rate at MHS fluctuates slightly from year to year. We currently work diligently with the director of school improvement, counselors, teachers, administration, parents and students to provide what students need to be at school. We have a team approach in getting students to school and strive to increase this rate. Our targeted achievement gap for attendance indicates that these students are attending at a slightly better rate. This opportunity to reduce the class size will provide more one on one instruction and detailed facilitation of activities/projects for these students. This information is also a noted in goals 2 and 3 of the plan.

| <b>Free/Reduced Lunches</b> | <b>School Year 13-14</b> | <b>School Year 14-15</b> | <b>School Year 15-16</b> |
|-----------------------------|--------------------------|--------------------------|--------------------------|
| <b>Malvern High School</b>  | 63.7%                    | 64.8%                    | 66.7%                    |
| <b>Malvern School Dist</b>  | 72.1%                    | 76.2%                    | 75.4%                    |
| <b>State</b>                | 60.9%                    | 61.8%                    | 62.9%                    |



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The free and reduced population at high school has increased the last three years. The 16 -17 data, though not published at this time, is up. Often times, the high school students do not return their F/R paperwork as the juniors and seniors have an open campus. Our school board has not shown interest in closing the campus at this point. If the campus is closed during that lunch period, we anticipate the rate on the high school level to increase to more align with the district percentage. We have several students that are employed after school to assist with the family income. Our current flex schedule assists these students by providing extra study time, work time, or to attend college through our DEAL program.

We will continue to monitor and hope to improve each of these areas to provide the best instruction and school setting for ALL students. We have a Career Coach (via Gear Up Grant with HSU) that will assist MHS students and staff for at least the next two, and possibly, four years. This Career Coach will work specifically to help us to better prepare our teachers, staff, as well as prepare students for college and careers after graduation. We will work with students to set goals and equip them with resources and skills to stay in college, training, or employment beyond that critical first year.

Past and present-

We currently mail applications to students, students are selected, and then students are enrolled in a Google classroom to submit the various components of their portfolio for accountability and documentation. These items may include time sheets, daily logs, college transcripts, photographic evidence, and reflections.

During the first semester, two meetings were held to mentor and assist students with their accountability piece in the Google Classroom. At the end of the semester, students attended a face-to-face meeting with the Jr/Sr Counselor and the principal. The meeting was held to obtain feedback from each student and learn about changes students would like to see take place in the program. During this time five of 38 students exited the program for various reasons, and two additional students were added. The reasons for departure included: desire to stay on campus, not ready for the college coursework, NCAA eligibility update on 11/1/16, and non attendance with a job shadowing experience.

The feedback from student interviews facilitated changes in the Google classroom for ease in submitting documents. Students were advised to elaborate on their reflections, offering details and examples. In addition, the meeting opened conversation for students pertaining to mentors. Being a small town, connections are easy to make.

Our Google Classroom teacher collects data, sends reminders, and monitors completion of time sheets, reflections, and the shares the final student portfolio.

Malvern High School looks forward to the opportunity to continue utilizing flexible scheduling as a Schools of Innovation participant for student during high school and college and career success after graduation.