## WEEKLY UPDATE TO THE BOARD OF EDUCATION

March 4, 2021

#### A MESSAGE FROM SUPERINTENDENT CARLTON D. JENKINS

Dear Board Members,

This week, which marks the first week of our historically recognized Women's History Month, has certainly been eventful. As we draw near the start of our phased reopening of schools, there is much excitement about our Kindergarten students having the opportunity to enter our buildings for in-person instruction next week for the first time. This excitement is accompanied by continued MMSD focus on addressing the twin pandemics of COVID-19 and racial injustice by hearing the voices of myriad stakeholders, while becoming more intentional in implementing our policies and practices.

During Monday's Instruction Work Group meeting, board members had the opportunity to model our core value of creativity by engaging in a (largely) face-to-face meeting with a virtual option. Meeting in this concurrent model did not diminish the rich dialogue between board members and district staff around topics such as Opportunity Youth programming, Summer Semester, and ongoing reopening planning. The manner in which we continue to engage these and other topics will help set the bar for how our diverse community engages in a respectful debate of ideas regarding reaching equity and excellence.

Throughout our work this week, MMSD has attempted to model the improvement strategy of "conducting autopsies without blame" as recommended by Collins in Chapter 4 of Good to Great. In our discussions with students, staff, families, and community members, we continued our efforts to create a climate where the truth is heard through the rigorous presentation of questions. Some of these interactions occurred during meetings as varied as parent advisory councils, discussions with legislators, and meetings with community partners. Each question we receive in these dialogues impacts and enhances our refinement of instructional and operational practices as we attempt to ameliorate historical disparities.

Thanks for your continued support and partnership. We look forward to providing you with more updates on our district's progress next week.

Sincerely,

Carlton

Carlton D. Jenkins, Ph.D.

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#### **PARTNERSHIPS AND GRANTS**

Foundation for Madison's Public Schools Services to MMSD High Schools
The Foundation for Madison's Public Schools (Foundation) supports the
education of every MMSD child. They believe that every child deserves a high
quality and equitable education. As part of living their mission, the Foundation
provides supports to each of MMSD's high schools, including the following: fiscal
agency; holding and managing endowments and non-endowed funds; facilitating
relationships with community businesses and agencies through the Adopt-aSchool program; launching a Friends & Alumni Network to help Madison alumni
stay linked and to cultivate continued connection with MMSD schools;
implementing a school supply program; and establishing an advocacy arm,
Schools Make Madison Advocates, to raise awareness of the excellence in our
schools and the need for additional ongoing public support. The attached Service
Sheets for East, La Follette, Memorial, and West High Schools provide details
about the various services and the millions of dollars available to MMSD's high
schools through the Foundation.

## **BOARD OF EDUCATION QUESTIONS**

Shortened-Day Agreements

A board member asked for more information about Shortened-Day Agreements, specifically how our requests for a shortened day this year compares to past years. Additionally, there was a question about the number of requests at Hamilton Middle School. Attached is a memo addressing these questions.

#### OTHER INFORMATION

- Overview of LETRS Training Spring 2021 and Beyond
  Attached is an overview of the project plan for LETRS training. This is intended to be fluid over time as we learn, but this is the framework upon which we are implementing LETRS and aligning it with other materials adoptions.
- This Week's Recorded Meetings

  March 2, 2021- Developing and Reviewing Metrics to transition to In Person Agenda and Recording

March 4, 2021- School/Central Office Leader- Weekly Operations Meeting Agenda and Recording

# News Media summary for this week and through the 9th.

#### March 3, 2021:

Stories on McKinstry Report

- Wisconsin State Journal/Report
- WISC News/Report
- WKOW News/Report
- Survey Results
  - Cap. Times Survey
  - WISC News 3/Survey
- NBC 15: SSM Health/MMSD story on the impact of in-person learning: NBC 15-Impact on in-person learning
- WORT Radio Interview on Reopening with Gloria Reyes: <u>WORT</u> <u>Interview on reopening</u>

## **Looking forward to March 9:**

- Thursday: Liveshot on location for WISC News 3 (morning show), at Allis Elementary speaking to Principal and Kindergarten Teacher on preparation and safety mitigation.
- Thursday: Wisconsin State Journal Story on Opportunity Youth, to provide readers an update on progress of the program
- Thursday: Live interview on WIBA Radio, about Survey results and Preparations for our return
- Friday: Wisconsin State Journal interviewing staff on the year of virtual in review.
- Friday: WKOW News 27, reporting on preparations at Chavez Elementary interviewing Principal and Kindergarten teacher
- Friday: Liveshot on location with NBC 15 News (morning show), at Olson Elementary speaking to Principal and Kindergarten Teacher on preparation and safety mitigation.
- Sunday: Wisconsin State Journal, In-depth feature article speaking to several different staff disciplines (Bus Driver, Custodian, Food Service, Principal, Nurse, Kindergarten Teacher) to speak to each individual perspective on preparations/safety mitigation.
- Tuesday: Dr. Jenkins, live shot (via zoom) WISC News 3 morning show

# Community Events:

# All dates for community announcements are posted on the **Board** Community Activities Calendar

Our MMSD Family, Youth & Community Engagement (FYCE) Department along with several school Bilingual Resource Specialists (BRSs) will be hosting another event in our ongoing Spanish-speaking discussion series Transición del regreso a las escuelas: ¿Qué significa para las familias? (Transition to returning to school: What does this mean for our families?) on Wednesday, March 3, from 6-7 p.m. on Facebook Live. BRS staff will be

- answering community questions after relaying the returning updates to our families. More info. can be found here.
- ➤ UW Madison and Student Affairs at UW-Madison are hosting the **Mental Health and Wellbeing Summit** on **Thursday, March 11,** beginning at 6 p.m., **and Friday, March 12,** beginning at 5:30 p.m. This event is free and there will be various workshops and activities for students and the public to drop in.

  More info. can be found here.
- The MMSD Planetarium is hosting a Live Virtual Planetarium Event: You Are Made of Star Stuff on Tuesday, March 23, from 6:30-7:30 p.m. This event will explore the beauty and power of our origins and more. More info. can be found here.
- The Overture Center is hosting **Overture Forums: The Covid-19 Vaccine** and the Black Community on YouTube Live on Monday, March 29, from 7:30-8:30 p.m. This forum will be hosted by a panel of doctors and public health experts talking about the vaccines and how it relates to the Black community and beyond. This event is free and info. can be found here.
- This year's Latino Youth Summit, co-hosted by UW Badger Precollege and Centro Hispano, will be held virtually from 10 a.m.-1 p.m. on Monday, March 29, and Tuesday, March 30 (the Monday and Tuesday of Spring Break). This is an opportunity for Latinx students and families to connect across schools and engage in culturally and linguistically relevant pre-college workshops and experiences. Centro Hispano is reaching out to point people at each of your schools in the coming days to support recruitment. Check out the flyer, website, and application form for more info. For further questions, contact FYCE Coordinator Hannah Nerenhausen (hnerenhausen@) or La Follette Escalera Coordinator Yari Hernandez (yhernandez4@).

#### **OUR UPCOMING BOARD CALENDAR**

Mon., Mar. 8, 9 a.m. Board Officers

Virtual

Mon., Mar. 8, 5 p.m. Operations Work Group

Doyle, Rm. 103

Mon., Mar. 8, 5:30 p.m. Special Open Meeting—WORKSHOP

Doyle, Rm. 103

Wed., Mar. 10, 5:30 p.m. City Education Committee

Virtual

Week of March 15 BOE Briefings

Tues., Mar. 16, 4 p.m. Student Senate

Virtual

Mon., Mar. 22, 5 p.m. Special meeting in Open Session—WORKSHOP

Doyle, Rm. 103

Mon., Mar. 22, 6 p.m. Regular BOE Meeting

Doyle, 103

Week of March 29 SPRING BREAK

## **ITEMS ATTACHED FOR INFORMATION**

- 1. MMSD High Schools—Service Sheets Packet
- 2. Shortened-day agreement response
- 3. Overview of LETRS Project Plan



### **East High School Service Sheet**

#### **Fiscal Agency Services**

One of the roles the Foundation holds in support of the Madison Metropolitan School District is serving as a fiscal agent for a portfolio of 170 funds. This is comprised of designated endowment funds and non-endowed funds, all of which are restricted programs or projects based upon the intent of the fund's creator. A fund may be established by individual schools, groups such as a PTO or booster club, or even a group of individuals who wish to designate monies for special programs or projects to benefits students. The Foundation provides administrative management, donor acknowledgment, and accounting services. With the Foundation's assistance, groups can focus on fundraising to build the fund's value, leaving the details to us. We work with a variety of fund advisors to ensure monies are directed to the appropriate MMSD program, project and/or school. Please note that funds may have had activity since the dates reported which would impact balances. Below are the funds specifically benefiting East.

#### **Designated Endowment Funds**

- 1. East High School Endowment Fund annual income from the school endowments is used to support creative and innovative projects which are not otherwise able to be funded through the core school budget. A grants committee at each school made up of a combination of staff, teachers, students and parents supervises disbursement of the funds which are available through an annual grant process. Fair Market Value 12-31-20 was \$207,689 and \$7,626 is the 2021 annual investment income.
- 2. Arthur C. and Charlene B. Nelson Memorial Scholarship Endowment Fund supports a student scholarship for East High School. Preference will be given to a student who also attended Midvale Elementary School. Fair Market Value 12-31-20 was \$21,273 and \$801 is the 2021 annual investment income.
- 3. **Barbara Nemetz Weigner Scholarship Endowment Fund** supports an annual scholarship for tuition, books, and/or fees for a female graduating from East High School who will be pursuing an education and career in teaching in the public schools (Pre-K through grade 12). *Fair Market Value 12-31-20 was \$27,280 and \$1,057 is the 2021 annual investment income*.
- 4. **Benjamin Durley Webster Memorial Scholarship Endowment Fund** once fully funded, will provide an annual academic scholarship to a student with an intellectual disability that will be pursuing a post-secondary education and is a graduating student of East High School.
- 5. Brendan M. Scanlon Memorial Visual Arts Award at East High Endowment Fund provides an academic award annually to one or more visual arts students of East High School in the Madison Metropolitan School District. Fair Market Value 12-31-20 was \$26,754 and \$928 is the 2021 annual investment income.
- 6. **Brent and Matt Vidulich Memorial Scholarship Endowment Fund** supports scholarships for high achieving children from low income families served by Madison East High School. *Fair Market Value 12-31-20 was \$22,430 and \$847 is the 2021 annual investment income*.
- 7. **Donald and Alice Benn Endowment Fund** supports a student scholarship for East High School. *Fair Market Value 12-31-20 was \$20,892 and \$796 is the 2021 annual investment income.*

- 8. Don and Dana Hafeman Memorial Scholarship Endowment Fund provides a \$10,000 scholarship to one graduating student from a Madison Metropolitan School District (MMSD) high school. The scholarship recipient will receive \$2,500 / semester until the award is exhausted. The Fund will benefit a worthy student who may otherwise not have the resources for a two or four-year post-secondary program. Fair Market Value 12-31-20 was \$278,520.
- 9. East High School Booster Club Endowment Fund this fund was established through a gift from the booster club to provide annual funding for athletics at East High School. Fair Market Value 12-31-20 was \$33,598 and \$1,231 is the 2021 annual investment income.
- 10. **Gould-Dickinson Pottery Endowment Fund** supports scholarships to East High School students for their academic and artistic accomplishments in pottery and who wish to continue their education in this field. *Fair Market Value 12-31-20 was \$20,898 and \$797 is the 2021 annual investment income.*
- 11. **Kathy Mosher Memorial Endowment Fund for East High** supports scholarships for East High School youth continuing their education in biology or chemistry. *Fair Market Value 12-31-20 was \$50,666 and \$1,574 is the 2021 annual investment income.*
- 12. Lamont Public School Scholarship Endowment Fund supports an annual academic scholarship to a graduating student of the Madison Metropolitan School District's (MMSD) traditional public schools (not charter or other school choices). The scholarship will be awarded to a student who has been a student in MMSD's traditional public schools for at least 11 of their 13 academic years (grades K-12) and is graduating from an MMSD high school. Fair Market Value 12-31-20 was \$19,550 and \$684 is the 2021 annual investment income to be distributed to the appropriate school. The scholarship will rotate between Memorial, West, East, and La Follette High Schools.
- 13. Milton McPike Memorial Scholarship Endowment Fund established by East High alumni, this fund supports a scholarship for an East High School student. Fair Market Value 12-31-20 was \$163,706 and \$4,000 is the 2021 annual investment income.
- 14. MMSD High School Girls and Boys Sports Equity Endowment Fund supports extracurricular athletics equally between girls and boys high school athletics within MMSD excluding salaries/benefits; awards; and banquet fees. Starting in 2021, the investment income will be equally divided between each of the four comprehensive high schools. Fair Market Value 12-31-20 was \$151,122. During the 2020-21 school year, East will receive a quarter of the annual investment income which will be approximately \$800.
- 15. Professor Al Hovland Tennis Scholarship Endowment Fund provides two scholarships directed to one male and one female student at East High School who have been on the tennis team at East High School for at least three years. Fair Market Value 12-31-20 was \$26,441 and \$999 is the 2021 annual investment income.
- 16. **Schiavoni-Sturm Scholarship Endowment Fund for East High** used for grants for the benefit of East High School students, primarily for Freshman through Junior, to be used for any educational purposes except sports and religion. *Fair Market Value 12-31-20 was \$18,162 and \$692 is the 2021 annual investment income.*
- 17. **Wozniak-Dickinson Visual Arts Endowment Fund** enhances visual arts education in Madison's public high schools on a rotational basis. *Fair Market Value 12-31-20 was \$20,285 and \$773 is the 2021 annual investment income which will rotate between Memorial, West, East, La Follette, and Shabazz High Schools.*

#### Non-Endowed Funds (ABC Funds)

- 1. **East High Capital Fund** supports projects and programs that enhance the excellence of East High School. *Fund balance 1-31-21 was \$24,898*.
- 2. **East High School Athletics Fund** established by John Olson, this fund supports athletics at East High School. *Fund balance 1-31-21 was \$15,319*.
- 3. **Madison East Study Abroad Fund** provides scholarships to Madison East High School students to enhance their learning through studying abroad. *Fund balance* 1-31-21 was \$135.
- 4. Mary Kelley Scholarship Fund supports up to three (3) \$1,000 academic scholarships annually to graduating female athletes of East High School in the Madison Metropolitan School District (MMSD) who have maintained a cumulative GPA of 3.0 or greater and who will be attending a Wisconsin university or college. Fund balance 1-31-21 was \$29,338.
- 5. **Matthew Court Memorial Music Fund** supports the Black Music Ensemble (BME) at East High School (may expand to other high schools in MMSD). *Fund balance* 1-31-21 was \$2,898.

#### Giving history at the Foundation for Madison's Public Schools 2001- Current

	Number of	Number of	Number of		
School	<b>Current Funds</b>	Gifts	Donors	Tota	l Donated Through 2-28-21
East	22	4,249	1,474	\$	1,672,627.50
La					
Follette	19	2,440	754	\$	1,057,772.42
Memorial	13	5,009	1,295	\$	1,049,429.31
West*	23	5,624	2,652	\$	2,528,205.83

<sup>\*</sup>West total includes a \$950,000 gift received in December 2020.

#### Adopt-a-School Program

The Foundation's Adopt-a-School program links public schools and the Madison community through meaningful partnerships. Adopt-a-School partners commit to a minimum one year of activities with a particular school, and pledge some combination of human, material and financial resources to their adopted school. East High School's current partners are **Alliant Energy Center**, **American Family Insurance**, and **Summit Credit Union**.

#### **Madison Public Schools Friends & Alumni Network**

Coinciding with graduation season in May 2020, the Foundation launched a new program — the Madison Public Schools Friends & Alumni Network. This initiative is a free way for alumni and community supporters to stay connected and engaged in activities that strengthen our schools, and each other. Through quick mobilization, the network distributed \$5,000 to support 2020 graduation activities. Currently, we have over 42,000 MMSD alumni records. Alumni stories shared through our network reflect the experiences of MMSD graduates across every high school. Additionally, the Foundation has played a central role in forming several alumni groups at our high schools including, the La Follette Board of Visitors, Spartan Family Network, and the Alumni and Friends of West. With our support, these groups are better poised to increase alumni and community engagement, fundraise, and communicate stories of student and staff success. The Foundation is prepared to co-create a formal alumni program with East.

#### **Teacher Supply & Support Program**

The Foundation's teacher supply program was designed to meet school supply gaps. Over the course of 2020, through our pilot serving 100 teachers directly at Midvale, Lincoln, and Cherokee Heights and through our 2020-21 supply drive serving students directly during virtual instruction, the Foundation delivered resources to over 7,000 students and all 50 MMSD schools. To produce that impact, the Foundation collaborated with MMSD, over 20 corporate partners and over 1,000 donors.

Many supply efforts exist around our community. Our program is the only one co-created with teachers and in direct contact with MMSD personnel at our schools and at central office. Armed with information from MMSD colleagues and in partnership with EZ Office Products, we are able to deliver the right supplies upon demand, exactly where they are needed the most. We are also able, through the partnerships we have created, to meet less traditional needs. In January, MMSD social workers called upon the Foundation to help scholars enrolled in the Intensive Intervention Programs (IIP), serving students experiencing mental health issues. We funded 100 wellness kits and continue to prioritize funding and resources to support student social-emotional wellbeing.

As the pandemic continues and even as our recovery begins, the need for supplies is acute. Students may need a kit of materials at home and a kit in the classroom. COVID protocols may disallow sharing of materials for the foreseeable future. The Foundation's teacher supply program is a proven means to address school supply shortfalls. Lastly, this is an equity opportunity for our community: ensuring that all 27,000 MMSD students have the high-quality supplies they need to perform academically, whether at home or in the classroom.

#### **Advocacy**

The Foundation's primary goals include delivering resources to and championing the Madison Metropolitan School District. Advocacy is a key component of this. Raising awareness of the excellent things occurring in our public schools, as well as the need for additional, ongoing public and private support from the community, falls squarely in our mission. Across 2020, through our advocacy arm, Schools Make Madison Advocates, the Foundation powered the Vote Yes 2 Invest campaign that encouraged voters to vote YES on both referenda questions – delivering \$350M in additional resources to our public schools. The Foundation will continue to leverage our advocacy platform to influence local policy impacting all of Madison's public schools. This includes encouraging our community's to stay engaged in MMSD referendum activities – especially as renovation plans for each high school unfold.



#### La Follette High School Service Sheet

#### **Fiscal Agency Services**

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#### **Designated Endowment Funds**

- 1. La Follette High School Endowment Fund annual income from the school endowments is used to support creative and innovative projects which are not otherwise able to be funded through the core school budget. A grants committee at each school made up of a combination of staff, teachers, students and parents supervises disbursement of the funds which are available through an annual grant process. Fair Market Value 12-31-20 was \$129,090 and \$4,689 is the 2021 annual investment income.
- 2. **Altwegg Scholarship Endowment Fund** supports a student scholarship for La Follette High School. The scholarship will be awarded to a student who plans to major as an educator that will teach in a public school or as a registered nurse (RN) in the healthcare industry. *Fair Market Value 12-31-20 was \$34,364 and \$1,340 is the 2021 annual investment income.*
- 3. Connor J. Driscoll Memorial Scholarship Endowment Fund supports a La Follette High School student who is planning to major in arts at a University of Wisconsin System school with a preference to students who have demonstrated excellence in art metals or drama stage crew. Fair Market Value 12-31-20 was \$87,471 and \$2,000 is the 2021 annual investment income.
- 4. Don and Dana Hafeman Memorial Scholarship Endowment Fund provides a \$10,000 scholarship to one graduating student from a Madison Metropolitan School District (MMSD) high school. The scholarship recipient will receive \$2,500 / semester until the award is exhausted. The Fund will benefit a worthy student who may otherwise not have the resources for a two or four-year post-secondary program. Fair Market Value 12-31-20 was \$278,520.
- 5. **Karen Meissen Scholarship Endowment Fund** provides a scholarship for a La Follette High School student. *Fair Market Value 12-31-20 was \$21,467 and \$818 is the 2021 annual investment income.*
- 6. **La Follette High School Storch Family Endowment Fund –** supports athletic programs at La Follette High School. *Fair Market Value 12-31-20 was \$11,856 and \$441 is the 2021 annual investment income.*

- 7. La Follette Marketing and Business Department Endowment Fund efforts sustain educational opportunities provided by the La Follette High School Business and Marketing Department. Fair Market Value 12-31-20 was \$90,889 and \$2,622 is the 2021 annual investment income.
- 8. La Follette Printmaking Endowment Fund created through fundraising efforts by art teacher Brady Nichols to support students as they prepare for career opportunities in the printmaking field. Fair Market Value 12-31-20 was \$29,405 and \$949 is the 2021 annual investment income.
- 9. Lamont Public School Scholarship Endowment Fund supports an annual academic scholarship to a graduating student of the Madison Metropolitan School District's (MMSD) traditional public schools (not charter or other school choices). The scholarship will be awarded to a student who has been a student in MMSD's traditional public schools for at least 11 of their 13 academic years (grades K-12) and is graduating from an MMSD high school. Fair Market Value 12-31-20 was \$19,550 and \$684 is the 2021 annual investment income to be distributed to the appropriate school. The scholarship will rotate between Memorial, West, East, and La Follette High Schools.
- 10. MMSD High School Girls and Boys Sports Equity Endowment Fund supports extracurricular athletics equally between girls and boys high school athletics within MMSD excluding salaries/benefits; awards; and banquet fees. Starting in 2021, the investment income will be equally divided between each of the four comprehensive high schools. Fair Market Value 12-31-20 was \$151,122. During the 2020-21 school year, West will receive a quarter of the annual investment income which will be approximately \$800.
- 11. **Wozniak-Dickinson Visual Arts Endowment Fund** enhances visual arts education in Madison's public high schools on a rotational basis. *Fair Market Value 12-31-20 was \$20,285 and \$773 is the 2021 annual investment income which will rotate between Memorial, West, East, La Follette, and Shabazz High Schools.*

#### **Non-Endowed Funds (ABC Funds)**

- 1. **La Follette High Athletics Fund** established by John Olson, this fund supports athletics at La Follette High School. *Fund balance* 1-31-21 was \$821.
- La Follette Capital Fund established by Dan Koellen and Celeste Richards-Gannon (class of 1975), this
  fund supports capital projects that enhance the excellence of La Follette High School.

  Fund balance 1-31-21 was \$4,408.
- 3. La Follette High Class of 1980 Scholarship Fund supports scholarships for graduating La Follette High School students. Fund balance 1-31-21 was \$5,874.
- 4. La Follette High Business and Marketing Fund annual fundraising efforts sustain educational opportunities provided by the La Follette High School Business and Marketing Department. Fund balance 1-31-21 was \$270.
- 5. La Follette High Languages and Social Sciences Fund supports language and social sciences programs at La Follette High School. *Fund balance 1-31-21 was \$90*.
- 6. <u>La Follette High Music</u> and Arts Fund supports music and arts programs at La Follette High School. *Fund balance 1-31-21 was \$1,369*.
- 7. **La Follette High STEM Fund** supports science, technology, engineering, and math (STEM) programs at La Follette High School. *Fund balance 1-31-21 was \$6,498*.
- 8. La Follette High Student Achievement and Diversity Fund supports student achievement and diversity programs at La Follette High School. *Fund balance 1-31-21 was \$40,498*.

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#### **Madison Public Schools Friends & Alumni Network**

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#### **Teacher Supply & Support Program**

The Foundation's teacher supply program was designed to meet school supply gaps. Over the course of 2020, through our pilot serving 100 teachers directly at Midvale, Lincoln, and Cherokee Heights and through our 2020-21 supply drive serving students directly during virtual instruction, the Foundation delivered resources to over 7,000 students and all 50 MMSD schools. To produce that impact, the Foundation collaborated with MMSD, over 20 corporate partners and over 1,000 donors.

Many supply efforts exist around our community. Our program is the only one co-created with teachers and in direct contact with MMSD personnel at our schools and at central office. Armed with information from MMSD colleagues and in partnership with EZ Office Products, we are able to deliver the right supplies upon demand, exactly where they are needed the most. We are also able, through the partnerships we have created, to meet less traditional needs. In January, MMSD social workers called upon the Foundation to help scholars enrolled in the Intensive Intervention Programs (IIP), serving students experiencing mental health issues. We funded 100 wellness kits and continue to prioritize funding and resources to support student social-emotional wellbeing.

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#### **Advocacy**

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### **Memorial High School Service Sheet**

#### **Fiscal Agency Services**

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#### **Designated Endowment Funds**

- 1. **Memorial High School Endowment Fund** annual income from the school endowments is used to support creative and innovative projects which are not otherwise able to be funded through the core school budget. A grants committee at each school made up of a combination of staff, teachers, students and parents supervises disbursement of the funds which are available through an annual grant process. *Fair Market Value 12-31-20 was \$162,966 and \$5,647 is the 2021 annual investment income.*
- 2. **Bruce Dahmen Memorial Scholarship Endowment Fund** supports annual academic scholarships to graduating students of Memorial High School who embody Bruce's characteristics: hard-working, responsible, compassionate, friendly, thoughtful, caring, welcoming, respected, fun and someone who brings out/sees the best in people. Recipients will be students who are JMM involved, live the "Memorial Way" and "Make Good Decisions!" Being a good student is important, but they needn't be an honor roll student. *Fair Market Value 12-31-20 was \$40,485 and \$1,000 is the 2021 annual investment income*.
- 3. **Don and Dana Hafeman Memorial Scholarship Endowment Fund** provides a \$10,000 scholarship to one graduating student from a Madison Metropolitan School District (MMSD) high school. The scholarship recipient will receive \$2,500 / semester until the award is exhausted. The Fund will benefit a worthy student who may otherwise not have the resources for a two-year or four-year post-secondary program. Fair Market Value 12-31-20 was \$278,520. The scholarship will be distributed to the recipient.
- 4. **Gary L. Nelson Scholarship Endowment Fund** supports two scholarships to Memorial High School students, one for an English language learner and one for a learning disabled student. *Fair Market Value 12-31-20 was \$21,030 and \$500 is the 2021 annual investment income.*
- 5. **Kathy Bartell Memorial Endowment Fund for Music** supports the music programs at Memorial High School, Jefferson Middle School and Muir Elementary School on a rotating annual basis. *Fair Market Value 12-31-20 was \$35,823 and \$1,368 is the 2021 annual investment income. Investment income rotates each year between the three schools, the 2019-20 school year was Memorial's turn.*

- 6. Lamont Public School Scholarship Endowment Fund supports an annual academic scholarship to a graduating student of the Madison Metropolitan School District's (MMSD) traditional public schools (not charter or other school choices). The scholarship will be awarded to a student who has been a student in MMSD's traditional public schools for at least 11 of their 13 academic years (grades K-12) and is graduating from an MMSD high school. Fair Market Value 12-31-20 was \$19,550 and \$684 is the 2021 annual investment income to be distributed to the appropriate school. The scholarship will rotate between Memorial, West, East, and La Follette High Schools.
- 7. MMSD High School Girls and Boys Sports Equity Endowment Fund supports extracurricular athletics equally between girls and boys high school athletics within MMSD excluding salaries/benefits; awards; and banquet fees. Starting in 2021, the investment income will be equally divided between each of the four comprehensive high schools. Fair Market Value 12-31-20 was \$151,122. During the 2020-21 school year, Memorial will receive a quarter of the annual investment income which will be approximately \$800.
- 8. **Wozniak-Dickinson Visual Arts Endowment Fund** enhances visual arts education in Madison's public high schools on a rotational basis. *Fair Market Value 12-31-20 was \$20,285 and \$773 is the 2021 annual investment income which will rotate between Memorial, West, East, La Follette, and Shabazz High Schools.*

## Non-Endowed Funds (ABC Funds)

- 1. **JMM Girls and Boys Swim & Dive Fund** equally supports the swim & dive teams at Memorial High School, including but is not limited to items such as suits/uniforms, capital improvements, and other equipment. *Fund balance 1-31-21 was \$5,609*.
- 2. **JMM Performing Arts Fund** supports performing arts programs and projects at Memorial High School. *Fund balance 1-31-21 was \$91,327*.
- 3. **Memorial High Athletics Fund** established by John Olson, this fund supports athletics at Memorial High School. *Fund balance* 1-31-21 was \$1,210.
- 4. **Memorial High Capital Fund** this fund supports capital projects that enhance the excellence of James Madison Memorial High School. The sole focus has been fundraising to renovate the Buchhauser Auditorium and all gifts received to date are restricted to that project. *Fund balance 1-31-21 was \$55,780.*
- 5. **Memorial Visual Arts Department Fund** established by the art teachers at Memorial High School, this fund supports visual arts at Memorial High School. *Fund balance* 1-31-21 was \$12,566.

#### Giving history at the Foundation for Madison's Public Schools 2001- Current

	Number of	Number of	Number of		
School	<b>Current Funds</b>	Gifts	Donors	Total Do	nated Through 2-28-21
East	22	4,249	1,474	\$	1,672,627.50
La					
Follette	19	2,440	754	\$	1,057,772.42
Memorial	13	5,009	1,295	\$	1,049,429.31
West*	23	5,624	2,652	\$	2,528,205.83

<sup>\*</sup>West total includes a \$950,000 gift received in December 2020.

#### **Adopt-a-School Program**

The Foundation's Adopt-a-School program links public schools and the Madison community through meaningful partnerships. Adopt-a-School partners commit to a minimum one year of activities with a particular school, and pledge some combination of human, material and financial resources to their adopted school. Memorial High School's current partners are **UnityPoint Health-Meriter and Summit Credit Union**.

#### Madison Public Schools Friends & Alumni Network

Coinciding with graduation season in May 2020, the Foundation launched a new program — the Madison Public Schools Friends & Alumni Network. This initiative is a free way for alumni and community supporters to stay connected and engaged in activities that strengthen our schools, and each other. Through quick mobilization, the network distributed \$5,000 to support 2020 graduation activities. Currently, we have over 42,000 MMSD alumni records. Alumni stories shared through our network reflect the experiences of MMSD graduates across every high school. Additionally, the Foundation has played a central role in forming several alumni groups at our high schools including, the La Follette Board of Visitors, Spartan Family Network, and the Alumni and Friends of West. With our support, these groups are better poised to increase alumni and community engagement, fundraise, and communicate stories of student and staff success. The Foundation is prepared to co-create a formal alumni program with East.

### **Teacher Supply & Support Program**

The Foundation's teacher supply program was designed to meet school supply gaps. Over the course of 2020, through our pilot serving 100 teachers directly at Midvale, Lincoln, and Cherokee Heights and through our 2020-21 supply drive serving students directly during virtual instruction, the Foundation delivered resources to over 7,000 students and all 50 MMSD schools. To produce that impact, the Foundation collaborated with MMSD, over 20 corporate partners and over 1,000 donors.

Many supply efforts exist around our community. Our program is the only one co-created with teachers and in direct contact with MMSD personnel at our schools and at central office. Armed with information from MMSD colleagues and in partnership with EZ Office Products, we are able to deliver the right supplies upon demand, exactly where they are needed the most. We are also able, through the partnerships we have created, to meet less traditional needs. In January, MMSD social workers called upon the Foundation to help scholars enrolled in the Intensive Intervention Programs (IIP), serving students experiencing mental health issues. We funded 100 wellness kits and continue to prioritize funding and resources to support student social-emotional well-being.

As the pandemic continues and even as our recovery begins, the need for supplies is acute. Students may need a kit of materials at home and a kit in the classroom. COVID protocols may disallow sharing of materials for the foreseeable future. The Foundation's teacher supply program is a proven means to address school supply shortfalls. Lastly, this is an equity opportunity for our community: ensuring that all 27,000 MMSD students have the high-quality supplies they need to perform academically, whether at home or in the classroom.

#### **Advocacy**

The Foundation's primary goals include delivering resources to and championing the Madison Metropolitan School District. Advocacy is a key component of this. Raising awareness of the excellent things occurring in our public schools, as well as the need for additional, ongoing public and private support from the community, falls squarely in our mission. Across 2020, through our advocacy arm, Schools Make Madison Advocates, the Foundation powered the Vote Yes 2 Invest campaign that encouraged voters to vote YES on both referenda questions - delivering \$350M in additional resources to our public schools. The Foundation will continue to leverage our advocacy platform to influence local policy impacting all of Madison's public schools. This includes encouraging our community's to stay engaged in MMSD referendum activities - especially as renovation plans for each high school unfold.



#### **West High School Service Sheet**

#### **Fiscal Agency Services**

One of the roles the Foundation holds in support of the Madison Metropolitan School District is serving as a fiscal agent for a portfolio of 170 funds. This is comprised of designated endowment funds and non-endowed funds, all of which are restricted programs or projects based upon the intent of the fund's creator. A fund may be established by individual schools, groups such as a PTO or booster club, or even a group of individuals who wish to designate monies for special programs or projects to benefits students. The Foundation provides administrative management, donor acknowledgment, and accounting services. With the Foundation's assistance, groups can focus on fundraising to build the fund's value, leaving the details to us. We work with a variety of fund advisors to ensure monies are directed to the appropriate MMSD program, project and/or school. Please note that funds may have had activity since the dates reported which would impact balances. Below are the funds specifically benefiting West.

#### **Designated Endowment Funds**

- 1. West High School Endowment Fund annual income from the school endowments is used to support creative and innovative projects which are not otherwise able to be funded through the core school budget. A grants committee at each school made up of a combination of staff, teachers, students and parents supervises disbursement of the funds which are available through an annual grant process. Fair Market Value 12-31-20 was \$98,387 and \$3,452 is the 2021 annual investment income.
- 2. **Barbara Ritchie Flanagan Endowment Fund** supports the West High School girls track team. *Fair Market Value 12-31-20 was \$42,947 and \$1,637 is the 2021 annual investment income.*
- 3. Charnan Simon Author-to-School Endowment Fund supports visiting fiction and non-fiction author presentations at Thoreau Elementary, Cherokee Middle, and West High Schools on a rotational basis. Fair Market Value 12-31-20 was \$31,278 and \$1,025 is the 2021 annual investment income.
- 4. Don and Dana Hafeman Memorial Scholarship Endowment Fund provides a \$10,000 scholarship to one graduating student from a Madison Metropolitan School District (MMSD) high school. The scholarship recipient will receive \$2,500 / semester until the award is exhausted. The Fund will benefit a worthy student who may otherwise not have the resources for a two-year or four-year post-secondary program. Fair Market Value 12-31-20 was \$278,520.
- 5. James C. Wright Middle School Scholarship Endowment Fund supports an annual scholarship for tuition to a graduating West High School student who will be continuing their education. The recipient will be a graduate of James C. Wright Middle School in the Madison Metropolitan School District with preference to an African American student. Fair Market Value 12-31-20 was \$36,281 and \$1,407 is the 2021 annual investment income.
- 6. Lamont Public School Scholarship Endowment Fund supports an annual academic scholarship to a graduating student of the Madison Metropolitan School District's (MMSD) traditional public schools (not charter or other school choices). The scholarship will be awarded to a student who has been a student in MMSD's traditional public schools for at least 11 of their 13 academic years (grades K-12) and is graduating from an MMSD high school. Fair Market Value 12-31-20 was \$19,550 and \$684 is the 2021

- annual investment income to be distributed to the appropriate school. The scholarship will rotate between Memorial, West, East, and La Follette High Schools.
- 7. Lee Ann Kleeman Memorial Visual Arts Scholarship Endowment Fund provides an annual academic scholarship to a graduating student of West High School in the Madison Metropolitan School District (MMSD). The scholarship will be awarded to a student who will be majoring in visual arts and will be attending a university or college.an academic scholarship annually to a graduating student of West High School in the Madison Metropolitan School District (MMSD). The scholarship will be awarded to a student who will be majoring in visual arts and will be attending a university or college. Fair Market Value 12-31-20 was \$32,255 and \$1,249 is the 2021 annual investment income.
- 8. MMSD High School Girls and Boys Sports Equity Endowment Fund supports extracurricular athletics equally between girls and boys high school athletics within MMSD excluding salaries/benefits; awards; and banquet fees. Starting in 2021, the investment income will be equally divided between each of the four comprehensive high schools. Fair Market Value 12-31-20 was \$151,122. During the 2020-21 school year, West will receive a quarter of the annual investment income which will be approximately \$800.
- 9. West Business and Marketing Department Endowment Fund annual fundraising efforts sustain educational opportunities provided by the West High School Business and Marketing Department. Fair Market Value 12-31-20 was \$14,464 and \$551 is the 2021 annual investment income.
- 10. **West High Visual Arts Endowment Fund** supports visual arts at West High School. *Fair Market Value* 12-31-20 was \$17,499 and \$606 is the 2021 annual investment income.
- 11. Wozniak-Dickinson Visual Arts Endowment Fund enhances visual arts education in Madison's public high schools on a rotational basis. Fair Market Value 12-31-20 was \$20,285 and \$773 is the 2021 annual investment income which will rotate between Memorial, West, East, La Follette, and Shabazz High Schools.

## Non-Endowed Funds (ABC Funds)

- 1. **Dr. Edward S. Holmes Legacy Scholarship Fund** supports two annual \$500 scholarships to two students who exhibit leadership, commitment to service and a belief in excellence in education. *Fund balance 1-31-21 was \$276.*
- 2. **Friends of West High Drama Fund** supports drama at West High School. *Fund balance* 1-31-21 was \$29,040.
- 3. Friends of West High Soccer Fund supports soccer at West High School. Fund balance 1-31-21 was \$445.
- 4. **West High Arts Fund** supports creative projects, purchase up-to-date equipment and maintain the West High performing arts facilities. *Fund balance 1-31-21 was \$189*.
- 5. **West High Athletics Fund** established by John Olson, this fund supports athletics at West High School. *Fund balance 1-31-21 was \$339*.
- 6. West High Class of 1961 Education Fund this fund has most recently focused on supporting leadership and diversity programs for West High students. Fund balance 1-31-21 was \$29,879.
- 7. **West High Community Pool Fund** this fund supports the West High School pool. *Fund balance 1-31-21 was \$1,361*.
- 8. West High Modern Classroom Fund provides up-to-date technology, materials and classroom furnishings to prepare West High students to excel in their post-secondary environments. Fund balance 1-31-21 was \$560.
- 9. West High Principal's Discretionary Fund this fund supports the wide array of unique programmatic and facility needs that arise at West High School with emphasis on ensuring equitable student access to resources. Fund balance 1-31-21 was \$485,249.

- 10. West High Student Excellence and Leadership Fund supports a wide variety of leadership development and academic enrichment opportunities for West High students. Fund balance 1-31-21 was \$1,988.
- 11. West High Sustainability Fund supports environmental sustainability projects at Madison West High School that intend to reduce the school's carbon footprint. Fund balance 1-31-21 was \$20.
- 12. **West High Tennis Courts Fund** this fund supports the West High School tennis courts. *Fund balance 1-31-21 was \$4,580.*

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Student Services | 545 West Dayton St. | Madison, Wisconsin 53703-1967 | studentservices.mmsd.org

John Harper, Ph.D., Executive Director | Carlton D. Jenkins, Ph.D., Superintendent of Schools

**TO:** Carlton D. Jenkins, Superintendent

**FROM:** John Harper, Executive Director, Student Services

**DATE:** February 26, 2021

**RE:** Shortened Day Programs

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#### **Request for Information: Shortened Day Programs (2-25-21)**

This is a follow up to Board member questions about shortened day programs for students with disabilities. A shortened day for a student with a disability is always something that requires conversation with the parent and IEP team. These decisions are not made lightly and both adaptive and technical aspects must be considered. As a district, we want to be sure parents know their rights, responsibilities and understand the impact of their decisions as part of the IEP team.

There are two mechanisms utilized to shorten the programming day of students with disabilities: (1) parent-initiated; and (2) IEP team determination. Parents may request a shortened-day program through a written request. Staff share a form which indicates the services that will be provided as a result. Parents then consider the implications and either sign the agreement or allow their child to remain in school full time. Parents request shortened-day programs for a variety of reasons such as private mental health services, autism therapy and/or other private therapies. The forms are reviewed by both Student Services and Legal Services then forwarded to the Board of Education for approval. IEP teams also have the authority to shorten a student's programming under limited circumstances. Generally, student programs are shortened due to a child's limitations in health or stamina and never for administrative convenience or behavior. All IEP team determined shortened-day programs are time limited, contain measures/indicators which would trigger increases to the day, and require frequent meetings to review progress (every 4–6 weeks). The data (as of 2-18-21) below indicate the number of shortened-day programs in both areas (disaggregated by race).

Why are there so many parent initiated shortened day requests at Hamilton Middle School? Since the beginning of the 2020-21 school year, there have been 12 parent requests for shortened-day programs. Under typical circumstances, this number would be both highly distressing and unusual. For historical comparison, Hamilton usually has zero and two requests per year. In monitoring Hamilton's parent requests, the consistent theme across all is a shortening of the day to focus on core academics and reduce electives/unified arts. In fact, parents felt the all-day programming under the current circumstances was stressing their children to the point of non-attendance and significant disengagement. The shortened-day programs have reduced the number of overall classes which also provides additional time during the day to schedule individualized special education services aligned with student IEPs. Prior to the shortened day programs, students were having difficulty navigating the different classes and individualized services. Once we return to in-person instruction these requests will be retracted.

The administrative team at Hamilton is very aware of these requests and are working collaboratively with the parents to evaluate the impact. Their conclusion is that these reduced day programs have resulted in reductions in student anxiety and improved attendance/engagement

What follows is an updated shortened-day dataset (parent and IEP team), disaggregated by race.

Shortened Day IEP Team Determination				
Count of S				
	Count of Student	2020-21 SY as of		
Race	2019-20 SY	2/18/2021		
American Indian	2	3		
Asian	6	4		
Black	101	49		
Hispanic	0	0		
Two or More Races	60	25		
White	59	31		
Total	228	112		
Hamilton Only	2	2		

Verification of Parent Initiated Shortened Day					
	Count of Student				
	Count of Student	2020-21 SY as of			
Race	2019-20 SY	2/18/2021			
American Indian	0	0			
Asian	1	1			
Black or African American	5	2			
Hispanic/Latino	4	0			
Two or More Races	3	2			
White	24	24			
Total	37	29			
Hamilton Only	2	13			

2020-21 Verification of Pa		
Shortened Day by School	as of 2/18/2021	
School	Count of Student ID	
007 - Emerson	1	
014 - Lake View	1	
022 - Midvale	1	
027 - Henderson	2	
037 - Lincoln	1	
210 - Black Hawk	2	
225 - Toki	1	
227 - Whitehorse	1	
231 - Spring Harbor	2	
234 - Hamilton	13	
242 - Sennett	3	
245 - Jefferson	1	
Grand Total	29	

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#### Overview

Rooted in our commitment to Black Excellence, all students in MMSD will receive high-quality, grade level accelerated instruction. Within this, specifically, we are being explicit and intentional about our commitment to early literacy instruction and beyond, as literacy is equity. This is THE priority work of our district moving forward.

## Full description of Project Context

Our early literacy and beyond project is a multi-pronged approach that relies on several different, yet unified strategies. Our primary lever, or prong, of the work is ensuring that key stakeholders (e.g. 4K-12 teachers and special education teachers, instructional coaches, interventionists, reading teachers, department chairs, ESL/BRTs, new educator mentors, central office staff, principals, and other) are grounded in the science of reading.

To accomplish this primary goal, we will use Language Essentials of Teaching Reading and Spelling (LETRS) as our foundational approach to teaching key stakeholders the SoR. Beginning in the 2O21-2O22 school year, completion of the LETRS training will be a condition of employment for Instructional Coaches, Reading Interventionists and Reading Teachers. LETRS professional development is for all educators who teach any aspect of literacy, from beginning teachers to teachers with years of experience. LETRS is an empowering course of study for instructors of reading, spelling, and related language skills. LETRS is not a literacy curriculum. Instead, it provides knowledge and tools that teachers can use with any green lit reading curriculum. LETRS translates current research into practical guidance that enables all teachers to instruct with genuine confidence to meet <u>all</u> their students' needs.

## Implementation Plan for LETRS

Training in the SoR (LETRS) will span three years and include a stand alone LETRS class for new hires every year thereafter. Below are details of our LETRS training this spring/summer for key stakeholders and teachers and other groups starting in the Fall of 2021

Spring - Summer Implementation 2021

District Office	Principals	Instructional Coaches/Reading Interventionist/Teacher / New Educator Mentors
1. Training a cross functional team in SoR through LETRS (Units 1- 4; Spring 21); Units 5-8 (Fall 2021)	2-Day LETRS administrator training (Spring 21, dates TBD)	Identify one (1) coach per building (ES, MS, HS) to receive LETRS Training (Units 1- 4) (Spring - Summer, 2021)
CFT includes: C&I Executive Director, C&I Literacy Team, STEM teacher leader, OMGE teacher leader, AL director, PLLD coordinators, Elementary Deputy Chief, Elementary Partner, DLI Principal, ELI principal, Special Ed PSTs (Previously	<u>Purpose</u> : To provide all Principals /APs with the skills to understand how reading shows up at every level and connects to prior work (e.g., AVID critical reading, disciplinary literacy, CCSS)	All designated interventionists and reading teachers receive LETRS Training (Units 1- 4) (Spring - Summer)
trained).		Purpose: To provide all ICs/interventionists/reading teachers with
Core team identified to receive     additional LETRS facilitator training     (Summer 21) for the <u>purpose</u> of     supporting school level implementation.		the skills on how to teach reading at every level and help lead and support, along with the principal, their school's implementation efforts

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# Training Overview. Coaches,\* Reading Interventionists/Reading Teachers/New Educator Mentors Part 1 of LETRS course of study

Unit 1	Unit 2	Unit 3	Unit 4
8 sessions	8 sessions	8 sessions	8 sessions
The Challenge of Learning to Read	The Speech Sounds of English	Teaching Beginning Phonics, Word Recognition, and Spelling	Advanced Decoding, Spelling and Word Recognition
March-J	une 2021	June-Augu	ust 2021

<sup>\*</sup>One Coach per Building (ES, MS and HS)

The LETRS professional development is a four-step process and is designed for stakeholders to:

- a. Take the pre-test. Please do so independently. We are not concerned about where people start on this journey, we are interested in the journey and the final product.
- b. View the videos in the online platform. These are designed for each unit and session.
- c. Independent learning. Once the person has viewed the videos, they are to read the unit/session content assigned in the manual.
- d. Bridge to practice: The training will require stakeholders to work with **minimally one student** so that they can apply their learning. Each person in training will collect data, analyze data and provide one-to-one or small group instruction to these students. We ask that you identify struggling readers that mirror our district's goals related to student populations:
  - i. African-American Student
  - ii. English Language Learner
  - iii. Student with a general reading disability or a student who is part of SSIT.
- e. Check for understanding. Every session, and every unit, will ask the person in training to complete an assessment to move forward. The assessment can be taken twice. In order to be certified, a person must complete the bridge to practice and pass each assessment. The assessments are multiple choice text dependent questions.

## Multi-Year Implementation by Grade Level beginning Fall 2021

After careful consideration with multiple stakeholders, the following implementation schedule was finalized alongside other C&I priority work (e.g., science adoption, curriculum adoption, and Social Studies (SS) scopes).

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Grade Level	2021-2022	2022-2023	2023-2024
4K	LETRs Training 1-8		
К	LETRs Training 1-8	Curriculum Adoption and new SS Scopes	Amplify Adoption
1	LETRs Training 1-8	Curriculum Adoption and new SS Scopes	Amplify Adoption
2	Amplify Adoption	LETRs Training 1-8	Curriculum Adoption and new SS Scopes
3	LETRs Training 1-8	Curriculum Adoption and new SS Scopes	Amplify Adoption
4	Amplify Adoption	LETRs Training 1-8	Curriculum Adoption and new SS Scopes
5	Amplify Adoption	LETRs Training 1-8	Curriculum Adoption and new SS Scopes
6	LETRs Training 1-8	New SS Scopes	
7		LETRs Training 1-8	New SS Scopes
8	New SS Scopes		LETRs Training 1-8
9	LETRs Training 1-8	New SS Scopes	
10		LETRs Training 1-8	New SS Scopes
11	New SS Scopes		LETRs Training 1-8
12			

## Rationale for this implementation schedule

- Targets grades across the continuum and the whole district thus impacting the most students.
- Accelerated option in that LETRS training is completed in 1 year
- Allows for the new Literacy Adoption to begin in 2022-2023
- Has the greatest lift of the standards
- Allows all principals, instructional coaches and interventionists to create shared meaning proximate to Spring
   21 training
- Promotes district-wide common language, understanding, and common approach to teaching and learning
- Targets critical transitions
- Separates curricular adoption from LETRS training thus increasing focus on each by year and grades.

#### Stakeholders within Grade Level:

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1. Classroom teachers (Units 1-8)	4K-5 - all classroom teachers
	6-8 - Literacy, Biliteracy, Humanities, DLI Humanities teachers
	9-12 -English/Social Studies teachers, English/Social Studies Dept. Chairs
2. Additional Cohorts	ESL/BRTs, CC teachers, other (Units, 1-8)
	Instructional Coaches/Interventionists/Reading Teachers (Fall 2021 Units 5-8)
	District Office instructional leadership team (Fall 2021-Units 5-8)

## Part 2 of LETRS course of study

Unit 5	Unit 6	Unit 7	Unit 8
8 sessions	8 sessions	8 sessions	8 sessions
The Mighty Word: Oral Language and Vocabulary	Digging for meaning: Understanding Reading Comprehension	Text-Driven Comprehension Instruction	The Reading-Writing Connection

## How will we evaluate the execution of the plan, with expectations for excellence?

We need to monitor implementation and measure results - Design an evaluation plan that collects, analyzes, and interprets relevant data that measures degree of implementation and student outcomes

- o Implementation metrics
- Student Outcome metrics