



INITIATIVE ACTION PLAN

Focus Area	Program Evaluation and Resource Allocation
Initiative 5B	Use program analysis and the process of strategic resource allocation to define and implement a district-wide Middle School Model.
Draft	August 2019

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I. Intended Objective of the Strategic Initiative

Objective
Implement a districtwide Middle School Model for students in grades 6-8.
If we develop capacity to deliver effective middle school level programming, students in grades 6-8, will show increased progress, meet or exceed grade level standards-based expectations as measured by state and district assessments by 2023.

II. Initiative Description

Brief Description of Initiative
<i>A successful middle school model includes challenging core and elective courses, a consistent support team of teachers and advisors, and college and career readiness programming.</i>
We will:
<ul style="list-style-type: none">● Revise middle school schedules with consideration for job-embedded professional development● Support the middle school structure, including organizing groups of teachers and students as learning communities● Update the curriculum and implementation of the middle school Foundations advisory course● Redesign 6th grade literacy to provide both Readers and Writers Workshops

III. Rationale

Desired State
The district-wide Middle School Model provides a foundation that will be consistent from building to building for all students in grades 6-8. The model reflects the 16 characteristics and essential elements from the Association for Middle Level Educators that are developmentally responsive, challenging, empowering and equitable for adolescent learners. All schools encompass:

Curriculum, Instruction & Assessment	Leadership & Organization	Culture & Community
<ul style="list-style-type: none"> ● Value young adolescents ● Engage in Active Learning ● Teach challenging curriculum ● Have multiple learning approaches ● Utilize varied assessment (Standard Based grading & Reporting) 	<ul style="list-style-type: none"> ● Shared vision ● Committed leaders ● Courageous & collaborative leaders ● Professional Development ● Organizational Structures 	<ul style="list-style-type: none"> ● School Environment ● Adult Advocate ● Guidance Services ● Health & Wellness ● Family Engagement ● Community & Business

Evidence that Demonstrates the Efficacy and/or Best Practices of this Program/Initiative

The Association for Middle Level Education (AMLE) position paper, *This We Believe: Keys to Educating Young Adolescents (2010)*, has an overarching framework of four essential attributes that connect with the 16 characteristics of successful middle grades schools.

- An education for young adolescents must be: Developmentally responsive, Challenging, Responsive, and Equitable.
- AMLE organizes the 16 research-based characteristics of effective middle grades education into three areas: Curriculum, Instruction, and Assessment; Leadership and Organization; and Culture and Community. See more at [AMLE](#)

Wood, Chip. Yardsticks: Child and Adolescent Development, Ages 4-14. Center for Responsive Schools, Inc., 2017. Yardsticks serves as a reference guide for parents and educators on the developmental milestones of children from birth through adolescence.

Montessori, Maria. The Absorbent Mind. Translated from the Italian by Claude A. Claremont. Dell Pub. Co., 1969. Dr. Maria Montessori identifies the four planes of human development as infancy, childhood, adolescence and maturity. Each plane has its own set of characteristics. [Montessori's Four Planes of Development](#)

[Effective Career Awareness for K-8 Students](#)
[Best Practices in K-12 Career Readiness](#)

IV. Initiative Scope

In Scope
<ul style="list-style-type: none">● Principals and Assistant Principals● Teachers Middle School● Finance● Human Resources● Communications , Marketing & Development● Assistant Supt Middle Schools● Chief of Schools● Office of College and Career Readiness● Office of Specialized Services● Office of Teaching and Learning● Office of School Support● Office of Multilingual Learning● Office of Family and Community Partnerships● Office of Alternative Education● Office of Research, Evaluation & Assessment
Out of Scope
<ul style="list-style-type: none">● Student Placement● Teachers- High School● Teachers-Elementary● Family Engagement & Community Partnerships (see initiatives 8A Engagement and 9A Partnerships)● Equity● Technology Services● Title 1● Indian Education Programming● Facilities● Nutrition Services● Security & Emergency Management● Transportation● Athletics & Activities Department● Grants

V. Initiative Work Plan

	Milestone Deliverable or Activity	Responsible Person or Group	Start Date	Status/ Target End Date
School Year 2018-2019				
1	Provide opportunities and support leaders to develop a shared vision for middle level education.	Assistant Superintendent	September 2018	Complete
2	Strengthen school-based leadership teams use of best practices relating to the vision.	Continuous Improvement, Leadership Development	October 2018	Complete
3	Finalize Fiscal Year 2020 school sites and establish middle school funding model for those sites	Middle School Model Advisory Group, Business Office, Assistant Superintendent of Middle Schools	November 2018	Complete
4	Measure current state of Middle School foundational areas and readiness for implementation of updated structures, strategic components. Incorporating self-perception data and other measures.	Continuous Improvement, REA	November 2018	Complete
5	Determine & Construct a Middle School Model Advisory Group that focuses on middle school programming	Assistant Superintendent of Middle Schools	December 2018	Complete
6	Implement 7 period day to support Middle School Model at SY 19-20 sites	Middle School Model Advisory Group, OCCR	January 2019	Complete
7	Develop and launch a communication plan for the Middle School Model.	Middle School Model Advisory Group, Assistant Superintendent of	January 2019	Complete

		Middle Schools, Communications		
8	Review and update the Foundations program and curriculum to encompass: Community building & connections Academic Achievement Culturally Responsive Instruction AVID Strategies Digital Citizenship Social Emotional Learning College & Career Readiness	Middle School Advisory Group, School Support Personalized Learning OTL Career & College Post-Secondary Partnerships	January 2019	Complete
9	Redesign the 6th grade literacy block to include Readers Workshop and Writers Workshop	District Literacy Specialist Instructional Coordinators Literacy Coaches & Leads Teachers Principals	January 2019	Complete
10	Establish district-level coaching/leadership support whose expertise focuses on the middle level.	Middle School Model	January 2019	Complete
11	Work with school leadership teams at 6-8 and K-8 sites to develop plans for Leadership, Organization, and Staffing Curriculum, Instruction, and Assessment Culture and Community	Continuous Improvement, REA	January 2019	Complete
12	Develop and implement a professional development plan addressing job-embedded PD and other opportunities in support of the Middle School model	OTL, MLL, SPED, & Middle Level PD Steering Committee	March 2019	September 2019
13	Identify and/or purchase necessary materials/resources for SY 2019-20	Content Leads, OTL, Principal, Business Office	June 2019	Complete
School Year 2019-2020				
14	Support pilot of Personal Learning Plans as developed through Strategic		August 2019	June 2020

	Plan Initiative 6A, at selected sites			
15	Implement and monitor in Foundations that every student has a trusting relationship with at least one adult in the school. Design professional development for Foundations teachers on relationship-building/how to be an advocate/champion.	Middle School Advisory Group Principals, & Staff MS Lead Counselor Restorative Practices School Support	August 2019	June 2020
16	Implement and monitor 6th grade English Language Arts curriculum and instruction	Program manager, District ELA team, site leadership team	August 2019	June 2020
17	Create a model of cross-departmental (horizontal) collaboration to streamline targeted and aligned support and professional development to all middle schools.	Division of Academics, Action team	September 2019	June 2020
18	Support implementation of job-embedded Professional Learning Community time	Program manager content leads, building leadership team	September 2019	June 2020
19	Implement a positive and supportive learning environment with systems that incorporate social emotional learning/PBIS across all areas and classes of a student's school day to increase student achievement and decrease disproportionality in office referrals & suspensions/dismissals especially for our students of color and students with disabilities.	Assistant Superintendent PBIS Building Support Staff Lead MS and HS Counselors	September 2019	June 2020
20	6-8 and K-8 middle schools implement individualized site plans for the Middle School Model	Assistant Superintendent of Middle Schools, SBLTs, Continuous Improvement	September 2019	June 2020
21	Develop long term Middle School Funding Model that includes all middle schools	Middle School Model Advisory Group, Assistant	October 2019	November 2019

		Superintendents		
22	Review and refine schedule that supports the Middle School Model.	Middle School Model Advisory Group, OCCR	November 2019	February 2020
23	Establish the organizational structure for supporting transition for students between grades 4-5, 5-6, 6-7, 7-8, and 8-9.	Elementary, Middle and HS Counselors, Lead Elementary, Middle, & High School Counselors Social Workers OSS Supervisor MLL	August 2019	June 2020
24	Investigate and make recommendations for structures and logistics that organize middle schools with houses and/or cross-disciplinary teams including support staff		August 2019	June 2020
25	Provide opportunities for parents/families to be informed in Middle School topics such as young adolescent development.	Family Engagement Student Placement	September 2020	June 2021
School Year 2020-2021				
26	Install structures and logistics that organize middle schools with houses and/or cross-disciplinary teams including support staff based on recommendations		August 2020	June 2021
27	Monitor implementation of collaborative teaming structure and service delivery model based on rubric	Assistant Superintendent Human Resources School Support/PBIS Building Support Staff Student Behavior Support Leads	September 2020	June 2021
28	Design a comprehensive implementation plan that encompasses robust core and elective/exploratory	OTL, Principals, Teachers, MLL, OSS, & Equity	September 2020	June 2021

	courses.	Department		
29	Create an implementation plan to support interventions and accelerations in alignment with core curriculum.	OTL, MLL, OSS, TDAS, Instructional Coach Leads	September 2020A	June 2021
30	Develop a comprehensive health and wellness program that is implemented throughout the curriculum and includes: physical activity, nutrition, wellness, healthy relationships, & safe and healthy environments. Align w/Effective & Culturally Relevant Instruction & Well Rounded Education	Leadership & Organization, OTL, REA, MS Counselors & Lead, SPPS Health Lead, OSS	September 2020	June 2021
31	Review and incorporate innovative student-leadership programming so that all students have access to opportunities, such as: Urban Debate League AVID W.E.B. Junior Achievement National Jr Honor Society Peer Mentoring	Office of College and Career Readiness, Middle School Advisory Group	September 2020	June 2021
32	Analyze S-Term, Flip Side, and EDL to implement programs, structures, and experiences to align with the Middle School Model.	Middle School Model Advisory Group, Department of Alternative Education	September 2020	December 2020
33	Monitor implementation of positive and supportive learning environment with systems that incorporate social emotional learning/PBIS	Assistant Superintendent, Middle School Model Advisory Group Building Administrators Building Staff Middle School Lead Counselor PBIS Restorative Practices	September 2020	June 2021

34	Create a district process for middle schools to partner with community organizations (social service agencies, service organizations, businesses, postsecondary institutions). Include a plan for recruiting partnerships for each middle school. Align w/Family & Community Engagement	Assistant Superintendent School Support Counselors Social Workers Legal Research, Evaluation, & Assessment College & Career Post-Secondary Partnerships	September 2020	June 2021
35	Align College/Career exploratory experiences with Strategic Plan Initiative 6A		September 2020	June 2021

VI. Performance Indicators

Performance Indicator	Measurement Method	Targeted Achievement	Achievement Completion	
			Completed (y/n)	Level of Completion
School Year 2018-2019				
A shared vision of middle-level education is built with consensus.	Discussion and notes during principal/AP meetings	Shared vision influences decision making and implementation	Y	At or above target
A common school day schedule is planned for all sites SY19-20.	Infinite Campus schedules	100% of schools with grade 6-8 students	Y	At or above target
A comprehensive communication plan to promote the middle school model is drafted and launched.	Communication plan tasks are executed according to a timeline (data)	Communication plan (updated websites, school communication, district-level communication, internal communication and messaging, designed	Y	At or above target

		to reach as many families and stakeholders as possible) is launched in multiple languages/venues, Parent Advisory Committees (PACs), etc. Clear communication and transparency in the rationale & philosophy of the Middle School Model is begun as early as SY18-19		
A middle school funding model is defined.	Allocation data Staffing ratios	Budget allocations for SY19-20 support middle school funding model (contingent on the timeline for individual site implementation)	N	Partial funding provided due to budget constraints
A timeline is developed for individual site implementation plans for SY19-20, SY20-21, and SY21-22.	Results from needs assessment/instrument	Every school serving grade 6-8 students will have an implementation plan that is tailored to their specific needs	Y	At or above target
Professional development for Foundations teachers (around advocating for students & relationship building) is created.	Professional Development plan exists	Plan includes Calendar of PD that considers all drivers necessary for implementation and readiness to deliver PD (materials, trainers etc.)	Y	At or above target
Strengthen district-level and building cross	Processes for cross collaboration	100% participation of district level administrators and	N	Under development

departmental collaboration that focuses on academic and social emotional growth.	expanded Clear outline of how to evaluate the academic and social emotional growth copies of meeting agenda, plan of action	cross departmental staff in planning meeting focused on socio emotional growth Cross departmental plan of action in place Evidence of impact on schools & students - survey		
S-Term, Flipside, and Extended Day Learning (EDL) programs are analyzed to increase alignment with the Middle School Model.	Review current course curriculum and guidelines for alignment Use MCA assessment results as guidelines for instructional need Conduct student and family surveys Monitor student attendance	Increase in attendance and 50% of alignment is in place Surveys are created and results collated	N	Scheduled for 2019-20

Performance Indicator	Measurement Method	Targeted Achievement
School Year 2019-2020		
Foundations curriculum	Lessons plans in Schoology; monitoring tool	Lessons are fully developed and implemented at all PreK-8 and 6-8 middle schools
6th grade English Language Arts curriculum and instruction	Walk throughs	All sites are implementing core components of Readers and Writers Workshop
Middle school support and professional development	PD plan	Cross-department collaboration and alignment
Job-embedded Professional Learning Community time	Teacher Development and Evaluation process	Implements PLC expectations: focus on learning, collaborative culture,

		results orientation
Social emotional learning/PBIS	Tier Fidelity Inventory tool	Tier 1 at 80% for all PreK-8 and 6-8 sites
Individualized site plans for the Middle School Model	SCIP	Leadership teams are using SCIPs to monitor implementation of Middle School model.
Middle School funding priorities	District budget plan	Sustainable resource allocations determined
Middle School schedule	School schedules	Scheduling model for 6-12 sites determined
School transitions	Transitions plan	Plan addresses needs of families and students entering and exiting middle school.
Structures and logistics that organize middles schools with houses and/or cross-disciplinary teams	Recommendations for cross-disciplinary teams	Plan addresses sustainable teaming model
Parents/families informed on Middle School topics	List of engagement opportunities	Options address diverse needs and interests
School Year 2020-2021		
Cross-disciplinary teaming model	Cross-disciplinary teaming plan	Implementation drivers have been addressed
Robust core and elective/exploratory curriculum	Middle School curriculum review	Career exploration course options have been developed, other courses reviewed for alignment with middle school model
Middle School model supporting a well-rounded education	School SCIP	Additional aspects of the Middle School model are installed or initial implementation stages at all Middle Schools