

MICIP Portfolio Report

Montrose Community Schools

Goals Included

Active

- Improve Overall Academic Achievement
- Safe and Healthy Student Goal

Buildings Included

Open-Active

- Carter Elementary School
- Hill-McCloy High School
- Kuehn-Haven Middle School
- Montrose Alternative Education Center

Plan Components Included

Goal Summary

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MICIP Portfolio Report

Montrose Community Schools

Improve Overall Academic Achievement

Status: ACTIVE

Statement: Our goal is to provide students with resources and staff members with training in order to improve state assessment data (M-STEP, PSAT, SAT) by 25% by 2028 (5% annually for 5 years).

Created Date: 05/01/2023

Target Completion Date: 06/30/2028

Data Set Name: Student Assessment Data

Name	Data Source
Dashboard & Accountability Scorecard: At Risk Student	MI School Data
Student Assessment: Student Growth	MI School Data
Student Assessment: Student Growth	MI School Data
English Learner Data: English Learner Dashboard	MI School Data

Data Story Name: All students will be provided a well-rounded education and experiences to prepare them for college/career as measured by improved growth and achievement on local and state assessments by 25% by June of 2028 (5% increase annually for 5 years).

Initial Data Analysis: The data above reviews the accountability scorecard for our At-Risk Students based on 3rd-grade M-STEP scores (ELA), 8th Grade PSAT scores (Mathematics), and 11th-grade SAT scores (Both EBRW and Mathematics). In 3rd grade, 36% of our at-risk students demonstrated proficiency on the 21-22 assessments, meaning that 64% of our students were not proficient on the M-STEP (ELA). In 8th grade, 33.7% of our at-risk students were proficient on the PSAT for mathematics, meaning that 66.3% of our students were not proficient. Finally, on the 11th-grade SAT, 15.1% of our at-risk students were proficient, meaning that 84.9% of our at-risk students were not proficient. In all of these snapshots, well over 60% of our at-risk students are lacking proficiency.

Initial Initiative Inventory and Analysis: What need is being addressed and for whom? Academic achievement for at-risk students is being addressed.

What does the evidence indicate so far? So far, the evidence indicates an increased need for academic support for our at-risk students in order to increase proficiency for our at-risk students.

What personnel are involved in the implementation? Instructional staff (teachers), paraprofessionals, administration, instructional coaches, and support personnel (such as

student success coordinator).

What professional development exists, including coaches and performance feedback? A variety of professional development is available to help staff members support our at-risk students. This includes (but is not limited to) PLC work time where data analysis and response to student need is the primary focus, professional development sessions provided at the district and building level on best practices, student engagement, and high-yield instructional strategies.

What is the financial commitment for the entire life of the goal? What is the evidence regarding equitable allocation of resources? The district is committed to serving and supporting our at-risk students by enhancing support with 31a funding and Title I funding, in addition to utilizing general funds as needed.

What implementation and impact measures exist? Implementation measures include staff and student observations, staff evaluations, anecdotal notes, assessment scores, and survey data.

How have you addressed challenges to equitable implementation and impact? We have previously addressed challenges to equitable implementation through ongoing and sustained professional development, and the commitment to allocating funds for support programming and personnel specifically for our at-risk students.

What student supports are in place to help achieve equitable outcomes? After-school tutoring, summer programming, student success coordinator (regular meetings with at-risk students), child study meetings to plan for the success of at-risk students, check-in-check-out (CICO).

Gap Analysis: For this specific area, our current reality is that at-risk students are performing below the general population. While we want all student achievement and growth numbers to improve, first and foremost, we want our at-risk students to have similar achievement levels to our general education population. We want to increase overall student achievement and we want to close the gap between our at-risk and non at-risk students.

District Data Story Summary: What strengths or opportunities for growth have been identified? Are the diverse needs of all students, including those at greatest risk, being addressed through identified strategies? If not, why not? While it appears as though we have the ball rolling, we have a lot of work to do in terms of understanding the needs of at-risk students. The staff could benefit from some culturally responsive instruction training and learning about a variety of strategies that can meet the needs of diverse learners in supporting their thinking process and learning in the classroom.

Are there duplicative services, programs, and supports attempting to address the same problem? If so, which are more effective, which are less so, and which are best aligned to other district initiatives? At this time, we have limited duplicate services, programs, and supports. In fact, one of the needs is to enhance supports.

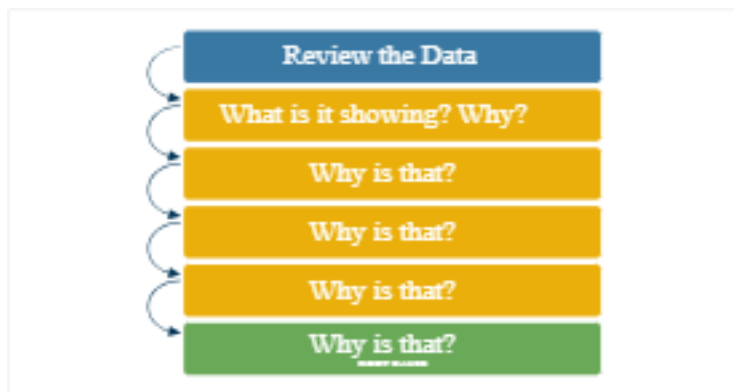
Is there a braiding or blending of funding across the various programs and efforts? Is the greatest amount of funding being applied to those with the greatest need? Yes, there is a braiding and blending of funding across various programs and efforts. The greatest amount of funding is being applied to those with the greatest need.

How is the district collecting data from those who are impacted by its strategies/initiatives? What does that data say? The district is collecting data through STAR testing

(by Renaissance Learning), DRA testing, classroom grades (failure rates), course completion/credits, and state assessment data.

Analysis:

Root Cause



Five Whys

- Why: The data is indicating that our at-risk students have a lower percent proficiency than all students combined. The data showing this is a snapshot of our accountability scorecard from 2021-2022 MSTEP, PSAT, and SAT scores. District data (STAR) confirms this statement. Students need a variety of supports to support them in closing this gap which includes but is not limited to, social-emotional supports, wrap-around services, academic supports, quality tier 1 instruction in the classroom, instructors with clear knowledge of how to differentiate and meet the needs of learners regardless of their knowledge when entering the classroom (differentiation and tier 2 supports).

Challenge Statement: The district needs to allocate resources to develop a system to implement high-yield instructional practices that will increase student engagement and learning for all students (not just some) and maintain resources to continue implementation and progress throughout the district.

Strategies:

(1/3): Guaranteed and Viable Curriculum

Owner: Cassandra Jackson

Start Date: 06/28/2023

Due Date: 06/30/2028

Summary: A “guaranteed” curriculum is often defined as a mechanism through which all students have an equal opportunity (time and access) to learn rigorous content. This requires a school-wide (or district-wide) agreement and common understanding of the essential content that all students need to know, understand, and be able to do. The word “all” needs emphasis; a guaranteed curriculum promotes equity, giving all children equal opportunity to learn essential content, and to provide this opportunity, curricular materials and instructional approaches must be grounded in research, implemented with fidelity, and must include vertical as well as horizontal alignment. For a curriculum to be “viable,” there must be adequate time for teachers to teach the content and for students to learn the content. A viable curriculum eliminates the supplementary or “nice to know” content. Teachers must have the flexibility to meet student needs through different methods of content delivery, helping students dive deeper into their passions. At its essence, a GVC represents the core non-negotiables of student learning. It’s what schools and teachers commit to providing for all students.

Buildings: All Active Buildings

Total Budget: \$958,000.00

- Other Federal Funds (Federal Funds)
- Sec. 41 Bilingual Education Grant (Federal Funds)
- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title III Part A, English Learners (Federal Funds)
- Title III Part A, Immigrant Students (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- Title V Part B (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

Communication:

Method

- Other
- School Board Meeting
- District Website Update

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
COMMUNITY PARTNERSHIPS - In a variety of grade levels and	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
content areas, community partners will collaborate with MCS to support students in better understanding the world around them and relevant application of school content to the real world context.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Academic Counseling/Mentoring will be available to support students in understanding the enrichment and enhancement options available in terms of coursework (CTE, Honors+, Honors, Dual Enrollment, etc.) while still meeting the graduation requirements.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> • Hill-McCloy High School				
ALL CONTENT AREAS - A curriculum review cycle will be developed and followed to pilot and select new supplies and materials for all subject areas on an annual rotation. This will include training, support, pilot materials, substitute teacher costs for material review days, etc.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ELA - Intervention and Academic Support Groups/ Classes - Support groups/	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
classes will be available at Carter, KHMS, and HMHS to provide Tier 2 and Tier 3 supports in the area of ELA. These classes will be taught by trained and qualified interventionists (paraprofessionals or teachers) and Literacy Footprints materials, other featured text materials, resources, assessment materials (ex. ESGI), and consumables will be necessary for proper implementation of the interventions. This also includes resources for support outside of the classroom (getting fiction and non fiction text in the hands of students at home, at school, and through a variety of media/platforms (BookFlix, Raz-Kids, Scholastic, etc.)				
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
ALL CONTENT AREAS - Graduation Preparation, College/Career Counseling and Support - Career and Counseling Supports and Courses will be available at KHMS and HMHS to expose student to career opportunities and provide guidance as they plan for the future.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings:				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> Hill-McCloy High School Kuehn-Haven Middle School 				
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Graduation Preparation, College/Career Counseling and Support - Courses (such as Jr/Sr Seminar), Career Planning Requirements (Grades 8 and 12), Volunteer/ Shadowing Opportunities, and counseling support will be available for HMHS students as they map out their HS and post secondary plans (college, career/trade, etc.).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> Hill-McCloy High School 				
ELA - Academic Counseling/Mentoring - The building level support team, support staff and classroom teacher will work together to provide support, recommendations, and resources for students and their families.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ELA - The K-5 instructional coach conducts coaching cycles to support instructional experts in creating a guaranteed and viable curriculum and support teachers in the implementation of the guaranteed and viable curriculum.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> Carter Elementary School Kuehn-Haven Middle School 				
ELA - Create a district MTSS structure for ELA - The District Improvement Team, School Level Improvement Teams, and/or the District Literacy Committee will work together to create building and district-wide MTSS structures to support students.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Honors+ and Honors Classes will be available for eligible and interested students. Teachers will have opportunity for collaboration and training to create a guaranteed and viable curriculum for these courses. Students will have the opportunity to take Honors classes for rigorous coursework and a GPA bump. Students will have the opportunity to take Honors+ classes for rigorous coursework, the GPA bump, and potential college credit through CLEP testing.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> Hill-McCloy High School 				
MATH - The K-5 instructional coach	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
conducts coaching cycles to support instructional experts in creating a guaranteed and viable curriculum and support teachers in the implementation of the guaranteed and viable curriculum.				
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Kuehn-Haven Middle School 				
MATH - Create a district MTSS structure for mathematics - The District Improvement Team, School Level Improvement Teams, and/or the District Math Committee will work together to create building and district-wide MTSS structures to support students.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Parent and Family Engagement will be available to ensure that parents and families understand the enrichment/ advancement opportunities for their student.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: <ul style="list-style-type: none"> • Hill-McCloy High School 				
MATH - Academic Counseling/Mentoring - The	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
building level support team, support staff and classroom teacher will work together to provide support, recommendations, and resources for students and their families.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ELA - Parent and Family Engagement - ELA Parent and Family Engagement Activities will be available 2-3 times annually (this may include but is not limited to: Make and Takes at PT Conferences, Family Math & Literacy Nights.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> • Carter Elementary School • Kuehn-Haven Middle School 				
ALL CONTENT AREAS - Professional development opportunities will be available for all instructional staff members on the process of creating a guaranteed and viable curriculum, high yield instructional strategies, behavior management strategies, engagement strategies, and the importance of literacy in all content areas (with emphasis on Science and Social Studies).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
INSTRUCTIONAL LEADERSHIP - District and Building Administration will have opportunities through	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
professional development sessions (both on and off site) to hone their practice and improve their craft. This may include, but is not limited to, district provided professional development, data dive days, off site conferences and workshops, ISD provided trainings, etc.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for 504 students (this may include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
MATH - Parent and Family Engagement - Math Parent and Family Engagement Activities will be available 2-3 times annually (this may include but is not limited to: Make and Takes at PT Conferences, Family Math & Literacy Nights.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> • Carter Elementary School • Kuehn-Haven Middle School 				
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for ELL students (this may	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.).				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ALL CONTENT AREAS - DATA DAYS will be scheduled for instructional staff members to review current and relevant data (state, local, standardized), as well as reviewing the curriculum, assessment, and instructional practices to ensure the best possible support for students in assisting them to demonstrate growth.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ELECTIVES - Parent Engagement Opportunities in Elective Classes (including but not limited to: Arts, CTE, PE, Technology). This could include after school events, concerts, art fairs, make and takes, showcases, etc.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for Special Education students (this may include but is not limited to: supplies, materials, resources,	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
interventions, additional staffing, etc.)				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ALL CONTENT AREAS - SUMMER STIPEND LEARNING DAYS will be scheduled for instructional staff members to review current and relevant data (state, local, standardized), as well as reviewing and adjusting the curriculum, assessment, and instructional practices to ensure the best possible support for students in assisting them to demonstrate growth.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ELECTIVES - Professional Development for Elective Classes/Teachers (including but not limited to: Arts, CTE, PE, Technology). - Professional development opportunities will be available to enhance instructional practice in the elective classrooms.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ALL CONTENT AREAS - Materials and resources will be purchased as needed to ensure all necessary resources and consumables are available to adhere to the established guaranteed and viable curriculum in all subjects, grade levels, and content areas.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for Homeless and foster students (this may include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.)	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Dual Enrollment options will be available (MCC, U of M, DEEP Program) in supporting interested students in preparation for their post-secondary planning.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> • Hill-McCloy High School				
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for at-risk students (this may include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.)	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
MATH - Intervention and Academic Support Groups/ Classes - Support groups/	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
classes will be available at Carter, KHMS, and HMHS to provide Tier 2 and Tier 3 supports in the area of MATH. These classes will be taught by trained and qualified interventionists (paraprofessionals or teachers) and materials, resources, assessment materials, and consumables will be necessary for proper implementation of interventions.				
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Cognitive Coaching for Leadership - Building and District level leaders will participate in Cognitive Coaching training. This 8 day session will help leadership to mediate the thinking of others.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
PLCS at Work - Teachers and administrators will have an opportunity to attend the PLCS at work training (held annually, teams will be sent each summer). The expectation is that upon receiving the training, they implement the PLC process in their monthly PLC meetings to focus on a continuous cycle of improvement.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
PROFESSIONAL DEVELOPMENT OPPORTUNITIES for paraprofessional and support staff members. This could include, but is not limited to, PBIS, CPI, CPR, First Aid, and other important and necessary trainings to support students both academically and behaviorally in (and out of) the school setting.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AFTER SCHOOL PROGRAMMING - After school programming will be available for students needing academic support. This could include summer programming or programming throughout the regular school year after school hours.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

(2/3): 23g Expanded Learning Time

Owner: Cassandra Jackson

Start Date: 10/19/2023

Due Date: 06/30/2028

Summary: EdTrust defines expanded learning time (ELT) as programs or strategies implemented to increase the amount of instruction and learning students experience. ELT strategies include afterschool, summer, and in-school programs. The evidence suggests that extended learning time programs, including extended school day (ESD), extended school year (ESY), and expanded learning opportunities (ELO) programs that provide academic services during out-of-school time hours, can be effective in improving a range of educational outcomes for students. Findings also suggest that extended learning time programs may be more advantageous for low-income, low-performing, ethnic minority or otherwise disadvantaged students.

Buildings: All Active Buildings

Total Budget: \$150,000.00

- Other State Funds (State Funds)

Communication:

Method

- School Board Meeting
- Parent Newsletter

Audience

- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Before and/or after school support and summer learning opportunities will be available for students in grades K-12. Students will receive support in all core subject areas in an attempt to close the learning gap and addressed unfinished learning. Support may be available up to 4 days each week. Support providers will be selected based on criteria identified in the posting/job description and will be trained by a content expert (building principal, academic coach, or assistant superintendent)	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING

Activity	Owner	Start Date	Due Date	Status
before starting the position.				
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Transportation will be provided for before and/or after school support and summer learning opportunities will be available for students in grades K-12. Support and corresponding transportation may be available up to 4 days each week.	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Meals will be provided for before and/or after school support and summer learning opportunities will be available for students in grades K-12. Support and corresponding meals may be available up to 4 days each week.	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Supplies and curriculum materials will be purchased for before and/or after school support and summer learning opportunities that will be available for students in grades K-12. This could	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING

Activity	Owner	Start Date	Due Date	Status
include but is not limited to curriculum materials, supplies, fieldtrips and experiential fees, software, etc.				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Support will be provided by several individuals (building principals, 2 instructional coaches, assistant superintendent (curriculum director) to the individual(s) running the before and/or after school support and summer learning opportunity programs to ensure they understand the materials and instructional best practices.	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				

(3/3): 23g Intensive, Individualized Support

Owner: Cassandra Jackson

Start Date: 10/19/2023

Due Date: 06/30/2028

Summary: A trained adult advocate can help students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. An advocate is a student's "go-to person" for the resources and support needed to graduate, and typically provides these supports for the entire time a student is enrolled in the school, or, at a minimum, for a full school year. Advocates can be school staff or not employed by the school district. Advocates can identify unmet needs and provide or coordinate more intense, individualized support to help students get back on track for graduation.

Buildings

- Carter Elementary School
- Hill-McCloy High School
- Kuehn-Haven Middle School

Total Budget: \$240,000.00

- General Fund (Other)
- Other State Funds (State Funds)

Communication:

Method

- Other
- School Board Meeting
- Parent Newsletter

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Each building will employ an individual that will serve as the trained adult advocate can help students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. This could be a part of the DEAN/MTSS coordinator position, the home school liaison position, or the student success coordinator position	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING

Activity	Owner	Start Date	Due Date	Status
(depending on the building).				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Supplies and materials will be purchased for the trained adult advocate to use when supporting students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. This could be a part of the DEAN/MTSS coordinator position, the home school liaison position, or the student success coordinator position (depending on the building).	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Support will be provided for the trained adult advocate to use when supporting students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. This support will be provided by several trained individuals (building principals, 2 instructional coaches, assistant superintendent (curriculum director).	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

Monitoring and Adjusting:

Evaluate Goal: Interim Target Measures

Measure	Owner	Due Date	Status
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Measure	Owner	Due Date	Status
Increase by 5% for Student Assessment: Student Growth		06/30/2024	ONTARGET
Increase by 5% for Student Assessment: Student Growth		06/30/2025	ONTARGET
Increase by 5% for Student Assessment: Student Growth		06/30/2026	ONTARGET
Increase by 5% for Student Assessment: Student Growth		06/30/2027	ONTARGET

Impact Notes:

No Data Available

Adjust Notes:

No Data Available

Activity Status:

Guaranteed and Viable Curriculum Activities

Activity	Owner	Start Date	Due Date	Status
COMMUNITY PARTNERSHIPS - In a variety of grade levels and content areas, community partners will collaborate with MCS to support students in better understanding the world around them and relevant application of school content to the real world context.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Academic Counseling/Mentoring will be available to support students in understanding the enrichment and enhancement options	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
available in terms of coursework (CTE, Honors+, Honors, Dual Enrollment, etc.) while still meeting the graduation requirements.				
ALL CONTENT AREAS - A curriculum review cycle will be developed and followed to pilot and select new supplies and materials for all subject areas on an annual rotation. This will include training, support, pilot materials, substitute teacher costs for material review days, etc.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ELA - Intervention and Academic Support Groups/ Classes - Support groups/ classes will be available at Carter, KHMS, and HMHS to provide Tier 2 and Tier 3 supports in the area of ELA. These classes will be taught by trained and qualified interventionists (paraprofessionals or teachers) and Literacy Footprints materials, other featured text materials, resources, assessment materials (ex. ESGI), and consumables will be necessary for proper implementation of the interventions. This also includes resources for support outside of the classroom (getting fiction and non fiction text in the hands of students at home, at school, and through a variety of media/platforms	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
(BookFlix, Raz-Kids, Scholastic, etc.)				
ALL CONTENT AREAS - Graduation Preparation, College/Career Counseling and Support - Career and Counseling Supports and Courses will be available at KHMS and HMHS to expose student to career opportunities and provide guidance as they plan for the future.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Graduation Preparation, College/Career Counseling and Support - Courses (such as Jr/Sr Seminar), Career Planning Requirements (Grades 8 and 12), Volunteer/ Shadowing Opportunities, and counseling support will be available for HMHS students as they map out their HS and post secondary plans (college, career/trade, etc.).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ELA - Academic Counseling/Mentoring - The building level support team, support staff and classroom teacher will work together to provide support, recommendations, and resources for students and their families.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ELA - The K-5 instructional coach conducts coaching cycles to support	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
instructional experts in creating a guaranteed and viable curriculum and support teachers in the implementation of the guaranteed and viable curriculum.				
ELA - Create a district MTSS structure for ELA - The District Improvement Team, School Level Improvement Teams, and/or the District Literacy Committee will work together to create building and district-wide MTSS structures to support students.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Honors+ and Honors Classes will be available for eligible and interested students. Teachers will have opportunity for collaboration and training to create a guaranteed and viable curriculum for these courses. Students will have the opportunity to take Honors classes for rigorous coursework and a GPA bump. Students will have the opportunity to take Honors+ classes for rigorous coursework, the GPA bump, and potential college credit through CLEP testing.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
MATH - The K-5 instructional coach	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
conducts coaching cycles to support instructional experts in creating a guaranteed and viable curriculum and support teachers in the implementation of the guaranteed and viable curriculum.				
MATH - Create a district MTSS structure for mathematics - The District Improvement Team, School Level Improvement Teams, and/or the District Math Committee will work together to create building and district-wide MTSS structures to support students.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Parent and Family Engagement will be available to ensure that parents and families understand the enrichment/ advancement opportunities for their student.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
MATH - Academic Counseling/Mentoring - The building level support team, support staff and classroom teacher will work together to provide support, recommendations, and resources for students and their families.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ELA - Parent and Family Engagement - ELA Parent and Family Engagement	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Activities will be available 2-3 times annually (this may include but is not limited to: Make and Takes at PT Conferences, Family Math & Literacy Nights.				
ALL CONTENT AREAS - Professional development opportunities will be available for all instructional staff members on the process of creating a guaranteed and viable curriculum, high yield instructional strategies, behavior management strategies, engagement strategies, and the importance of literacy in all content areas (with emphasis on Science and Social Studies).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
INSTRUCTIONAL LEADERSHIP - District and Building Administration will have opportunities through professional development sessions (both on and off site) to hone their practice and improve their craft. This may include, but is not limited to, district provided professional development, data dive days, off site conferences and workshops, ISD provided trainings, etc.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
504 students (this may include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.).				
MATH - Parent and Family Engagement - Math Parent and Family Engagement Activities will be available 2-3 times annually (this may include but is not limited to: Make and Takes at PT Conferences, Family Math & Literacy Nights.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for ELL students (this may include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ALL CONTENT AREAS - DATA DAYS will be scheduled for instructional staff members to review current and relevant data (state, local, standardized), as well as reviewing the curriculum, assessment, and instructional practices to ensure the best possible support for students in assisting them to demonstrate growth.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ELECTIVES - Parent Engagement Opportunities in Elective Classes (including but not limited to: Arts, CTE, PE, Technology).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
This could include after school events, concerts, art fairs, make and takes, showcases, etc.				
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for Special Education students (this may include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.)	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ALL CONTENT AREAS - SUMMER STIPEND LEARNING DAYS will be scheduled for instructional staff members to review current and relevant data (state, local, standardized), as well as reviewing and adjusting the curriculum, assessment, and instructional practices to ensure the best possible support for students in assisting them to demonstrate growth.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ELECTIVES - Professional Development for Elective Classes/Teachers (including but not limited to: Arts, CTE, PE, Technology). - Professional development opportunities will be available to enhance instructional practice in the elective classrooms.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ALL CONTENT AREAS - Materials and resources will	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
be purchased as needed to ensure all necessary resources and consumables are available to adhere to the established guaranteed and viable curriculum in all subjects, grade levels, and content areas.				
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for Homeless and foster students (this may include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.)	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
ENRICHMENT/ ADVANCEMENT OPPORTUNITIES FOR STUDENTS - Dual Enrollment options will be available (MCC, U of M, DEEP Program) in supporting interested students in preparation for their post-secondary planning.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
SPECIAL POPULATIONS - Tailored & Specific academic supports and resources will be available and provided as needed for at-risk students (this may include but is not limited to: supplies, materials, resources, interventions, additional staffing, etc.)	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
MATH - Intervention and	Cassandra	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Academic Support Groups/ Classes - Support groups/ classes will be available at Carter, KHMS, and HMHS to provide Tier 2 and Tier 3 supports in the area of MATH. These classes will be taught by trained and qualified interventionists (paraprofessionals or teachers) and materials, resources, assessment materials, and consumables will be necessary for proper implementation of interventions.	Jackson			
Cognitive Coaching for Leadership - Building and District level leaders will participate in Cognitive Coaching training. This 8 day session will help leadership to mediate the thinking of others.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
PLCS at Work - Teachers and administrators will have an opportunity to attend the PLCS at work training (held annually, teams will be sent each summer). The expectation is that upon receiving the training, they implement the PLC process in their monthly PLC meetings to focus on a continuous cycle of improvement.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
PROFESSIONAL DEVELOPMENT OPPORTUNITIES for paraprofessional and	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
support staff members. This could include, but is not limited to, PBIS, CPI, CPR, First Aid, and other important and necessary trainings to support students both academically and behaviorally in (and out of) the school setting.				
AFTER SCHOOL PROGRAMMING - After school programming will be available for students needing academic support. This could include summer programming or programming throughout the regular school year after school hours.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

23g Expanded Learning Time Activities

Activity	Owner	Start Date	Due Date	Status
Before and/or after school support and summer learning opportunities will be available for students in grades K-12. Students will receive support in all core subject areas in an attempt to close the learning gap and addressed unfinished learning. Support may be available up to 4 days each week. Support providers will be selected based on criteria identified in the posting/job description and will be trained by a content expert (building principal, academic coach, or assistant superintendent) before starting the position.	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING

Activity	Owner	Start Date	Due Date	Status
Transportation will be provided for before and/or after school support and summer learning opportunities will be available for students in grades K-12. Support and corresponding transportation may be available up to 4 days each week.	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
Meals will be provided for before and/or after school support and summer learning opportunities will be available for students in grades K-12. Support and corresponding meals may be available up to 4 days each week.	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
Supplies and curriculum materials will be purchased for before and/or after school support and summer learning opportunities that will be available for students in grades K-12. This could include but is not limited to curriculum materials, supplies, fieldtrips and experiential fees, software, etc.	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
Support will be provided by several individuals (building principals, 2 instructional coaches, assistant superintendent (curriculum director) to the individual(s) running the before and/or after school support and summer learning opportunity programs to	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING

Activity	Owner	Start Date	Due Date	Status
ensure they understand the materials and instructional best practices.				

23g Intensive, Individualized Support Activities

Activity	Owner	Start Date	Due Date	Status
Each building will employ an individual that will serve as the trained adult advocate can help students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. This could be a part of the DEAN/MTSS coordinator position, the home school liaison position, or the student success coordinator position (depending on the building).	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
Supplies and materials will be purchased for the trained adult advocate to use when supporting students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. This could be a part of the DEAN/MTSS coordinator position, the home school liaison position, or the student success coordinator position (depending on the building).	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING
Support will be provided for the trained adult advocate to use when supporting	Cassandra Jackson	10/19/2023	06/30/2028	UPCOMING

Activity	Owner	Start Date	Due Date	Status
students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. This support will be provided by several trained individuals (building principals, 2 instructional coaches, assistant superintendent (curriculum director)).				

Monitoring Notes

Monitoring Notes: 23g Expanded Learning Time

Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:

No Data Available

Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?:

No Data Available

Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:

No Data Available

Monitoring Notes: 23g Intensive, Individualized Support

Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:

No Data Available

Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?:

No Data Available

Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:

No Data Available

Monitoring Notes: Guaranteed and Viable Curriculum

Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:

No Data Available

Scale / Reach - What progress are we making on reaching the intended populations?

What is the evidence?:

No Data Available

Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:

No Data Available

Evaluation Status:

Evaluate Goal: End Target Measures

Measure	Due Date	Status
Decrease by 25% for Student Assessment: Student Growth	06/30/2028	ONTARGET

Evaluate Goal: Impact Questions and Responses

Fidelity - How well did we engage in our plan as intended?

No Data Available

Scale/Reach - How well did we reach the intended target population?

No Data Available

Capacity - How well did we support progress towards our goal?

No Data Available

Impact - How did student outcomes improve?

No Data Available

Safe and Healthy Student Goal

Status: ACTIVE

Statement: Through intentional, scaffolded instruction of safe/healthy lifestyle skills, behavior referrals will decrease by 25%, and positive staff, student, and parent perception data will increase by June of 2028.

Created Date: 06/28/2023

Target Completion Date: 06/30/2028

Data Set Name: District Level Data, Perception Data, and Data obtained from the SIS

Name	Data Source
Average Daily Attendance	Eidex
SEL Carter Data 22-23	District Determined
Discipline Summary by Ethnic Code 22-23	Student Information System (SIS)
Discipline Summary by Grade 10-12 (2022-2023)	Student Information System (SIS)
Discipline Summary By Grade 4-9	Student Information System (SIS)
Discipline Summary By Grade PreK-3	Student Information System (SIS)
Staff, Student, and Parent Data & Links 22-23	Google Survey Form
2022 iWellness Review	District Determined

Data Story Name: All students will be afforded support, services, and instruction for a safe & healthy lifestyle and future as evidenced by local data and non-academic measurements of improvement by June of 2028.

Initial Data Analysis: Utilizing a variety of data points that includes iWellness data, Synergy attendance, and behavior data, student survey data, parent survey data, staff survey data, SWIS data, and data collected by our student support personnel, it has been determined that on the heels of the COVID 19 pandemic, student attendance has slightly decreased and student incidents have increased. Additionally, mental and physical health concerns are on the rise with more incidents of vaping, self-harm, threats of self-harm, self-destructive behaviors, and intentional isolation. Overall, students' ability to utilize previously learned coping skills and intentional strategies for self-regulation is on the

decline. While data indicates that this concern is greater (or more prevalent) with our at-risk population, it is a concern with all students, regardless of ethnic group, socioeconomic status, or gender.

Initial Initiative Inventory and Analysis: What need is being addressed and for whom? We have recently increased our effort to support students' physical, mental, social, and emotional health. We are committed to ensuring students feel safe while they are at school. Additionally, we are working to ensure they can monitor their own physical and mental health cues and seek support when necessary. What does the evidence indicate so far? Based on data collected, so far the evidence suggests that students feel safe while on site. Additionally, many students feel accepted, connected, and a part of the school culture. Having said that, some students don't. Based on baseline data collected, we've made some dramatic changes over the past year in terms of supporting students physically, socially, and emotionally. Having said that, we are in the initial stages of implementation with some initiatives so we haven't had the opportunity to see the 3-5 year data yet (which will be necessary to determine the effectiveness of programming moving forward). What personnel are involved in the implementation? This is an all-hands-on-deck approach. While SEL, mental/physical support and ensuring that all students feel safe primarily rests on the support team and administration (counselors, principals, deans, student success coordinators, home-school liaisons), teachers, paraprofessionals, secretaries, and other ancillary staff members are committed to supporting the whole child and removing barriers and providing supports so they can focus on content specific academic goals. The staff is aware that basic needs must first be met to pave the way to learning. What professional development exists, including coaches and performance feedback? A variety of professional development has been offered and will continue to be offered to provide staff members direction in understanding and supporting the whole child. Professional development that has already occurred includes: iWellness training, Dr. Marcia McEvoy bullying/mean behavior training, training and support on the revision of building behavior matrix/rubrics, HRS Level 1 Certification to ensure that the buildings are safe and collaborative (and more), the Carter team has been trained in PPSC (promoting positive school climate). Having said that, there is still much work to be done, we are looking at bringing in trauma training to ensure we have a team trained in trauma-informed practices, the MS and HS are looking to participate in the PPSC cohort for the fall if accepted. Dr. McEvoy will be returning for a refresher course on behavior matrices and bullying/mean behavior. Dr. Marks will be supporting the district throughout the 23-24 school year in the area of culturally responsive instruction. iWellness, TRAILS (SEL) - at Carter and HMHS, and Positivity Project at KHMS will continue and new staff members will be supported and trained as necessary. Additionally, principals, coaches, and counselors will support, monitor, and evaluate the use of selected strategies. Additionally, professional development will be provided at the district and building level as needed. What is the financial commitment for the entire life of the goal? The district is committed to serving and supporting our staff members to better understand and support our students for the life of the goal through grant funds (Title funding, 31a funds) and general funds allocated to this important work. What is the evidence regarding equitable allocation of resources? School and district-level budgets demonstrate an equitable allocation of resources through funding for materials, programs, allotted staffing, etc. What

implementation and impact measures exist? Implementation measures include staff and student observations, staff evaluations, anecdotal notes, assessment scores, and survey data. How have you addressed challenges to equitable implementation and impact? We have previously addressed challenges to equitable implementation through ongoing and sustained professional development at the district level, and the commitment to allocating funds for support programming and personnel specifically for our at-risk students. What student supports are in place to help achieve equitable outcomes? iWellness, advisory at the MS and HS, morning meetings at the elementary, specific SEL lessons at Carter, KHMS, and HMHS (through TRAILS and Positivity Project), student success coordinators at each building, GHS resources and services, professional development for students and staff about bullying and mean behavior, counselors at the MS and HS, and home-school liaison at Carter.

Gap Analysis: For this specific area, we are excited about the work already done to support the social, emotional, physical, mental health, and safety needs of our students but we know there is more work to be done. As such this will be a continuation of the work already started with targeted specific goals of decreasing behavior referrals, increasing student efficacy, increasing perception of safety, increasing attendance and increasing student connectedness to the overall school culture (student to staff and student to student).

District Data Story Summary: What strengths or opportunities for growth have been identified? Strengths: We have some supports in place and we are in the early stages of implementation for supporting students' social, emotional, physical, and mental health and well-being. Weaknesses: There is still work to be done to ensure it is not one more initiative but a part of our fabric- serving the WHOLE child and removing barriers first and foremost so that we can focus on instruction. One great area for growth is educating all teachers on the diversity of our learners and their needs so they are better suited to serve them in a way they are responsive to. Are the diverse needs of all students, including those at greatest risk, being addressed through identified strategies? If not, why not? Yes Are there duplicative services, programs, and supports attempting to address the same problem? If so, which are more effective, which are less so, and which are best aligned to other district initiatives? At this time, we have limited duplicate services, programs, and supports. In fact, one of the needs is to enhance supports. Is there a braiding or blending of funding across the various programs and efforts? Is the greatest amount of funding being applied to those with the greatest need? Yes, there is a braiding and blending of funding across various programs and efforts. The greatest amount of funding is being applied to those with the greatest need. How is the district collecting data from those who are impacted by its strategies/initiatives? What does that data say? The district is collecting data through iWellness, SIS attendance and behavior data, SWIS data, perception data, anecdotal notes, counselor-provided data, student success coordinator-provided data, etc. It is indicating that some supports are in place and benefiting some students in removing barriers (but not benefiting ALL students in the manner necessary).

Analysis:

Root Cause



Five Whys

- Why: The data is indicating that supports and services are necessary to ensure that our students have the opportunity for education and exploration of safe and healthy lifestyles (physically, mentally, and socially). Providing students with this foundational knowledge and removing barriers will ultimately open the pathway for academic learning to occur (students learn from people they like and people they feel safe with once their basic needs are met). Some "whys" for our current state include factors outside of our control (unstable home environments, isolation from covid, anxiety issues related to covid or other personal situations, and the negative impact of social media). While we cannot fix these factors outside of our control, the problem ultimately boils down to educating our staff and students on safe and healthy lifestyles and providing resources, tools, and support to achieve those safe and healthy lifestyles.

Challenge Statement: The district needs to allocate resources to develop a system to support the health and safety of all students (not just some) and maintain resources to continue implementation and progress throughout the district.

Strategies:

(1/1): Whole School, Whole Community, Whole Child Framework (WSCC)

Owner: Cassandra Jackson

Start Date: 06/28/2023

Due Date: 06/30/2028

Summary: "All educators want to improve the work they do for students, their families, and the community. Whether it's instruction, school climate, leadership, family engagement, or any of the other issues schools face on a daily basis, all educators need tools to help them improve their actions and methods. A whole child approach, which ensures that each student is healthy, safe, engaged, supported, and challenged, sets the standard for comprehensive, sustainable school improvement and provides for long-term student success. The Whole Child approach is an effort to transition from a focus on narrowly defined academic achievement to one that promotes the long-term development and success of all children.

"

Buildings: All Active Buildings

Total Budget: \$705,234.00

- Homeless Students' Assistance Grant (Federal Funds)
- Other Federal Funds (Federal Funds)
- Title I Part A (Federal Funds)
- Title I Part D (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- Great Start Readiness Program (State Funds)

Communication:

Method

- MI School Data
- School Board Meeting
- District Website Update

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
SEL Training for Staff and Students - Training will be provided for staff on SEL, needs of students, effective instructional strategies for teaching SEL. In the HS and Carter this includes TRAILS training and resources for staff members that will be providing SEL instruction	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
and TRAILS implementation. At KHMS this involves Positivity Project training and resources for all advisory teachers.				
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Non-academic supports for Homeless and Foster Students - Funds will be set aside (Title I and General Funds) to support the needs of students experiencing homelessness and temporary displacement or students currently in foster care. This may include non academic supports, hygiene products, hotel stays, and transportation fees.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Health and Wellness - A health and wellness committee will meet annually to provide information on health and safety district requirements as provided by MDE and will also make some decisions about focus areas, next steps, and food service decisions/items within the allotted parameters.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
PBIS/PPSC Training and Implementation at Carter, KHMS, and HMHS - Carter	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
will continue the PPSC process already in place. KHMS and HMHS will apply to become a part of the PPSC cohort starting in the fall of 2023. They will participate in the training and then move towards building implementation of the practices included in PPSC. This activity includes training fees, substitute teacher fees and necessary implementation material fees.				
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Attendance Liaison - The Student Success Coordinator, Dean or Mentor (at each building) will serve as the attendance liaison to support students having difficulty making it to school on time and/or regularly.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Social Work Services - General and Special Education Social Work Services will be available for identified students PreK-12. This includes staff costs for 1 K-12 social worker (general education) and 1 K-12 social worker (special education).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
High Reliability Schools -	Cassandra	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Level 1 Certification - Carter, KHMS, and HMHS will complete and maintain their HRS level 1 certification (Safe, Supportive, and Collaborative Culture). DI Team will seek stakeholder input on the school safety perception data (students, staff, community).	Jackson			
Activity Buildings: <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Counseling Services - Counseling Services will be available for students PreK-12. This includes staff costs for a counselor at Carter, KHMS, and HMHS. Any counselor can leave their assigned building to support students at Montrose Alternative Education on-site as needed.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Crisis Response & Prevention - Each building will have a designated MERT team, a Threat-Assessment Team, and a CPI team. Members of these teams will remain current on their training and certification needs.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Mentoring Opportunities - Mentor/mentee opportunities will be available for students	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
PreK-12. This may include (but is not limited to), student/student mentors (such as LINK Crew), staff/student mentors (CICO), and mentor support provided through after school tutoring, student success coordinators and the home/school liaison.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
iWellness Survey - iWellness surveys will be used weekly with students in grades 3-12 to do a quick temperature check on student well-being. The results of the survey will be used to determine follow up actions and student supports as needed.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Community Partnerships - The district will maintain community partnerships with resources outside of the school to support students (Jennings Foundation, Food Bank of Eastern Michigan, GHS, Lion's Club, Montrose Ministerial Association).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Dr. Marcia McEvoy - Bullying & Mean Behavior Training and Support on Building-wide Behavior Matrix - Staff members will participate in	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
training in August of 2023 with Dr. McEvoy to review the elements of mean behavior vs. bullying, she will also review the role of a good bystander, the 15 second intervention, and effective use of the behavior matrix at the building-level.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Non-academic supports - Non Academic supports will be available to students in grades K-12, this includes (but is not limited to): social work support, counseling support, daily check ins, weekly check ins, before and after school support, student success coordinators, home/school liaisons, career services, support from the dean, attendance liaison support.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Culturally Responsive Instruction - Dr. Jay Marks will train the staff in August of 2023 and January of 2024 on Culturally Responsive Instruction, unintended biases, supporting students from a variety of culturally diverse backgrounds, socio-economic statuses, and ethnically diverse experiences.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Physical & Healthy Living -	Cassandra	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
In designated grades, students will receive information about essential information regarding physical and healthy living, this includes health lessons for all students in K-3 and health/reproductive health lessons/courses at designated grades at the MS and HS by a certified health instructor.	Jackson			
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Counselor Training - Counselors will have the opportunity to attend external professional developments and trainings such as the MSCA Fall Conference, GISD Counselor Meetings and Trauma Training. This includes the cost of subs (when applicable), the cost of the training, lodging, mileage, and food.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
PE & Athletics - Physical education opportunities (throughout the school day) and after school extra curricular physical activities will be available to students to promote healthy living, exercise, and movement.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> • Carter Elementary School • Hill-McCloy High School • Kuehn-Haven Middle School 				
Student Success coordinators and	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
counselors at each building will be allocated funds to purchase supplies and materials that will support students. This could include but is not limited to manipulatives, assist. technology, social skills support resources, classroom safe zone supplies, calming tools and more.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Non-academic clubs - Non-academic clubs and activities will be available for students after school to promote connecting activities and strengthening of relationships (staff/student and student/student) to improve the overall school culture and climate by helping students feel as though they belong. This may include, but is not limited to, e-sports, tabletop gaming, chess club, etc.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> Hill-McCloy High School Kuehn-Haven Middle School 				
Teambuilding - Students will participate in teambuilding activities both on and off-site to promote collaboration, team-building, forging strong bonds, and making connections. This may include the cost of transportation, meals, food, activities, supplies, etc.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AFTER SCHOOL PROGRAMMING - After school programming will be available for students needing academic support. This could include summer programming or programming throughout the regular school year after school hours. Food and transportation will be provided for these after school initiatives.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

Monitoring and Adjusting:

Evaluate Goal: Interim Target Measures

Measure	Owner	Due Date	Status
Decrease by 5% for Discipline Summary By Grade PreK-3		06/30/2024	ONTARGET
Decrease by 5% for Discipline Summary by Grade 10-12 (2022-2023)		06/30/2024	ONTARGET
Decrease by 5% for Discipline Summary By Grade 4-9		06/30/2024	ONTARGET
Increase by 1% for Staff, Student, and Parent Data & Links 22-23		06/30/2024	ONTARGET
Decrease by 5% for Discipline Summary By Grade PreK-3		06/30/2025	ONTARGET
Decrease by 5% for Discipline Summary by Grade 10-12 (2022-2023)		06/30/2025	ONTARGET
Decrease by 5% for Discipline Summary By Grade 4-9		06/30/2025	ONTARGET

Measure	Owner	Due Date	Status
Increase by 1% for Staff, Student, and Parent Data & Links 22-23		06/30/2025	ONTARGET
Decrease by 5% for Discipline Summary By Grade PreK-3		06/30/2026	ONTARGET
Decrease by 5% for Discipline Summary by Grade 10-12 (2022-2023)		06/30/2026	ONTARGET
Decrease by 5% for Discipline Summary By Grade 4-9		06/30/2026	ONTARGET
Decrease by 1% for Staff, Student, and Parent Data & Links 22-23		06/30/2026	ONTARGET
Decrease by 5% for Discipline Summary By Grade PreK-3		06/30/2027	ONTARGET
Decrease by 5% for Discipline Summary by Grade 10-12 (2022-2023)		06/30/2027	ONTARGET
Decrease by 5% for Discipline Summary By Grade 4-9		06/30/2027	ONTARGET
Increase by 1% for Staff, Student, and Parent Data & Links 22-23		06/30/2027	ONTARGET

Impact Notes:

No Data Available

Adjust Notes:

No Data Available

Activity Status:

Whole School, Whole Community, Whole Child Framework (WSCC) Activities

Activity	Owner	Start Date	Due Date	Status
SEL Training for Staff and Students - Training will be provided for staff on SEL, needs of students, effective instructional strategies for	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
teaching SEL. In the HS and Carter this includes TRAILS training and resources for staff members that will be providing SEL instruction and TRAILS implementation. At KHMS this involves Positivity Project training and resources for all advisory teachers.				
Non-academic supports for Homeless and Foster Students - Funds will be set aside (Title I and General Funds) to support the needs of students experiencing homelessness and temporary displacement or students currently in foster care. This may include non academic supports, hygiene products, hotel stays, and transportation fees.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Health and Wellness - A health and wellness committee will meet annually to provide information on health and safety district requirements as provided by MDE and will also make some decisions about focus areas, next steps, and food service decisions/items within the allotted parameters.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
PBIS/PPSC Training and Implementation at Carter, KHMS, and HMHS - Carter will continue the PPSC process already in place.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
KHMS and HMHS will apply to become a part of the PPSC cohort starting in the fall of 2023. They will participate in the training and then move towards building implementation of the practices included in PPSC. This activity includes training fees, substitute teacher fees and necessary implementation material fees.				
Attendance Liaison - The Student Success Coordinator, Dean or Mentor (at each building) will serve as the attendance liaison to support students having difficulty making it to school on time and/or regularly.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Social Work Services - General and Special Education Social Work Services will be available for identified students PreK-12. This includes staff costs for 1 K-12 social worker (general education) and 1 K-12 social worker (special education).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
High Reliability Schools - Level 1 Certification - Carter, KHMS, and HMHS will complete and maintain their HRS level 1 certification (Safe, Supportive, and Collaborative Culture). DI Team will seek stakeholder input on the school safety perception data (students,	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
staff, community).				
Counseling Services - Counseling Services will be available for students PreK-12. This includes staff costs for a counselor at Carter, KHMS, and HMHS. Any counselor can leave their assigned building to support students at Montrose Alternative Education on-site as needed.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Crisis Response & Prevention - Each building will have a designated MERT team, a Threat-Assessment Team, and a CPI team. Members of these teams will remain current on their training and certification needs.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Mentoring Opportunities - Mentor/mentee opportunities will be available for students PreK-12. This may include (but is not limited to), student/student mentors (such as LINK Crew), staff/student mentors (CICO), and mentor support provided through after school tutoring, student success coordinators and the home/school liaison.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
iWellness Survey - iWellness surveys will be used weekly with students in grades 3-12 to do a quick temperature check on student well-being. The	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
results of the survey will be used to determine follow up actions and student supports as needed.				
Community Partnerships - The district will maintain community partnerships with resources outside of the school to support students (Jennings Foundation, Food Bank of Eastern Michigan, GHS, Lion's Club, Montrose Ministerial Association).	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Dr. Marcia McEvoy - Bullying & Mean Behavior Training and Support on Building-wide Behavior Matrix - Staff members will participate in training in August of 2023 with Dr. McEvoy to review the elements of mean behavior vs. bullying, she will also review the role of a good bystander, the 15 second intervention, and effective use of the behavior matrix at the building-level.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Non-academic supports - Non Academic supports will be available to students in grades K-12, this includes (but is not limited to): social work support, counseling support, daily check ins, weekly check ins, before and after school support, student success coordinators, home/school liaisons, career services, support from the dean,	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
attendance liaison support.				
Culturally Responsive Instruction - Dr. Jay Marks will train the staff in August of 2023 and January of 2024 on Culturally Responsive Instruction, unintended biases, supporting students from a variety of culturally diverse backgrounds, socio-economic statuses, and ethnically diverse experiences.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Physical & Healthy Living - In designated grades, students will receive information about essential information regarding physical and healthy living, this includes health lessons for all students in K-3 and health/reproductive health lessons/courses at designated grades at the MS and HS by a certified health instructor.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Counselor Training - Counselors will have the opportunity to attend external professional developments and trainings such as the MSCA Fall Conference, GISD Counselor Meetings and Trauma Training. This includes the cost of subs (when applicable), the cost of the training, lodging, mileage, and food.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
PE & Athletics - Physical education opportunities	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
(throughout the school day) and after school extra curricular physical activities will be available to students to promote healthy living, exercise, and movement.				
Student Success coordinators and counselors at each building will be allocated funds to purchase supplies and materials that will support students. This could include but is not limited to manipulatives, assist. technology, social skills support resources, classroom safe zone supplies, calming tools and more.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Non-academic clubs - Non-academic clubs and activities will be available for students after school to promote connecting activities and strengthening of relationships (staff/student and student/student) to improve the overall school culture and climate by helping students feel as though they belong. This may include, but is not limited to, e-sports, tabletop gaming, chess club, etc.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET
Teambuilding - Students will participate in teambuilding activities both on and off-site to promote collaboration, team-building, forging strong bonds, and making	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Activity	Owner	Start Date	Due Date	Status
connections. This may include the cost of transportation, meals, food, activities, supplies, etc.				
AFTER SCHOOL PROGRAMMING - After school programming will be available for students needing academic support. This could include summer programming or programming throughout the regular school year after school hours. Food and transportation will be provided for these after school initiatives.	Cassandra Jackson	06/28/2023	06/30/2028	ONTARGET

Monitoring Notes

Monitoring Notes: Whole School, Whole Community, Whole Child Framework (WSCC)

Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:

No Data Available

Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?:

No Data Available

Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:

No Data Available

Evaluation Status:

Evaluate Goal: End Target Measures

Measure	Due Date	Status
Decrease by 25% for Discipline Summary by Grade 10-12 (2022-2023)	06/30/2028	ONTARGET
Decrease by 25% for Discipline Summary By Grade 4-9	06/30/2028	ONTARGET

Measure	Due Date	Status
Decrease by 25% for Discipline Summary By Grade PreK-3	06/30/2028	ONTARGET
Decrease by 5% for Staff, Student, and Parent Data & Links 22-23	06/30/2028	ONTARGET

Evaluate Goal: Impact Questions and Responses

Fidelity - How well did we engage in our plan as intended?

No Data Available

Scale/Reach - How well did we reach the intended target population?

No Data Available

Capacity - How well did we support progress towards our goal?

No Data Available

Impact - How did student outcomes improve?

No Data Available