



Interdistrict School for Arts and Communication
BOARD OF DIRECTORS

May 15, 2024 at 4:00 pm via ZOOM Link Available on Website

New London, CT

This meeting will be held virtually

AGENDA

4:00 pm

1. WELCOME/CALL TO ORDER

Chairman R.F. Muckle

1a. Establishment of Quorum

1b. Public Comment

The Board of Directors welcomes public comment. Due to the nature of the virtual format of the meeting, all comments are to be submitted via email prior to noon on the day of the meeting. Comments may be made on almost any matter related to the operations of ISAAC and will be shared with the Board members in their packet. We shall not read or address any comments at this meeting. However, comments concerning individual students or staff members shall not be permitted.

4:01 pm

2. CONSENT AGENDA

Chairman R.F. Muckle

- Approval of Minutes from April Special BOD Meeting
- Acceptance of the Year-to-Date Profit/Loss Financial Report for April 2024

Possible Motion: Approve and accept all items on the consent agenda

4:03 pm

3. EXECUTIVE DIRECTOR REPORT

Dr. Spera

3a. Lottery Update

3b. CSDE Report Update

3c. Grant Update

3d. Legislative Update

3e. Hiring Update

4:15 pm

4. SUBCOMMITTEE REPORTS

4a. FINANCE

Treasurer L. Muller

- Finance Update - May Minutes

4b. GOVERNANCE

Vice-Chair M. Spellman

- Parent Representative Recruitment
- Annual Teacher Representative Interviews
- BOD Election Ballot
 - Elections at the June Meeting

Motion: To close nominations and to approve the election ballot of officers for 2024-25

4:30 pm

5. NEW BUSINESS

Chairman R.F. Muckle

5a. Executive Director Budget Overview

Dr. Spera

5:00 pm

6. ADJOURN

Chairman R.F. Muckle



Interdistrict School for Arts and Communication

Board of Directors Finance Committee

May 14, 2024 at 4:00 pm

New London, CT

AGENDA

4:00 pm	1. WELCOME/CALL TO ORDER	<i>Finance Chair L. Muller</i>
4:01 pm	2. YEAR-TO-DATE FINANCIAL REVIEW • Profit/Loss through April 30, 2024 • Capital Reserve	<i>E. Robb</i>
4:07 pm	3. EXECUTIVE DIRECTOR BUDGET PROPOSAL	<i>N. Spera</i>
4:20 pm	4. GRANTS AND OTHER UPDATES • Grants • Legislative • Charter Renewal	<i>N. Spera</i>
4:30 pm	5. ADJOURNMENT	<i>Finance Chair L. Muller</i>

IABs at ISAAC:

A Story of Change & Success



Presented in Collaboration with CSDE

Dr. Nicholas J. Spera
ISAAC Executive Director

Lisa Lazarou
Core Instructional Coach/SRBI Coordinator



THE NEED FOR CHANGE

AMONG THE LOWEST STUDENT ACHIEVEMENT PERFORMANCE IN THE STATE

2019 SBAC MATHEMATICS RANKINGS

#	DISTRICT	Goal & Above %
1	Lyme-Old Lyme	73.7
2	East Lyme	63.8
3	Stonington	62.7
4	Waterford	61
5	Ledyard	44.1
6	Montville	43.4
7	Groton	40.4
8	Learn	32
9	Norwich	17.6
10	New London	14
11	ISAAC	7.4

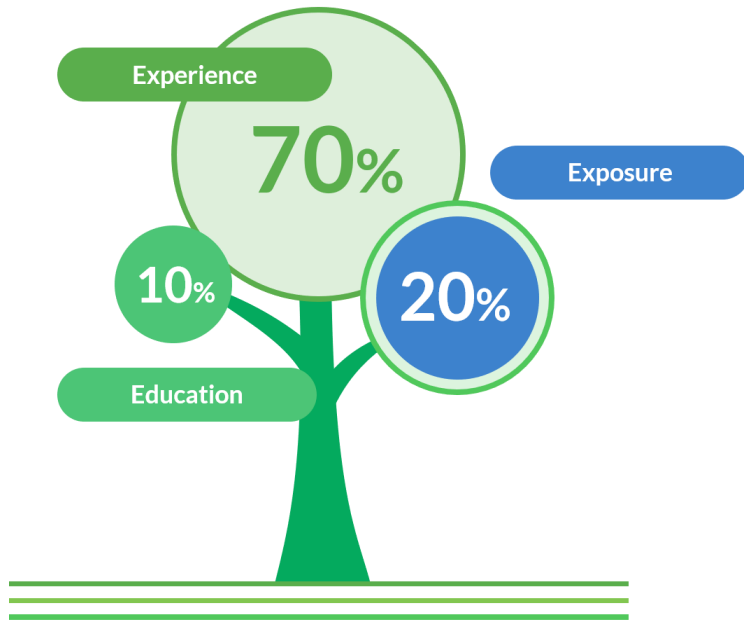
#	DISTRICTS	MATH
1	Stamford	35
2	Norwalk	33.8
3	Windham	28.1
4	Meriden	22.9
5	Danbury	21.6
6	Ansonia	20.4
7	New Haven	19.4
8	Derby	18.8
9	East Hartford	18
10	Norwich	17.6
11	Manchester	16.9
12	Hartford	14.3
13	New London	14
14	Bridgeport	13
15	Waterbury	11.8
16	New Britain	9.5
17	ISAAC	7.4

2019 ACCOUNTABILITY INDEX RANKINGS

#	DISTRICTS	ACCT. INDEX
1	Stonington Middle School <i>Stonington Public Schools</i>	73
2	Lyme-Old Lyme Middle School <i>Region 18</i>	72.9
3	East Lyme Middle School <i>East Lyme Public Schools</i>	69.8
4	Clark Lane Middle School <i>Waterford Public Schools</i>	68.3
5	Cutler Middle School <i>Groton Public Schools</i>	67.6
6	Ledyard Middle Schools <i>Ledyard Public Schools</i>	66.1
7	Leonard J. Tyl Middle School <i>Montville Public Schools</i>	64.9
8	West Side Middle School <i>Groton Public Schools</i>	63.3
9	Bennie Dover Middle School <i>New London Public Schools</i>	54.2
10	Kelly STEAM Middle School <i>Norwich Public Schools</i>	52.1
11	Teachers' Memorial Middle School <i>Norwich Public Schools</i>	51.3
12	ISAAC Middle School <i>Interdistrict School for Arts & Communication</i>	50.6

HOW WE DID IT?C

3 Es of Learning



Beginning the Summer 2020:

- Teachers took the SBAC for the first time
- PD in curriculum was given to all teachers and was written in a common format that included embedded EL strategies, key terms, vocabulary, assessments, and unit tasks
- Mandated incorporation of SBAC style assessments & Do Now/Warm-ups to gain exposure and experience for students
- New Master Schedule that invites collaboration through a vertical alignment with PLCs and horizontal with iPLCs

A NEW WAY OF PRACTICE

Unit 1: Mystery, Murder and Madness 8th Grade Language Arts 24 Class Meetings

Updated May 2023

Essential Questions

- Why do people feel driven to solve mysteries?
- What strategies does a reader use when trying to solve a mystery?

Enduring Understandings with Unit Goals

- EU 1:** Readers are analytical and think critically, using implicit and explicit textual information to make conclusions and inferences that help them solve mysteries.
- Analyze how authors use irony, character interactions, and figurative language to develop a theme.
 - Examine how dialogue and specific moments in a story reveal change in a character or provoke a character's decision.
- EU 2:** Strong text analysis requires relevant evidence that is thoroughly explained.
- Engage in the writing process to justify specific claims using relevant, contextualized evidence and detailed explanations.
- EU 3:** The persuasiveness of an oral argument depends on the presentation of relevant evidence in a focused, coherent manner.
- Present thoroughly researched, written and revised oral arguments in a Mock Trial.

Standards

Common Core State Standards:

- **RL.8.1:** Cite the textual evidence that most strongly supports an analysis of what the text says explicitly as well as inferences drawn from the text.
- **RL.8.2:** Determine a theme or central idea of a text and analyze its development over the course of the text, including its relationship to the characters, setting, and plot; provide an objective summary of the text.
- **RL.8.3:** Analyze how particular lines of dialogue or incidents in a story or drama propel the action, reveal aspects of a character, or provoke a decision.
- **RL.8.4:** Determine the meaning of words and phrases as they are used in a text, including figurative and connotative meanings; analyze the impact of specific word choices on meaning and tone, including analogies or allusions to other texts.
- **RL.8.5:** Compare and contrast the structure of two or more texts and analyze how the differing structure of each text contributes to its meaning and style.
- **RL.8.6:** Analyze how differences in the points of view of the characters and the audience or reader (e.g., created through the use of dramatic irony) create such effects as suspense or humor.
- **W.8.1:** Write arguments to support claims with clear reasons and relevant evidence.

NEXT STEPS IN 2021-2022:

- IABs and FIABs were incorporated into the curriculum
- Worked in collaboration with CSDE to design a methodology that allowed for experience and exposure for students while utilizing the data to drive instruction
- All assessments were “SBAC like” using Edulastic as an assessment tool
- Created the Core Instructional Coach position to support PLC & iPLCs

ASSESSMENT SCHEDULES

Grade	Date	Name of Interim Assessment/SUBJECT
6	October 2023	IAB: <i>Number Assessment/ALGEBRA 1</i>
6	January 2024	FIAB: <i>Ratios and Proportional Relationship/ALGEBRA 1</i>
6	March 2024	IAB: <i>Expressions and Equations/ALGEBRA 1</i>

Grades	Date	Name of Interim Assessment/SUBJECTS
6, 7, 8	October 2023	Read Literary Text/ELA
6, 7, 8	December '23/January '24	Read Informational Text/ELA
6	March 2024	Brief Writes/ELA
7 & 8	March 2024	Write and Revise Argumentative/ELA

ASSESSMENT SCHEDULES

Grade	Date	Name of Interim Assessment/SUBJECT
6	November 2023	IAB: <i>Number Assessment/MATHEMATICS</i>
6	February 2024	FIAB: <i>Ratios and Proportional Relationship/MATHEMATICS</i>
6	April 2024	IAB: <i>Expressions and Equations/MATHEMATICS</i>
Grade	Date	Name of Interim Assessment/SUBJECT
7	November 2023	FIAB: <i>Number System/MATHEMATICS</i>
7	February 2024	FIAB: <i>Algebraic Expressions and Equations/MATHEMATICS</i>
7	April 2024	FIAB: <i>Ratios and Proportional Relationships/MATHEMATICS</i>
Grade	Date	Name of Interim Assessment/SUBJECT
8	November 2023	FIAB: <i>Number Systems/MATHEMATICS</i>
8	January 2024	FIAB: <i>Congruence and Similarity/MATHEMATICS</i>
8	April 2024	FIAB: <i>Proportional Relationships, Lines, and Linear Equations</i>

PLC & iPLC System

ISAC PLC & iPLC Schedule for 2023-2024	
Quarter Two: November and December 2023	
PLC Feedback Form must be completed at the conclusion of each PLC Meeting	
November PLC Topic Schedule <i>Learning Walks must occur prior to November 29th</i>	
Week of 10/30:	PLC Assessment Data Reflection - Use Assessment Worksheet and bring requested samples and data reports - Review of Unit Summative Assessment Data using PLC Form - Outcomes will continue in next week's PLC Curriculum meeting
Week of 11/6:	Curriculum - Use the PLC Curriculum Cover Page to guide discussion/revision - Submit forms to Admin following PLC meeting if applicable
Week of 11/13:	Curriculum (Continued)
Week of 11/20:	N/A
Week of 11/27:	PLC Learning Walk - Visit two classrooms for 15 minutes - Use PLC Learning Walk Form to guide PLC discussion
December PLC Topic Schedule <i>Learning Walks must occur prior to December 13th</i>	
Week of 12/4:	Stanford Calibration Method One piece of evidence is scored using a rubric and scoring guide
Week of 12/11:	PLC Learning Walk - Visit two classrooms for 15 minutes - Use PLC Learning Walk Form to guide PLC discussion
Week of 12/18:	SLO Data Meetings with Administrator
November Core Team Topic Schedule <i>Meetings to be scheduled with Core Instruction Coach</i>	
Week of October 10/30:	Unit and Topic Shares
Week of November 13:	Educational Research Article Discussion
Week of November 27:	Reflections from PLC Team Learning Walks Use PLC Learning Walk Forms to guide Team discussion
December Core Team Topic Schedule <i>Meetings to be scheduled with Core Instruction Coach</i>	
Week of December 4:	Unit and Topic Shares
Week of December 11:	Reflections from PLC Team Learning Walks
Week of December 18:	Educational Research Article Discussion

Core Instructional Coach Leads PLC & iPLC

- **PLC: Core Subject Area meets with Coach on a weekly basis**
 - *Unit Shares, Learning Walks, Assessment Data Reflection, Curriculum Revisions based on Results*
- **iPLC: Grade Level Teams**
 - *Review grade-level data and discuss collaborative ways to provide interdisciplinary teaching and learning*
 - *Review & discuss Edu. Research Articles*

Analyzing the Data in PLC

- Meet in Subject Area PLC to analyze Summative Data for Interims.
- What questions and standards did students do well on?
- What questions and areas of deficiencies can be identified?
- Look for patterns among grade levels.
- How do we create Unit Assessments that include higher-level questions?
- Use the IAB data to drive assessment and curriculum
- Design lesson, unit tasks that reflect similar questions and tasks for all our students.
- What additional instruction is needed for our EL students?
- Vertical alignment and curriculum mapping.

[1 Role](#)
[Dashboard Generator](#)
[Dashboard](#)
[Performance on Tests](#)
[School Performance on Test](#)

Enter Student ID

Performance by Roster

Performance by Student

Features & Tools

Average Score, Performance Distribution and Average Points Earned on **Grade 6 ELA - Brief Writes (IAB)** (Spring), by Roster and Reporting Category: Interdistrict School For Arts And Communication 2023-2024

Filtered By

Rosters: All Rosters

Test Reasons: Spring

Standards Keys

Roster	Teacher	Total	Total Items
		Performance Distribution	Item Numbers and Points Earned
			1 2 3 4 5 6 2 pt 2 pt 2 pt 2 pt 2 pt 2 pt
District		Percent 6% 67% 26% Count 6 64 25	0.96 0.94 0.94 0.19 0.72 0.61
School		Percent 6% 67% 26% Count 6 64 25	0.96 0.94 0.94 0.19 0.72 0.61
Alger 23-24	Alger, Mercedes	Percent 6% 67% 26% Count 6 64 25	0.96 0.94 0.94 0.19 0.72 0.61

PLC Assessment Reflection Form
Complete after Grading the Unit Summative Assessment

COURSE NAME: _____

TEACHER: _____ UNIT NUMBER: _____

ASSESSMENT DATE: _____ AVG SCORE: _____

TASKS TO BE COMPLETED PRIOR TO ASSESSMENT PLC MEETING

- Form filled out after the completion of grading the summative unit assessments
- Collect and bring two examples of the assessment with scoring guide (high & medium or low)
- Rubric scores and/or screenshot of PowerTeacher Gradebook displaying all student scores

Analysis of Unit Summative Assessment

In what area/skill did students do well on this assessment?

What area/skill deficiencies were seen?

What patterns can be identified from the student mistakes?

What changes are needed for next year?

Instructionally:

Improvement of Unit Assessment:

What will you do or have you done for the students who didn't get it?



Performance by Roster

Performance by Student



Features & Tools

Average Score, Performance Distribution and Average Points Earned on **Grade 6 ELA - Brief Writes (IAB)** (Spring), by Roster and Reporting Category: Interdistrict School For Arts And Communication 2023-2024

Filtered By **Rosters:** All Rosters | **Test Reasons:** Spring | **Standards Keys**

Roster	Teacher	Total	Total Items	Total Items					
		Performance Distribution	Total Items	Item Numbers and Points Earned					
				<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>
				2 pt	2 pt	2 pt	2 pt	2 pt	2 pt
District		 Percent 6% 67% 26% Count 6 64 25		0.96	0.94	0.94	0.19	0.72	0.61
School		 Percent 6% 67% 26% Count 6 64 25		0.96	0.94	0.94	0.19	0.72	0.61
Alger 23-24	Alger, Mercedes	 Percent 6% 67% 26%		0.96	0.94	0.94	0.19	0.72	0.61

Interim Assessments Implementation

Implemented instructionally in class and completed together, providing feedback to students.

Used as TWPS, Do Now, Error Analysis Problems, and Claim Evidence Reasoning Responses.

Teacher Models Questions.

Science, Social Studies, and SRBI Block uses the Interim Assessments instructionally.

Tools for Teachers Interim Portal items used as Formative Assessments.



Tools for Teachers
SMARTER BALANCED

Discover **classroom resources** you can use today.

Educator-created lessons, activities, strategies, and professional development to help tailor instruction and boost learning.

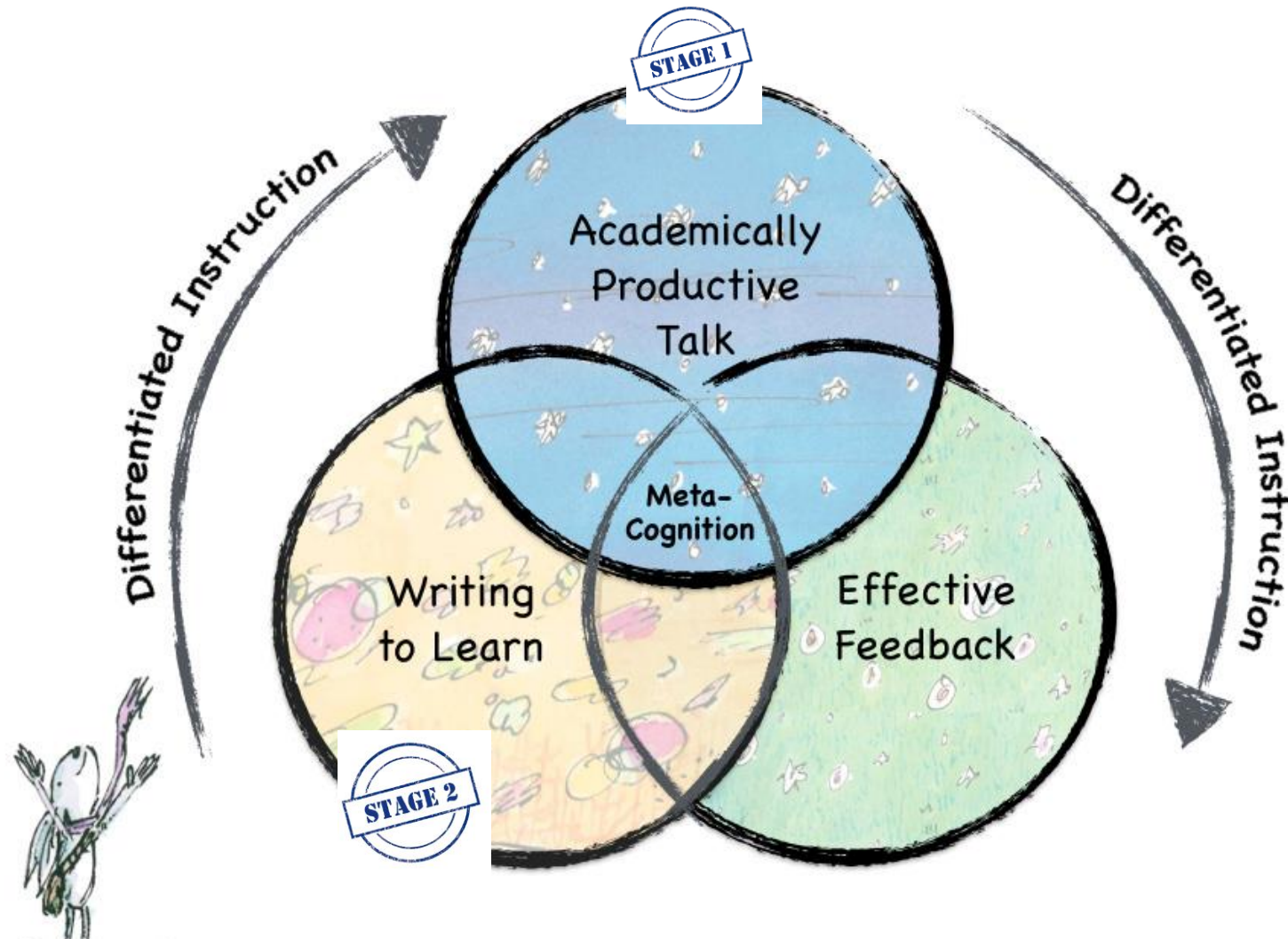
What are you looking for? (e.g., fractions, research, shapes) 

Type a keyword to start searching. [Go to the filter](#) to choose your grade and subject.

Additional IABs used in class as TWPS:

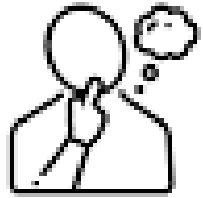
- Gr 6 Writing and Revising Expository Text
- Gr 6-8 ELA Research: Use Evidence (FIAB)
- Gr 6 Editing (FIAB)
- Gr 6-8 Revising (FIAB)
- Gr 6-8 Research: Evaluate Information and Sources (FIAB)
- Gr 6-8 Math Performance Tasks
- Gr 7 Geometry and Statistics Sample Items

High-Leverage Instructional Practices



Writing to Learn at ISAAC

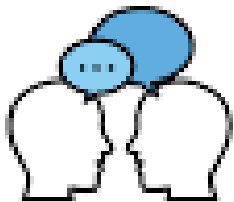
THINK



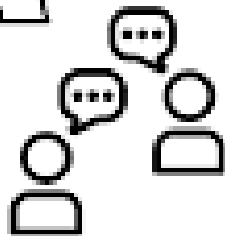
WRITE



PAIR



SHARE



IAB/FIAB QUESTIONS AS TWPS

- Used primary as a warm-up
- Promotes Accountable Talk
- Forces students to explain “the why” or “the why not” for the SBAC style question
- Allows students to explain multiple rationales and ways to reach the correct answer

ISAAC SUCCESS!

2023 ACCOUNTABILITY INDEX RESULTS

#	DISTRICTS	ACCT. INDEX	MINORITY	FREE/REDUCED
1	Lyme-Old Lyme Middle School <i>Region 18</i>	76.3	14.5%	11.7%
2	East Lyme Middle School <i>East Lyme Public Schools</i>	67.9	25.7%	22.1%
3	ISAAC Middle School <i>Interdistrict School for Arts & Communication</i>	65.5	85.7%	71%
4	Clark Lane Middle School <i>Waterford Public Schools</i>	64.7	26.4%	28.6%
5	Leonard J. Tyl Middle School <i>Montville Public Schools</i>	62.4	39.2%	43.1%
6	Stonington Middle School <i>Stonington Public Schools</i>	61.7	16.4%	21.2%
7	Ledyard Middle Schools <i>Ledyard Public Schools</i>	53.8	28.2%	25%
8	Groton Middle School <i>Groton Public Schools</i>	52.3	49.5%	49%
9	Kelly STEAM Middle School <i>Norwich Public Schools</i>	48	72.3%	64.9%
10	Bennie Dover Middle School <i>New London Public Schools</i>	46.5	92%	95.8%
11	New London Science and Technology Middle <i>New London Public Schools</i>	45.3	83.6%	92.2%
12	Teachers' Memorial Middle School <i>Norwich Public Schools</i>	43.5	77%	65.3%

NEXT STEPS FOR ISAAC

- Formal use of additional IABs in Social Studies and other subject areas
- Continue to develop and share high-quality assessment questions using Edulastic to build Unit Assessments
- Continuous Revision of the IABs we use to align with the curriculum
- Build student awareness and ownership of their data results and ability to improve
- Create exemplars for students
- High Leverage Practice #3: Effective Feedback:
 - *Honest feedback that provides explicit detail for the student to improve*





EXECUTIVE DIRECTOR BUDGET PROPOSAL

Dr. Nicholas J. Spera & Erica Robb

MAY 15, 2024

ISAAC Board of Directors

FULL STEAM AHEAD



ISAAC Budget Process

Some helpful reminders...

-  Our model is based on continuous improvement
-  Budgets are based on the best available information at a given point in time
-  Our focus is on needs of the school not numbers
-  We use actual expenditures from the previous fiscal years
-  ISAAC is unique - other school districts prepare their budgets differently depending on size, location, style
-  We value any questions or suggestions that have been submitted prior to the creation of this presentation
-  We believe collaborative budgeting is supportive and positive

What is a budget?



Sec. 10-222. Appropriations and budget.

Each local board of education shall prepare an **itemized estimate** of the cost of maintenance of public schools for the ensuing year and shall submit such **estimate** to the board of finance in each town or city having a board of finance, to the board of selectmen in each town having no board of finance or otherwise to the authority making appropriations for the school district, not later than two months preceding the annual meeting at which appropriations are to be made.

***A BUDGET IS NOT ONLY A PLAN, BUT ALSO A
STATEMENT OF VALUES AND PRIORITIES***

ISAAC Budget Goals

To Financially Support the Objectives as stated in the ISAAC
Core Values, Beliefs & Vision of the Graduate
and the Anticipated ISAAC 2024-2029 Strategic Plan



FULL STEAM AHEAD

ALL Students Can Succeed



Increase ISAAC's Next Generation Accountability Index



Strengthen ISAAC's Communication & STEAM Courses



*Provide the technology necessary for our teachers to
prepare our graduates to be high school ready*



*Recruit and retain the most talented professional staff in
the history of ISAAC Middle School*

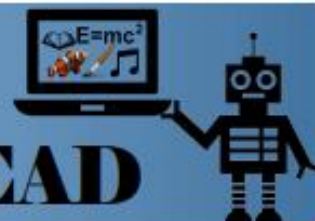


*Improve the facilities to enhance the teaching and
learning environment for all learners*

ISAAC



FULL STEAM AHEAD



Key Performance Indicators, Strategies, and Targets Aligned to Each Goal

GOAL #1: SAFE POSITIVE ENVIRONMENT



If we create a school climate and culture where every student, parent, and teacher feels safe, valued, respected, and informed, then all stakeholders will share in the partnership of meeting students' academic and social-emotional needs toward becoming active and responsible citizens.

GOAL #1 STRATEGIES:

- Implementation of a school-wide social emotional Advisory Program.
- Continue to provide cultural competency trainings to staff and students periodically.
- Provide opportunities to engage parents in the school community through multiple methods.
- Ensure that all school safety and security initiatives are reviewed and revised periodically.
- Provide the staff with opportunities for culture and climate feedback through various committees.

SUCCESS METRICS: School Climate Data

STUDENT SURVEY:

I generally feel safe at ISAAC: 85% or higher

PARENTS SURVEY:

My child generally feels safe: 85% or higher

TEACHERS SURVEY:

The culture and emotional climate of the school is positive and supportive: 85% or higher

ISAAC BOARD OF DIRECTORS

Richard F. Muckle, *Chairperson*
Michael Spellman, *Vice-Chairperson*
Barbara Crouch, *Secretary*
Lee Muller, *Treasurer*
Dr. David Brailey
Kevin Booker Jr.
Elizabeth Bungardner
Dr. Lawrence Fenn
Dr. Richard Sanders
Christina Schiano
Shannon Lougee

GOAL #2: SYSTEMS OF EXCELLENCE



If we develop our professional talent and create a collective responsibility through the intelligent allocation of our financial and human resources, then we will be able to effectively adjust our curriculum, programming, and instructional pedagogy to ensure high levels of student achievement and school success.

GOAL #2 STRATEGIES:

- Implementation of a non-evaluative instructional coaching system for core instructors and special education teachers.
- Continue to pursue grant opportunities that support the core values and beliefs about learning.
- Revise and implement with fidelity an educator development and performance plan.
- Create opportunities and experiences that invite collaboration, teamwork, and acts of appreciation to the staff.

SUCCESS METRICS: Systems of Support

ISAAC Middle School will ensure that a yearly, balanced school budget remains supportive of the needs of the school through collaborative processes with its key stakeholders.

85% of ISAAC Middle School certified teachers will reach "exemplary" on the end of the year performance review upon reaching tenure.

GOAL #3: TOP CHOICE



If we increase the communication of the strengths of ISAAC and celebrate the successes throughout the school year in different modes of communication, then students, parents, staff, and the community will voice their ISAAC Pride to promote ISAAC as one of the premier middle schools to attend in Southeastern Connecticut.

GOAL #3 STRATEGIES:

- Provide a high-quality, innovative school choice middle school that invites student choice in STEAM elective offerings.
- Expand the co-curricular athletic and club offerings while providing afterschool transportation for all participants.
- Develop a plan to provide transportation for out-of-district students that include multiple hubs.
- Ensure that the school building remains a safe, inviting, and innovative learning environment.

SUCCESS METRICS: Recruitment

ISAAC Middle School will increase the percentage of out-of-district 6th grade enrollment to reach 40% of students by 2029.

	2024	2025	2026	2027	2028	2029
OUT OF DISTRICT	23%	26%	30%	33%	36%	40%

ISAAC LEADERSHIP

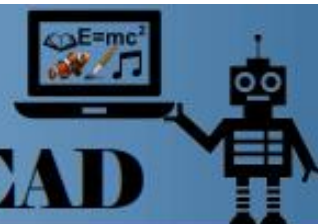
Dr. Nicholas J. Spera, *Executive Director*
William J. Linski, *Principal*
Tanya M. Collins, *Associate Principal*
Amy J. Geary, *Director of Special Education*
Tucker Regan, *Student Supports Coordinator*
Erica Robb, *Director of Finance*
Celestino Rodriguez, *Director of Facilities*
Brian Trost, *Director of Technology*
Bobby Harris, *Director of Safety & Security*



ISAAC 2029



FULL STEAM AHEAD



Key Performance Indicators, Strategies, and Targets Aligned to Each Goal

GOAL #4: EFFORT CREATES ABILITY



If teachers and staff collaborate in the examination of assessment and instructional practice through the PLC process, then they will enhance the curriculum and improve their planning and instruction with fidelity to promote student success.

GOAL #4 STRATEGIES:

- I. Implementation of the ISAAC Professional Learning Community (PLC) system with fidelity
- II. Increase the frequency of mathematics for incoming 6th graders
- III. Implementation of tiered systems of support and targeted social/emotional interventions (SRBI)
- IV. Review and revise curricula to align to student needs, vertical alignment, and state standards
- V. Implementation of the high-leverage practices that promotes learning from innovative instruction

CON'T GOAL #4 STRATEGIES:

- VI. 40% of students will reach goal in ELA SBAC
- VII. 30% of students will reach goal in Math SBAC
- VIII. 75% of EL students will reach target goals
- IX. 75% of grade 6 and 8 students will pass all four areas of the physical fitness exam
- X. 75% of eligible students will make their growth goal on the ELA SBAC
- XI. 75% of eligible students will make their growth goal on the Mathematics SBAC
- XII. 40% of students will reach goal in Science

SUCCESS METRICS: Accountability Index

ISAAC Middle School will increase their overall School Performance Index (SPI) by 10 percentage points by 2029.

	2024	2025	2026	2027	2028	2029
SPI	57	59	61	63	65	67

GOAL #5: BRING YOUR 'A' GAME



If we continuously discuss, monitor, and celebrate student attendance through a multiprocedural systematic process that incorporates family involvement and community partnerships, then students will attend school to obtain the skills and competencies needed to be academically and emotionally successful.

GOAL #5 STRATEGIES:

- I. Continue to meet weekly to analyze and identify daily student attendance trends
- II. Collaborate with families and community partners regarding student attendance concerns
- III. Create systems of recognition to reinforce positive student attendance
- IV. Continue to follow the attendance procedures that include multiple methods of home notifications
- V. Implementation of tiered systems of support and targeted social/emotional interventions (SRBI)

SUCCESS METRICS: Attendance

ISAAC Middle School will improve its chronic absenteeism by 40% in 2029.

	2024	2025	2026	2027	2028	2029
Chr.Ab	23%	21%	19%	17%	16%	15%

CORE VALUES & BELIEFS ABOUT LEARNING

At ISAAC Middle School, we pride ourselves on fostering a safe, fun, and nurturing environment that promotes hard work, happiness, and effort for all who work, learn, and grow within our school community. We believe that All Students Can Succeed with high expectations, maximum effort, and a growth mindset. Our success as an ISAAC Family is deeply rooted in the positive relationships shared among our diverse student body, devoted staff, and engaged families. Our professional learning community of talented and passionate educators is committed to the delivery of a rigorous and innovative curriculum, which promotes the shared belief that Effort Creates Ability. We support the growth of each student by developing the academic, civic, and social skills essential to succeed in high school and beyond.

ALL STUDENTS CAN SUCCEED

GOAL #6: IF YOU BUILD IT, THEY WILL COME



If we provide an innovative curriculum that focuses on the skills and competencies needed to be successful in high school with innovative STEAM offerings, then students will have their individual skills improved and be successful in high school and beyond.

GOAL #6 STRATEGIES:

- I. Full implementation of the Honors Program in grades 6, 7, and 8
- II. Ensure student needs are met through individualized programming
- III. Collaborate with STEAM related community partners to enhance curricula and provide real world experiences for students
- IV. Expand the STEAM course elective offerings
- V. Ensure that the academic core standards (NGSS, CCSS) are strengthened through STEAM offerings

SUCCESS METRICS: Full STEAM Integration

ISAAC Middle School will be approved by the Connecticut State Department of Education to become a STEAM school.

ISAAC Middle School will offer STEAM themed courses that are aligned to area high school themed program offerings

Goals to Be Served by the Budget



Build upon the high standards of education at ISAAC while remaining fiscally responsible



Maintain reduced class sizes from 2019-2020 by 25%



Promote the social emotional & mental health supports to reduce emotional stress among our students & staff during these complicated times in society and post-pandemic



Support the social and emotional intelligence and development of students through access to professionals



Remain positive, collaborative, and innovative throughout these challenging economic times



Support and enhance a positive school climate



Maintain appropriate supports for students with high needs

Goals to Be Served by the Budget

-  Ensure the continuation of the established foundational elements by creating purposeful curriculum, improving instruction, using assessment to guide our success, and developing our teachers in response to state and national expectations
-  Enhance our technology infrastructure and applications that are consistent with highly effective and efficient programming and operational standards found in the best schools
-  Maintain high facility standards and appearance for health, safety, and promotional purposes
-  Maintain a dynamic and responsive approach to programming needs, anticipated changes, and mandates in special education, English Learners, 504, and SRBI
-  Maintain both compliance and reasonability in response to state and federal mandates including any recommendations and/or considerations from the CSDE



ISAC By the Numbers

Dragon Nation Enrollment Over the Years

YEAR	6 th Grade	7 th Grade	8 th Grade	TOTAL
2020-21	92	92	92	276
2021-22	93	95	91	279
2022-23	107	85	89	281
2023-24	100	97	82	279
2024-25	97	96	89	282*

* anticipated



ISAC By the Numbers

Where Our Dragons Reside

YEAR	6 th Grade	7 th Grade	8 th Grade	TOTAL
2024-25	97	96	89	282*
TOWNS:	New London (47) Norwich (19) Groton (12) Waterford (5) Ledyard (5) <u>Other Towns 3 or Less:</u> Montville, Stonington, East Lyme	New London (70) Norwich (8) Montville (7) Groton (6) <u>Other Towns 3 or Less:</u> Waterford, Ledyard	New London (70) Norwich (6) Waterford (4) <u>Other Towns 3 or Less:</u> Groton, Montville, East Lyme, Ledyard	

ISAAC By the Numbers

Who is in the ISAAC Classroom?



ISAC By the Numbers

-  *1 in 5 in Special Education (19%)*
-  *4 in 5 in 504 or SRBI Intervention (~79%)*
-  *English Learners Population remains consistent at 46+ students in our New Bilingual Program*
-  *70% Free/Reduced Meals*
-  *61.8% Hispanic/Latino, 12.8% White, 15.8% Black or African American, 7.9% Other*
-  *8 Sending School Districts*

IS^AAC By the Numbers

Special Education by the Years & Grade

GRADE	2020-21	2021-22	2022-23	2023-24	2024-25
6	14	14	22	21	15
7	24	13	11	19	21
8	16	24	17	11	19
TOTAL	54	51	50	51	55*

English Learners by Year

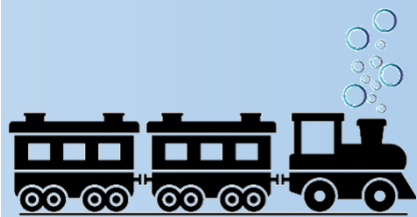
2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
29	55	54	56	55	46	48*

* anticipated

IS^AAC By the Numbers

CT Accountability SPI Rankings

FALL OF YEAR	SPI	RANKING ALL SCHOOLS
2023	65.5	562/978
2022	55.2	845/968
2019	50.6	934/968



IS^AAC 2029
FULL STEAM AHEAD

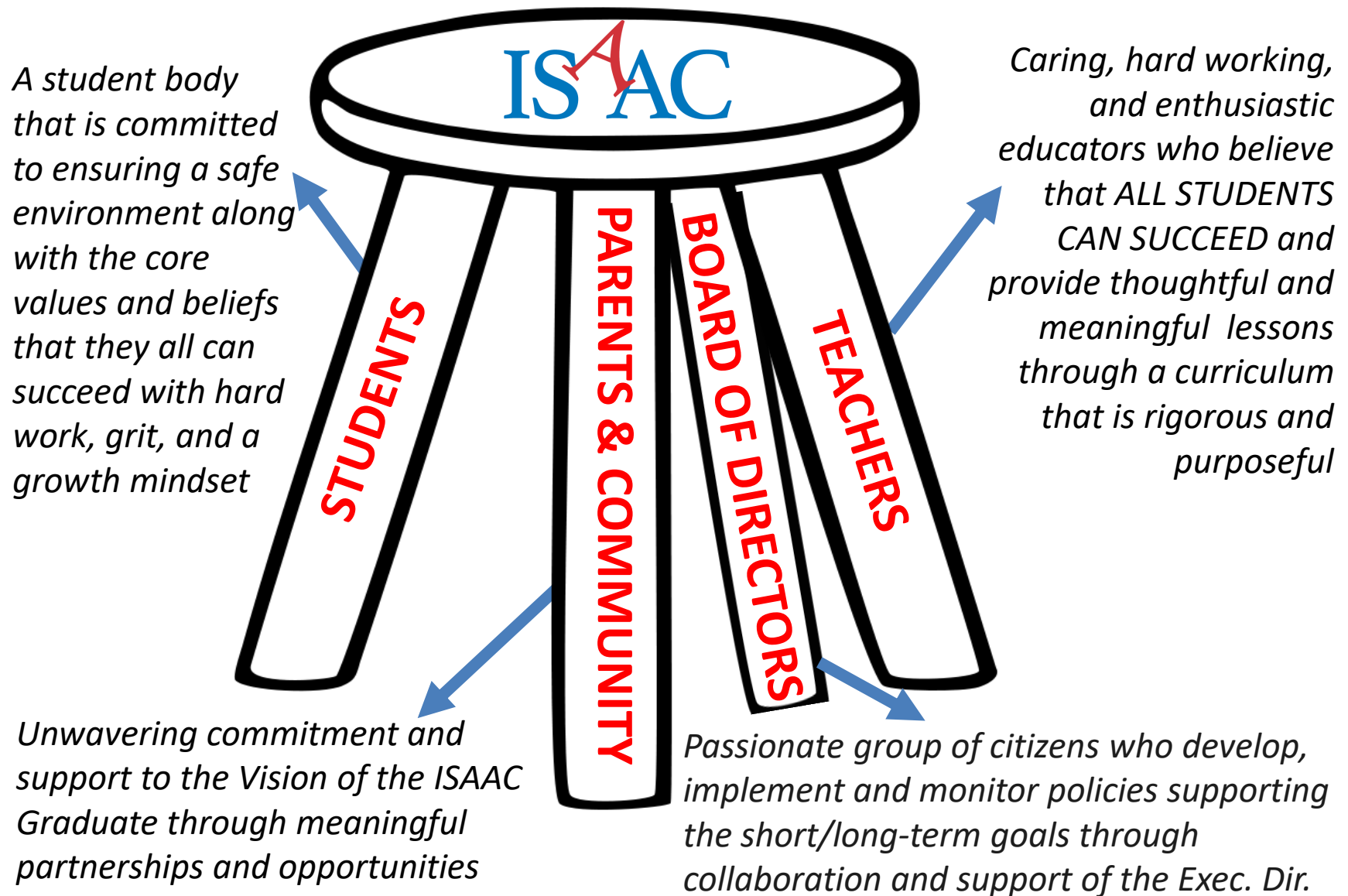
	2024	2025	2026	2027	2028	2029
<i>SPI</i>	57	59	61	63	65	67

Beyond the IS^AAC Numbers

Programming and Opportunities

- Reducing average core class size from 25 ('19-'20) to under 19
 - *Most of the core subjects have class sizes of 16 or less*
- Maintaining the Certified Staff for the Bilingual & SRBI Program
- Enhancing our SRBI Program that supports core instruction with instructional coaching and PLC leadership
- Ensuring a safe learning and working environment
- Committing to the social and emotional well-being of our students and teachers
- Providing an enhanced and rigorous in-person learning experience that is innovative and engaging
- Supporting the Professional Development of our teachers and staff through the evaluation and performance process
- Supporting the needs of ALL learners with specialized instruction

THE 4-LEGGED STEP TO SUCCESS



ISAAC

Budget Review



Revenues

- **State Per-Pupil** pays for 72.6% of our operational costs (excluding Food Service and After-School/Summer programming). For 2024-2025, we expect to receive \$13,305 per student, a 5.1% increase from 2023-2024.
- **Special Education** is billed to districts to cover the “difference between reasonable cost of educating [special ed students]” and other sources of funding. For budget purposes, we outline costs that relate directly to the provision of special education and related support. We adjust the special education billing rate to fund only those costs.
- **Grant** funds are provided through federal, state or private sources.
- **Interest/Investment** income is earned on “idle” funds deposited in money market and short-term investment funds.
- Other sources of funds are **Food Services**, paid through federal and state programs, **Student Activity** (fundraisers and events) and any accumulated **Capital Reserves**.

IS^AAC Federal & State Grants

- **Title grants** provide important funding for specific needs:
 - *Title I serves at-risk and low-performing students.*
 - *Title II supports teacher training and development.*
 - *Title III and the state's Bilingual grant support English Learner programmatic needs.*
 - *Title IV provides academic opportunity under Every Student Succeeds Act.*
- **COVID-related grants** are not included in the FY25 budget as they were fully expended by the end of FY24.
- **21st Century Community Learning grant (21CCLC)** Year 4 funds of \$150,000 are included in the FY25 budget to support after-school and summer programming.

ISAAC Budget Overview

Special Education

- Using the methodology approved by the CSDE in June 2021, our Special Education rate for 23-24 was reviewed and revised in April 2024 to \$49.90 (down from the original \$56.03). While we added a special ed teacher in order to transition to daily 6th grade math, the resulting increase in total service hours lowered the “per hour” rate.
- For 2024-2025, as approved by ISAAC’s Board in December 2023, ISAAC’S Special Education rate is set at \$51.97.
- The Special Education rate is reviewed in each spring to determine whether an adjustment is needed, with the intent to bill only amounts needed to cover costs specific to Special Education.

2024-2025 Proposed Budget

		Board Appr Oct 2023		Proposed	GENERAL	SPECIAL ED Approved @ \$51.97/IEP hr	TITLE incl Bilingual	MISC GRANTS incl Sch Mental Health	AFT-SCH Grants	FOOD SVC
OBJ	ACCT DESCRIPTION	23-24 REVISION	Change	24-25 BUDGET	24-25 BUDGET	24-25 BUDGET	24-25 BUDGET	24-25 BUDGET	24-25 BUDGET	24-25 BUDGET
41*	STATE FUNDING (\$13,505, capped at 276)	(3,507,684)	(164,496)	(3,672,180)	(3,672,180)		-	-	-	
423**	SPEC ED: IEP & COUNS INVOICES	(850,860)	(130,621)	(981,481)		(981,481)	-	-	-	
43**	FOOD SERVICES	(286,540)	(26,460)	(313,000)			-	-		(313,000)
44*	GRANTS - STATE/FEDERAL	(785,548)	315,336	(470,212)			(205,823)	(110,337)	(154,052)	
45*	GRANTS - MISC (security, tech, aqua lab)	(50,000)	7,093	(42,907)	-		-	(42,907)	-	-
46*	CONTRIBUTIONS / DONATIONS	(4,300)	1,900	(2,400)	(2,400)	-	-	-		-
465*	INTEREST/INVESTMENT INCOME	-	(25,000)	(25,000)	(25,000)			-		
TOTAL REVENUES		(5,484,932)	(22,248)	(5,507,180)	(3,699,580)	(981,481)	(205,823)	(153,244)	(154,052)	(313,000)
611	CERT ADMINISTRATORS	591,688	35,295	626,983	423,122	125,000	37,538	-	7,500	33,823
612	CERT TEACHERS & STAFF	1,989,108	89,670	2,078,778	1,370,828	524,386	90,744	92,820	-	-
613	NON-CERT CLASSROOM STAFF	196,657	8,054	204,711	135,985	43,303	25,423	-	-	-
6144*	NON-CERT DIRECTORS	384,181	24,017	408,198	370,986	32,212	-	-	-	5,000
614	NON-CERT STAFF	347,020	5,259	352,279	228,911	56,212	-	-	-	67,156
616	STIPENDS	164,748	2,884	167,632	37,000	-	15,500	-	115,132	-
100:	SUBTOTAL: SALARIES	3,673,402	165,179	3,838,581	2,566,832	781,113	169,205	92,820	122,632	105,979
200:	SUBTOTAL: EMPLOYEE BENEFITS	614,224	21,268	635,492	428,096	146,890	32,868	17,517	1,000	9,121
TOTAL EMPLOYEE COSTS (81.2% of Rev)		4,287,626	186,447	4,474,073	2,994,928	928,003	202,073	110,337	123,632	115,100
63***	PROFESSIONAL/SKILLED SERVICES	72,285	(21,052)	51,233	27,312	1,721	-	-	7,200	15,000
63221	PROF SVC / STAFF DEVEL	8,380	(2,380)	6,000	3,000	3,000	-	-	-	-
63235	AUDITORS	22,000	(1,500)	20,500	20,500	-	-	-	-	-
63245	LEGAL FEES	44,000	(14,000)	30,000	29,000	1,000	-	-	-	-
300:	SUBTOTAL: PROFESSIONAL SERVICES	146,665	(38,932)	107,733	79,812	5,721	-	-	7,200	15,000
64000	CUSTODIAL SVC (now in salaries)	18,192	(18,192)	-	-	-	-	-	-	-
646**	UTILITIES	101,250	8,205	109,455	87,564	21,891	-	-	-	
642/647	MAINTENANCE / FACIL COSTS	67,256	11,986	79,242	63,394	15,848	-	-	-	-
64400	FACILITIES USAGE (Graduation/Events)	680	400	1,080	1,080	-	-			
64720	RENTAL-EQUIPMENT (Copiers)	16,764	8,328	25,092	20,074	5,018	-	-	-	
400:	SUBTOTAL: FACILITIES	204,142	10,727	214,869	172,112	42,757	-	-	-	-

2024-2025 Proposed Budget

[illegible]

IS^AAC Budget Overview

General Budget Account Line Items

- 100 – Personal Services – Salaries
- 200 – Personal Services – Employee Benefits
- 300 – Purchased Professional Services
- 400 – Purchased Property Services
- 500 – Other Purchased Services
- 600 – Supplies
- 700 – Property
- 800 – Debt Service & Miscellaneous
- 900 – Non-operating items

IS^AAC Budget Overview

Budget By Purpose

- **100 – Personal Services: Salaries**
 - *Salaries, wages and stipends.*
- **200 – Personal Services: Employee Benefits**
 - *Payroll-related benefits: FICA (Social Security)/ Medicare, Health Insurances, Unemployment and Workers Compensation, etc.*
- **300 – Purchased Professional Services**
 - *Services provided by those with specialized skills: auditors, attorneys, consultants, accounting, payroll processing, educational enrichment (Project O), etc.*

IS^AAC Budget Overview

Budget By Purpose

- **400 – Purchased Property Services**
 - *Costs to operate, maintain, repair, and rent property and facilities.*
- **500 – Other Purchased Services**
 - *General operating costs and administrative services not provided by staff or included elsewhere. Includes Transportation, Property & Liability Insurance, Communications (Phone/Postage/Printing/Internet), Marketing, etc.*

IS^AAC Budget Overview

Budget By Purpose

- **600 – Supplies**
 - *Items that are consumed, worn out, or deteriorated through use such as instructional materials, classroom and office supplies. Software and online materials are also included in this line.*
- **700 – Property**
 - *Equipment, technology, furniture, capital improvements.*
- **800 – Debt Service & Miscellaneous**
 - *Loan principal and interest, Professional Dues and Fees*
- **900 – Non-operating Items**
 - *Includes any Per-Pupil Carryforward and Capital Reserve amounts.*

IS^AAC Budget Overview

100 and 200 Personal Services

TOTAL AMOUNT: \$4,474,073

ACCOUNTS	EXPENSE
100-00 – Salaries	\$3,838,581
200-00 – Benefits	\$635,492
TOTAL	\$4,474,073

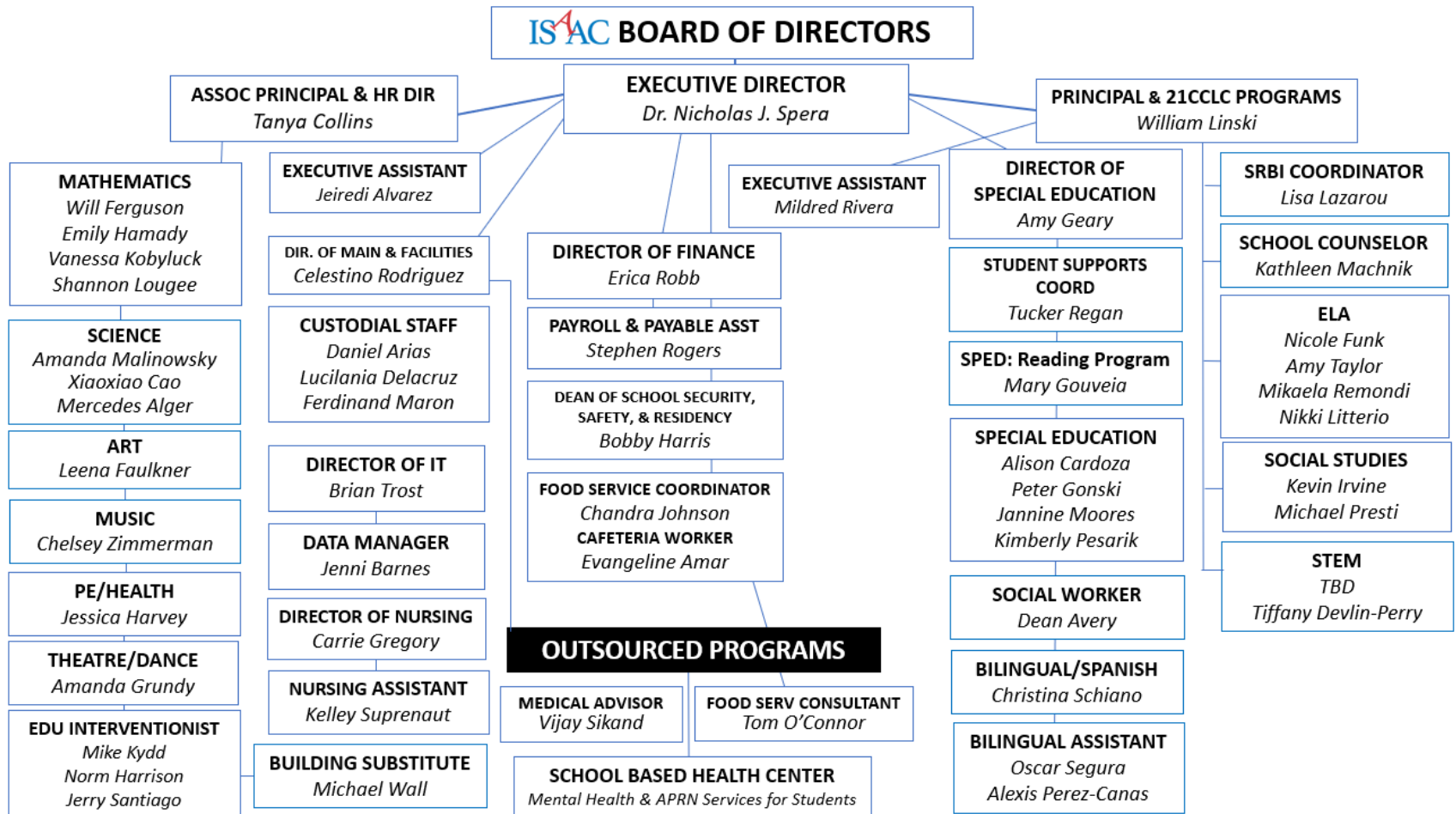
Compared to FY23-24 Budget: Increase of \$186,447

- No new positions / one ARP-funded position eliminated
- Salary adjustments per contracts
- Increased salary rates for “replacement” hires
- Increase in benefits is driven by increases in salary and health insurance

STAFFING				
23-24			24-25	
FTEs	Oct Budget		FTEs	Proposed
Certified Staff				
4	\$ 591,688	Administrators	4	\$ 629,675
3	215,405	English / Language Arts / Humanities	4	274,363
4	258,568	Mathematics	4	265,886
3	221,437	Science	3	235,989
2	133,225	STEM	2	144,990
3	165,824	Social Studies	2	119,693
1	51,331	Bilingual / EL / TESOL	1	54,677
4	267,657	Arts / Physical Education	4	275,230
3	239,484	SRBI Coordinator / School Counselor	2	183,564
2	157,111	Special Ed Student Support / Social Worker	2	166,967
5	279,066	Special Education Teachers	5	357,419
x	164,748	Stipends	x	164,940
34.0	\$ 2,745,544	Total Certified Staff	33.0	\$ 2,873,393
Non-Certified Staff				
2	\$ 145,017	Business Office	2	\$ 150,000
5	192,115	Facilities / Safety & Security	5	204,751
5.45	275,769	Nursing / IT / Food	5.45	284,827
2	118,300	Secretarial	2	120,899
5	163,447	Educ Interventionist / Bilingual Assistants	5	168,211
1	33,210	Building Substitutes	1	36,500
20.45	\$ 927,858	Total Non-Certified Staff	20.45	\$ 965,188
54.45	\$ 3,673,402	Total Staff	53.45	\$ 3,838,581

ISAC Budget Workshop

2024-2025 ORGANIZATIONAL CHART



IS^AAC Budget Workshop

300 Professional Services

TOTAL AMOUNT: \$107,733

ACCOUNTS	EXPENSE
300-00 – Professional Services	\$107,733
TOTAL	\$107,733

Compared to FY23-24 Budget: Decrease of \$38,932

- Reduction in educational enrichment (through Project O) and professional development
- Assumes decrease in legal fees

ISAAC Budget Workshop

400 Property Svc (Facilities/Maintenance)
700 Property Purchases (Technology/Capital)

TOTAL AMOUNT: \$392,238

ACCOUNTS	EXPENSE
400-00 – Facilities & Maintenance Svcs	\$214,869
700-00 – Technology & Capital	\$177,369
TOTAL	\$392,238

Compared to FY23-24 Budget: Decrease of \$131,483

- Reflects completion of construction project in early FY24
- Custodial services now provided through ISAAC staff
- Savings offset by purchase of chromebooks and security cameras/radios through miscellaneous grants

IS^AAC Budget Workshop

500 Other Purchased Services

600 Supplies, 800 Debt & Misc

TOTAL AMOUNT: \$625,259

ACCOUNTS	EXPENSE
500-00 – Other Purchased Services	\$ 94,638
600-00 – Supplies	\$290,625
800-00 – Debt, Unanticipated & Misc.	\$239,996
TOTAL	\$625,259

Compared to FY23-24 Budget: Increase of \$32,919

- Increase in food purchases as we continue to enhance lunch program
- Unanticipated/contingency remains at \$50,000
- Includes debt payments for original mortgage, construction loan (converted to mortgage) and small amount for truck loan.

IS ^AAC Budget Workshop

Capital Projects

Capital Projects	Expenditures 2024-2025
Enhancements & Upgrades	\$50,644

Enhancements & Upgrades:

- Installation of new Aquarium Touch Tank
- Reconfiguration of classroom and upstairs offices for better flow and use of space, with special focus on science classrooms and social work/resource spaces
- Additional desks and furniture
- Continued replacement of carpet, hope to be complete in FY24-25



ISAAC

THANK YOU!

*Your continued support will help us to
provide exceptional instruction and
opportunities that supports the
Vision of the ISAAC Graduate*

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION
Statement of Activities (Profit & Loss)
April 30 2024

as of May 6 2024

	Current Yr	Prior Yr	%		approved Oct 2023	
	Apr 24	Apr 23	% Change		REVISED BUDGET	%
					23-24 Full Year	% of Budget
TOTAL REVENUES	5,118,554	5,409,899	-5.4%	a	5,474,932	93.5%
SALARIES	2,815,757	2,537,133	11.0%		3,673,152	76.7%
FRINGE BENEFITS	17.2% 484,622	17.5% 443,278	9.3%		614,224	78.9%
TOTAL SALARIES + FRINGE BENEFITS	3,300,380	2,980,411	10.7%	b	4,287,376	77.0%
<i>Employee Costs as % of Revenue</i>	<i>64.5%</i>	<i>55.1%</i>			<i>78.3%</i>	
PROFESSIONAL SERVICES	76,705	120,350	-36.3%	c	149,085	51.5%
FACILITIES COSTS	163,670	238,036	-31.2%	d	204,142	80.2%
GENERAL OPERATING COSTS	78,247	72,554	7.8%	e	91,194	85.8%
SUPPLIES (incl Food Services)	253,425	223,810	13.2%	f	268,461	94.4%
TECHNOLOGY & CAPITAL EXPENSES	334,676	1,212,882	-72.4%	g	319,579	104.7%
OTHER EXPENSES (incl Student Activities)	34,330	20,977	63.7%	h	41,514	82.7%
UNANTICIPATED EXPENSE / CONTINGENCY	-	-	0.0%		25,000	0.0%
DEBT SERVICE (PRINCIPAL & INTEREST)	127,244	48,400	162.9%	j	154,001	82.6%
TOTAL EXPENDITURES	4,368,676	4,917,420	-11.2%		5,540,352	78.9%
NET ORDINARY INCOME (before Carryforward)	749,878	492,479				
OTHER INCOME: PRIOR YEAR CARRY-FORWARD	65,420	171,779		k	65,420	100.0%
OTHER: CAPITAL TRANSFER-IN / (OUT) to Gen Fund	-	-		m	-	0.0%
NET SURPLUS/(DEFICIT) excl Depr/Cap Assets	815,298	664,258			-	



DRAFT

**Interdistrict School for Arts and Communication
SPECIAL MEETING OF THE BOARD OF DIRECTORS**

April 17, 2024 at 4:00 pm

New London, CT

This meeting was held virtually via ZOOM

In Attendance: Shannon Lougee, Richard Muckle, Erica Robb, Christina Schiano, Dr. Nicholas Spera, E Dr. Richard Sanders, Dr. Larry Fenn, Tanya Collins, William Linski, Mercedes Alger, Lisa Lazarou, Kevin Booker, Dr. David Brailey

MINUTES

4:00 pm

1. WELCOME/CALL TO ORDER

Chairman R. Muckle

- 1a. Establishment of Quorum – quorum established.
- 1b. Public Comment – No public comment

4:01 pm

2. CONSENT AGENDA

Chairman R. Muckle

- Approval for the February BOD Minutes
- Approval for the March Special Meeting BOD Minutes
- Acceptance of the Year-to-Date Profit/Loss Financial Report for March 2024
- Acceptance of the Balance Sheet as of March 31, 2024

Motion: Approve and accept all items on the consent agenda

Moved: R. Sanders; 2nd: S. Lougee; Discussion: none; In Favor: all; Opposed: none; Abstentions: None

Motion Carries by unanimous voice vote

4:03 pm

3. EXECUTIVE DIRECTOR REPORT

Dr. Spera

3a. CSDE Report Update

Dr. Spera updates board on the renewal process. Members of the Board express frustration with the treatment of ISAAC from CSDE. The Board instructed Dr. Spera to pursue legal action with Shipman & Goodwin. Discussion Ensued.

3b. Grant Update

We received a \$20,000 grant which will help offset the cost of Chromebook for incoming 6th graders. Waiting hear on grant for touch tank from the community foundation.

3c. Legislative Update

We are still pursuing our goal for an expansion for 4th and 5th grade. We have submitted all requested documents and are waiting for legislation and the CSDE to approve.

3d. Hiring Update

Nothing to report. We continue to recruit for open positions for next year.

3e. Budget Process Update

Erica continues to work on budget. Budget will be presented at the next Board meeting.

3f. Recruitment Update

We have over 300 applications, 150 of which are out of district applicants.

4:15 pm

4. SUBCOMMITTEE REPORTS

4a. FINANCE

Chairman R. Muckle

- Finance Update – April Minutes

Year to Date Profit and loss has been approved. Updates previously shared by Dr. Spera in Executive Director report.

4:25 pm

5. NEW BUSINESS

Chairman R. Muckle

5a. Spring Culture & Climate Survey Results

T. Collins, L. Lazarou, & M. Alger

Mrs. Collins shares presentation with results from our most recent Student Survey, Parent Survey, and Staff Survey.

Union representatives also provide live feedback. Mrs. Alger was recognized as ISAAC Teacher of the Year.

5b. Results from a Doctoral Study featuring ISAAC

Dr. David Brailey

Dr. Brailey shares results from study done by colleague on food and security based on research done at ISAAC.

5c. Graduation – Monday, June 3, 2024 at Mitchell College

Dr. Spera

4:45 pm

6. ADJOURN

Chairman R. Muckle

Motion: Adjourn

Moved: D. Brailey; 2nd: K. Booker; Discussion: none; In Favor: all; Opposed: none; Abstentions: None

Motion Carries by unanimous voice vote