

MICIP Portfolio Report

Northview Public Schools

Goals Included

Active

- Improve High School Postsecondary Career Readiness...
- MTSS: Literacy (ELA and Math)

Buildings Included

Open-Active

- Crossroads Middle School
- East Oakview Elementary School
- Highlands Middle School
- North Oakview Elementary School
- Northview High School
- Northview Next Career Center
- Northview Next Learning Center
- West Oakview Elementary School

Plan Components Included

Goal Summary

Data

Data Set

Data Story

Analysis

Root Cause

Challenge Statement

Strategy

Summary

Implementation Plan

Buildings

Activities

Activity Text

Activity Buildings

MICIP Portfolio Report

Northview Public Schools

MTSS: Literacy (ELA and Math)

Status: ACTIVE

Statement: Northview's goal is to increase student achievement by 3% as measured by "Proficiency" on standardized assessments in the areas of both ELA and Mathematics.

Created Date: 06/22/2023

Target Completion Date: 09/28/2025

Data Set Name: Northview Tier 1 Data Review

Name	Data Source
Northview District Tier 1 Data Review Worksheet	District Determined
Grades 3-8 Assessments: Proficiency	MI School Data
Grades 3-8 Assessments: Proficiency	MI School Data
High School Assessments: Proficiency	MI School Data
High School Assessments: Proficiency	MI School Data
Northview STAR Growth/SAT/PSAT as of Nov. 2023	STAR Assessment
BOE policy reporting for Literate Students-monitoring report 4.1 Nov. 2023	MiSchoolData

Data Story Name: MTSS: Literacy (ELA and Math)

Initial Data Analysis: Northview Public Schools is showing an overall decline in proficiency in both English/Language Arts and Mathematics. Likely due in large part to the COVID 19 pandemic, Northview's overall proficiency rate in both the 3rd-8th and High School categories has declined.

Initial Initiative Inventory and Analysis: Northview is working to address the need to provide students, staff, and administration a proactive and preventative framework that integrates data and instruction to maximize student achievement and support students' social, emotional, and behavior needs from a strengths-based perspective. Northview's desire to put students first is readily evident in the data, but data shows that a consistent framework across the district is needed.

A District Implementation Team (DIT) has been created and mobilized to guide the MTSS

implementation at the respective buildings. Through professional development provided by the Kent ISD, the DIT has followed the MTSS implementation framework as overseen by the KISD. This includes the creation of Building Implementation Teams (BIT), coaches for each respective building, and systems to identify best practices, facilitate the implementation of those best practices, and processes to measure the impact of the practice.

The District has provided the funds to support the BIT, the DIT, and the best practices identified by the respective teams.

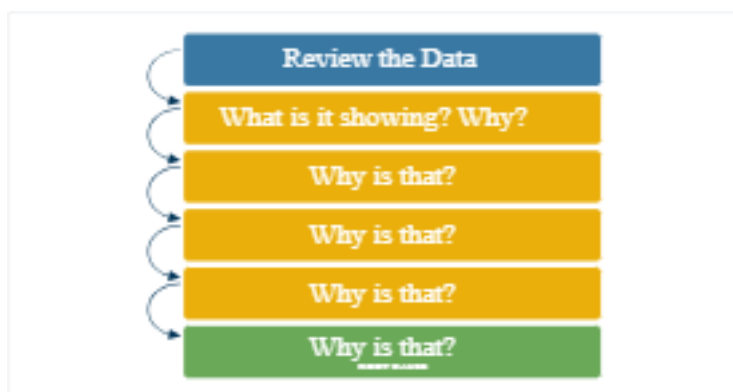
Implementation and impact measures exist at both the district level as well as the building level. At the district level, the DIT meets bi-weekly to examine data gathered from across the district and make decisions moving forward. Measurement tools are provided by the KISD, along with their use in assessing the current state of the MTSS implementation. At the building level, best practices are put in place with the knowledge of how they will be measured and at what threshold(s) they will be deemed worthwhile toward the benefit of students.

Gap Analysis: Northview seeks to have ALL students proficient per normed standards. Currently, Northview is not reaching that goal in in both a broad view of district as well within respective, individual sub-sets of the larger group.

District Data Story Summary: There is much work to do in providing Northview students with a proactive and preventative framework that integrates data and instruction to maximize student achievement and support students social, emotional, and behavior needs from a strengths-based perspective. With that said, Northview is working to meet that challenge with a team of educators from across the district who want to do what they can for the betterment of students.

Analysis:

Root Cause



Five Whys

- Why: Northview is not currently meeting the goal of having all students meeting the standard of 'Proficient.'
- Why: Likely, in large part, due to the COVID 19 pandemic, students were unable to fully access key learning during their educational journey in the 2019-20 and 2020-21 school year.

Challenge Statement: Northview will allocate resources to identified best-practices in the Literacy areas of English/Language Arts and Mathematics with the goal of seeing ALL

students meet the standard level of "Proficiency."

Strategies:

(1/11): Competency: Teacher - Staff Training

Owner: David Parmerlee

Start Date: 08/01/2023

Due Date: 06/08/2024

Summary: Provide all staff with targeted opportunities to acquire the knowledge and skills needed to support and enhance practices aligned to the district vision of high quality instruction.

Buildings: All Active Buildings

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Teacher PD in the areas of ELA and Mathematics	David Parmerlee	08/23/2023	06/08/2024	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				

(2/11): Competency: Teacher - Staff Coaching

Owner: David Parmerlee

Start Date: 08/01/2023

Due Date: 06/08/2024

Summary: Provide all staff with a purposeful partnership with a trained coach; include ongoing, timely feedback aligned to professional learning and teacher growth plans.

Buildings

- Crossroads Middle School
- East Oakview Elementary School
- Highlands Middle School
- North Oakview Elementary School
- Northview High School
- West Oakview Elementary School

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Instructional Coach - A highly qualified teacher that works with teachers to improve the quality of their pedagogy and the quality of students' education.	David Parmerlee	08/01/2023	06/08/2024	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Curriculum Coach - Part time curriculum coach split funded with General Fund	David Parmerlee	08/01/2023	06/08/2024	ONTARGET
Activity Buildings: • East Oakview Elementary School • Highlands Middle School • North Oakview Elementary School • West Oakview Elementary School				

(3/11): Essential Practices for Disciplinary Literacy Instruction in the Secondary Classroom

Owner: David Parmerlee

Start Date: 06/22/2023

Due Date: 06/08/2024

Summary: "The purpose of this set of essential instructional practices for grades 6 through 12 (English Language Arts) is to improve Michigan students' academic literacies and content learning at the secondary level. Professional development throughout the state can focus on these research-supported literacy instructional practices (10) for regular use in the classroom. Expert research suggests that 10 sets of practices outlined in this document can have a positive impact on both literacy development and conceptual learning of content. The consistent use of these practices in every Michigan classroom can make a measurable, positive difference in student learning and improve the state's literacy achievement. The English Language Arts Essential Practices are: 1) Problem-based instruction 2) Diverse texts and abundant reading opportunities in the school 3) Intentional and standards-aligned instruction in disciplinary reading practices 4) Intentional and standards-aligned instruction in disciplinary writing 5) Higher-order discussion of increasingly complex text across varying participation structures 6) Opportunities for and instruction in critically viewing, speaking and listening 7) Intentional efforts to build vocabulary and conceptual knowledge 8) Ongoing observation and assessment of students' language and literacy development that informs their education 9) Community networking to tap into available funds of knowledge in support of developing students' knowledge and identities 10) Metadiscursive awareness within and across academic and cultural domains (attention to language use at the "meta" level, e.g. talking about talk)"

Buildings

- Highlands Middle School

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Implement best practices as to see a 10% growth in students who are 'Proficient' or 'Advanced Proficiency' as measured by the M-STEP.	David Parmerlee	06/22/2023	06/08/2024	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				

(4/11): Essential Instructional Practices Grades 4-5

Owner: David Parmerlee

Start Date: 06/22/2023

Due Date: 06/08/2024

Summary: "The purpose is to improve children's literacy in Michigan. Professional development throughout the state can focus on this set (10) of research-supported literacy instructional practices for daily use in the classroom. The Essential Practices are: 1) Deliberate, research-informed efforts to foster motivation and engagement within and across lessons 2) Intentional, research-informed instruction using increasingly complex texts and tasks that build comprehension, knowledge, and strategic reading activity 3) Small group instruction, using a variety of grouping strategies, most often with flexible groups formed and instruction targeted to children's observed and assessed needs in specific aspects of literacy development 4) Activities that build reading fluency and stamina with increasingly complex text 5) Discussion of the ideas in texts and how to construct text meaning across texts and disciplines 6) Research-informed and standards-aligned writing instruction 7) Intentional and ambitious efforts to build vocabulary, academic language, and content knowledge 8) Abundant and diverse reading material, including digital texts, and opportunities to read in the classroom 9) Ongoing observation of children's language and literacy development that informs small group and individual instruction 10) Collaboration with families in promoting literacy "

Buildings

- Highlands Middle School

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Implement Best Practices as to see an increase of 10% in the total amount of students who are 'Proficient' or 'Advanced Proficiency' as measured by the M-STEP.	David Parmerlee	06/22/2023	06/08/2024	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				

(5/11): Leveled Literacy Intervention

Owner: David Parmerlee

Start Date: 06/23/2023

Due Date: 06/08/2024

Summary: Leveled Literacy Intervention (LLI) is a short-term, supplementary, small-group literacy intervention designed to help struggling readers achieve grade-level competency. The intervention provides explicit instruction in phonological awareness, phonics, fluency, vocabulary, reading comprehension, oral language skills, and writing. LLI helps teachers match students with texts of progressing difficulty and deliver systematic lessons targeted to a student's reading ability.

Buildings

- East Oakview Elementary School
- Highlands Middle School
- North Oakview Elementary School
- West Oakview Elementary School

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Literature Interventionist - Highly qualified teacher to work with students who qualify for services based on assessments and teacher recommendations. Students are supported through pull out, push in, technology support, and one-on-one instruction.	David Parmerlee	08/01/2023	06/08/2024	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Literature Interventionist Support - Paraprofessionals: Supporting the Literature Interventionists, the paraprofessionals work with the highly-qualified teacher to support in the areas of pull out, push in, technology support, and one-on-one instruction.	David Parmerlee	06/23/2023	06/08/2024	ONTARGET
Activity Buildings: • East Oakview Elementary School • North Oakview Elementary School				

Activity	Owner	Start Date	Due Date	Status
West Oakview Elementary School				

(6/11): Math Recovery Targeted Lower Elementary Intervention

Owner: David Parmerlee

Start Date: 06/23/2023

Due Date: 06/08/2024

Summary: Student achievement in mathematics will increase, through use of targeted intervention, focusing on multiple representation, students organizing and generalizing using reflection, student engagement strategies, and multiple problem formats. Teacher professional development will occur over the course of two years and one on one coaching will be used to improve the implementation of the Math Recovery Intervention Specialist Course. MAThematical topics include: Number words and numerals, addition & subtraction, Structuring Number, and Conceptual Place Value.

Buildings

- East Oakview Elementary School
- Highlands Middle School
- North Oakview Elementary School
- West Oakview Elementary School

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Mathematics Interventionist - Highly Qualified Teacher to work with students who qualify for services based on assessments and teacher recommendation. Students are supported through pull out, push in, technology support, and one-on-one instruction.	David Parmerlee	08/01/2023	06/08/2024	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				

(7/11): MTSS Framework (General)

Owner: David Parmerlee

Start Date: 06/23/2023

Due Date: 06/08/2024

Summary: "A Multi-Tiered System of Supports (MTSS) is a comprehensive framework comprised of a collection of research-based strategies designed to meet the individual needs and assets of the whole child at all achievement levels. MTSS intentionally interconnects the education, health, and human service systems in support of learners, schools, centers, and community outcomes. The five essential components of MTSS are inter-related and complementary. Implementation of the essential components as intended provides educational settings with a framework to organize the strategies and processes needed to support successful learner outcomes. The five essential components include the following: Team-Based Leadership; Tiered Delivery System; Selection and Implementation of Instruction, Interventions and Supports; Comprehensive Screening & Assessment System; Continuous Data-Based Decision Making."

Buildings: All Active Buildings

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Summer School Enrichment - Stipends (\$1750 each) for 10 certified teachers to teach Summer School	David Parmerlee	06/23/2023	08/04/2023	OVERDUE
Activity Buildings: - East Oakview Elementary School - North Oakview Elementary School - West Oakview Elementary School				
Summer School Enrichment: Two (2) instructional paraprofessionals to provide reading, writing, and emotional support to students with learning gaps during Summer School (3.5 hrs/day; 21 days; \$20/hr)	David Parmerlee	06/23/2023	06/08/2024	ONTARGET
Activity Buildings: - East Oakview Elementary School - North Oakview Elementary School - West Oakview Elementary School				

(8/11): Family Engagement Tied to Learning

Owner: David Parmerlee

Start Date: 06/24/2023

Due Date: 06/08/2024

Summary: "School improvement research demonstrates the importance of focusing family engagement around specific outcomes (Bryk et. al, 2010). Authentic family engagement activities are designed so families support and monitor their children's education and behavioral goals through a partnership with schools and community-based agencies. High-quality family engagement is linked to learning outcomes (Mapp, & Kuttner, 2013). Family engagement is strongly linked to higher levels of academic achievement, increased attendance, more positive attitudes toward school, and higher graduation rates (Henderson, & Mapp, 2002). A meta-analysis of over 28 studies investigating the impact of family engagement has found a significant and large association between family engagement and the academic achievement of students from early childhood through secondary school (Jeynes, 2016). Family engagement activities that support high expectations for learners and helping learners make real-world connections are the strongest predictors of achievement (Jeynes, 2005). "

Buildings: All Active Buildings

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Book Mobile Events - Stipends (\$3750 in total) to 10 certified teachers to host five (5) elementary Summer opportunities for students to swap books, participate in book talks, and connect with new book titles. These events are held throughout the Summer with the intention of supporting Summer reading in order to prevent Summer learning loss.	David Parmerlee	06/24/2023	08/04/2023	OVERDUE

Activity Buildings:

- East Oakview Elementary School
- North Oakview Elementary School
- West Oakview Elementary School

(9/11): Best Practices for Motivating Reading

Owner: David Parmerlee

Start Date: 06/24/2023

Due Date: 06/08/2024

Summary: text is written by authors representing research and practice. Section 1 is on practitioner's perspective on a practice in need of replacing-rewarding students with "junk" for reading. Section 2 provides a researcher's perspective on the lack of research to support the ineffective practice and reviews research. Section 3 authors give details on how to implement those better practices.

Buildings: All Active Buildings

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Replenish Elementary Mobile Library - Replenish books in each elementary school's mobile library so that student may swap books during the Summer (3 schools at \$7000 each)	David Parmerlee	06/24/2023	08/04/2023	OVERDUE
Activity Buildings: - East Oakview Elementary School - North Oakview Elementary School - West Oakview Elementary School				
Summer Reading - Two (2) books for each student to take home at the end of Summer School (250 students; \$5/book)	David Parmerlee	06/24/2023	08/04/2023	OVERDUE
Activity Buildings: All Buildings in Implementation Plan				
New Books for Summer Reading - Two (2) books for each elementary student to take home at the end of the school to read over the Summer (1000 students at \$5/book) and either keep or potentially swap at one of our five book mobile summer learning opportunities.	David Parmerlee	06/24/2023	08/04/2023	OVERDUE
Activity Buildings:				

Activity	Owner	Start Date	Due Date	Status
- East Oakview Elementary School - North Oakview Elementary School - West Oakview Elementary School				
High Interest Books - National Geographic: Inside the USA practice books (5) and student books (5). Three (3) high school books and two (2) middle school books.	David Parmerlee	06/24/2023	06/08/2024	ONTARGET
<i>Activity Buildings:</i> - East Oakview Elementary School - North Oakview Elementary School - West Oakview Elementary School				

(10/11): Whole School, Whole Community, Whole Child Framework (WSCC)

Owner: David Parmerlee

Start Date: 06/25/2023

Due Date: 06/08/2024

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

- West Oakview Elementary School

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Student Support and Academic Enrichment - Salary and benefits for an Outdoor Elementary Teacher in the District's 'Field School' program. This certified teacher will be teaching students in an environmentally themed K-4 program that is open to all district students. Position is a 1.0 FTE that is funded with Title IV and General Fund.	David Parmerlee	06/25/2023	06/08/2024	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				

(11/11): 23g Expanded Learning Time

Owner: Angela Jefferson

Start Date: 10/10/2023

Due Date: 09/28/2025

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

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Staffing to implement K-12 summer school programing. Staffing will include summer school teachers, program coordinators, and in classroom paraprofessionals..	Angela Jefferson	10/10/2023	09/28/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
High quality training for summer school teachers for Tier 2 and Tier 3 interventions focused on Math and ELA.	Angela Jefferson	10/10/2023	09/28/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
Purchase high quality supplemental instructional materials and supplies (such as UFLI early literacy resources, decodable books, math manipulatives and phonics modules) to implement targeted summer programming for Tier 2 and Tier 3 identified students in Math and ELA	Angela Jefferson	10/10/2023	09/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Deputy Superintendent will serve as the program expert and be responsible for the implementation of the this strategy, data collection, and reporting of Summer Learning.	Angela Jefferson	10/10/2023	09/28/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

Improve High School Postsecondary Career Readiness...

Status: ACTIVE

Statement: Our goal is to implement systems, curriculum and student experiences in order to ensure that 80% or more of high school students graduate with a comprehensive digital Talent Profile which will demonstrate to employers and postsecondary institutions a student's verified interests, experiences, knowledge, skills and abilities within 1 or more career pathways.

Created Date: 10/10/2023

Target Completion Date: 09/30/2025

Data Set Name: Career Awareness and Preparedness

Name	Data Source
98c Legislative Report - Northview	Other

Data Story Name: Career Awareness and Preparedness

Initial Data Analysis: Students in 7th - 11th grade engaged in the Students2Business learning modules related to developing interview communication skills, career exploration and developing robust Educational Development Plans. Career preparation was integrated into academic coursework in ELA classes at both the 7th and 10th grade. Additionally, 10th grade students made use of college planning tools embedded within the Students2Business learning modules.

Every student in the 5th - 11th grade who was active in the Mavin platform now has an established digital Talent Profile that will dynamically build over subsequent years, guide educational development planning, and catalogs student demonstrations of learning including student video reflections on their learning.

The data shows that, when students are engaged early in STEM project-based learning that is aligned to industry job functions, students are more career aware, STEM confident, and STEM compitnent as they prepare to enter high school.

Initial Initiative Inventory and Analysis: Building upon the experiences beginning in 5th grade as described in distrct's 98c plan, continuing to build a talent profile is a priority for the district. Beyond the career awarenss and STEM skills being introduced and developed in middle school, Northview Public Schools focuses on the development of employability skills in grades 9-12. These employabiltiy skills continue to build each student's talent profile.

Northview High School (NHS) is a public high school located in Grand Rapids, Michigan. NHS has been a pioneer in ensuring that every student graduates Career Aware and Prepared (CAP). This is achieved by providing an extensive 9-12 career awareness curriculum which integrates college and career readiness into the academic curriculum and defines, develops and evaluates students on employability habits and skills.

Like all public school districts in the United States, even prior to the pandemic, Northview Public Schools found that with increasing demands placed upon the school leadership, on school counselors and on teachers to meet student needs, work based learning and career readiness often takes a back seat to academic preparation and student wellness. The district has long understood the importance of providing work based learning experiences

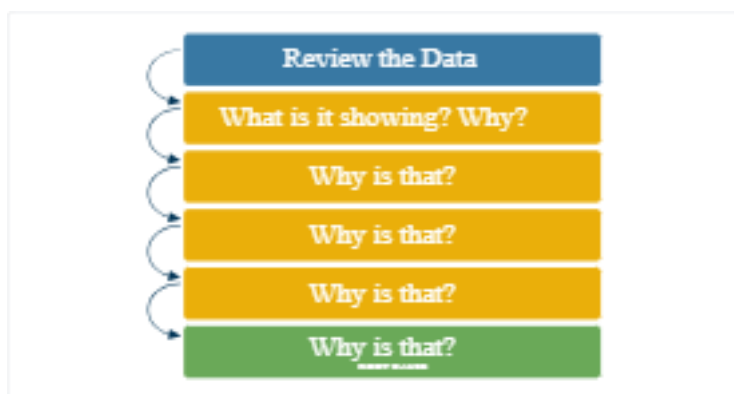
and certification opportunities for students to align with the evolving needs of area employers. Something had to be done to make implementing the Career Aware and Prepared (CAP) framework easier for the whole school community.

Gap Analysis: The gap exists in the systemic process in building a talent profile. Beginning in 5th grade, all students are developing a talent profile. Currently, in grades 7-12, there is no a systemic process in place to allow every student to build a talent profile that aligns with their career and post-secondary goals.

District Data Story Summary: Northview Public Schools seeks to continue the initiatives under 98c that will equip our students with a systemic career awareness and preparedness curriculum and experiences.

Analysis:

Root Cause



Five Whys

- Why: Northview is working to create a culture of career awareness and preparedness that is in its initial stages. Northview seeks to continue the work begun under 98c. The integration of career and academics has not been at the forefront within the district prior to this initiative. That data shows that when students engage academic standards in the context of a career, there engagement increases significantly.

Challenge Statement: The challenge is to systemically and sustainably integrate career awareness and preparedness into academic learning.

Strategies:

(1/2): 23g Career Pathways

Owner: Angela Jefferson

Start Date: 10/10/2023

Due Date: 09/30/2025

Summary: Career pathways to enable students to further their education, secure a job, and advance in employment. Career pathways blur the lines between high school, college, and career. Research shows that career related curricula or pathways demonstrated positive effects on preventing students from dropping out. Efforts might include career academies, dual enrollment, work-based learning, and career advising and navigation.

Buildings

- Northview High School
- Northview Next Career Center
- Northview Next Learning Center

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
1.0 FTE for Mavin Project Director (98c) and Facilitator of Career and Academic Integration for Middle and High School for the period Oct. 1, 2023 - June 30, 2024. This position serves as our Program Expert for Career Awareness and Preparedness for students from 5th - 12th grade and is responsible for all data collection and reporting. This position provides direct support to district and building leaders, classroom teachers and students in the classroom. This position is responsible for Career Awareness curriculum development, Career Awareness resource procurement, teacher training, technology training, Grow MainStreet lab equipment installation and maintenance. Every student and classroom teacher in grades 5 - 12 are directly impacted by these services. This position was added as a result of developing a new MICIP goal, determined through a needs assessment of past and current student career and college readiness as reported in MI School Data.	Angela Jefferson	10/10/2023	09/30/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Teaching supplies and equipment for Grow Mainstreet (98C) to include	Angela Jefferson	10/10/2023	09/30/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
3D printers, filament, tools and accessories, laser cutter, and consumable supplies.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
PC's & peripherals and laser cutting software- Windows machines are required to host specific software programs to support the operation of 3D printers and laser cutters (and their related software applications) as introduced through Grow MainStreet which was part of the district 98c plan.	Angela Jefferson	10/11/2023	09/29/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

(2/2): 23g Expanded Learning Time

Owner: Angela Jefferson

Start Date: 10/10/2023

Due Date: 09/30/2025

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

- Crossroads Middle School
- Highlands Middle School

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Teaching supplies for Grow MainStreet including 3D printers, filament, tools and accessories and consumable supplies.	Angela Jefferson	10/10/2023	09/30/2025	ONTARGET
Activity Buildings: All Buildings in Implementation Plan				
1.0 FTE for Mavin Project Director (98c) and Facilitator of Career and Academic Integration for Middle and High School for the period Oct. 1, 2023 - June 30, 2024. This position serves as our Program Expert for Career Awareness and Preparedness for students from 5th - 12th grade and is responsible for all data collection and reporting. This position provides direct support to district and building leaders, classroom teachers and students in the classroom.	Angela Jefferson	10/10/2023	09/30/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
This position is responsible for Career Awareness curriculum development, Career Awareness resource procurement, teacher training, technology training, Grow MainStreet lab equipment installation and maintenance. Every student and classroom teacher in grades 5 - 12 are directly impacted by these services. This position was added as a result of developing a new MICIP goal, determined through a needs assessment of past and current student career and college readiness as reported in MI School Data.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				