Implementation September 2020 - June 2023

Rainier Middle School

School Improvement Plan





School Improvement Plan Adopted by the Auburn School Board of Directors on *insert school board approval date here*.

September 2019 - June 2022 Auburn School District Strategic Plan

Aspiration: As an active citizen in a global society, each student will thrive as a champion for self, family, community and humanity.

The Auburn School District is committed to engaging, educating and empowering **EACH** student with equity and excellence.

In the Auburn School District, it means:

- 100% of our students graduate and are ready for their future.
- Excellent Attendance
- Mastery of Grade Level Standards
- Family/Community Engagement

District Goal 1 - Engage: Connect students to their schools and learning.

District Goal 2 - Educate: Ensure relevant learning, high achievement and graduation for each student.

District Goal 3 - Empower: Enable students and staff to thrive now and in the future.

School						
	Rainier Middle School					
	Date of SIP Team District Goal Review:					
	SIP Tea	nm Members:				
Justin Maier	Justin Maier Principal Dana Lede					
Heidi Morris	Assistant Principal	Denise Maria	Staff			
Kathryn Sheer	Staff					
Morio Montgomery	Staff					
Sonya Rempfer	Staff					

Michele Rock	Staff	
Thomas Olson	Staff	

School Improvement Team Signatures 2019-2020				
Date Submitted:	Date of School Board Approval:			
Name	Title/Position		Signature	
Justin Maier	Principal			
Heidi Morris	Assistant Princip	al		
	Parent			
	Student			
	Community Men	nber		
Kathryn Sheer	Staff			
Morio Montgomery	Staff			
Sonya Rempfer	Staff			
Michele Rock	Staff			
Thomas Olson	Staff			
Dana Lede	Staff			
Denise Maria	Staff			
Each team must include	staff, students, fa	milies	, parents, and community memb	ers.

Signatures for Approval

	Department o	of Student Learning
Heidi Harris	Assistant Superintendent S Learning	Student
Julie DeBolt	Executive Director High Sch Secondary Programs	
Vicki Bates	Assistant Superintendent Tec	chnology
	Department o	of School Programs
Ryan Foster	Associate Superintendent P Leadership and School Pro	
Rhonda Larson	Assistant Superintendent I Engagement and Student S	
	Supe	erintendent
Alan Spicciati	Superintendent	
	Scho	ool Board
Anne Baunach	School Board	
Robyn Mulenga	School Board	
Laurie Bishop	School Board	
Ray Vefik	School Board	
Ryan Van Quill	School Board	

Auburn School District Mission

In a culture of equity and excellence we engage, educate, and empower each student for success beyond graduation.

Auburn School District Vision

As an active citizen in a global society, each student will thrive as a champion for self, family, community and humanity.

Rainier Middle School Mission

We are committed to a safe, kind, restorative, and learning-focused environment that fosters positive relationships through full-implementation of positive behavior supports, staff collaboration, data-driven programs, and culturally relevant teaching. We are devoted to a respectful, responsible, and equitable community in order to close the opportunity gap for ALL students.

Rainier Middle School Vision

ALL students will be prepared to excel in high school and will be on the path for college and career readiness in a global society.

Background Information

WAC 180-16-220

Requirements for School Improvement Plan

Each school shall be approved annually by the school board of directors under an approval process determined by the district board of directors and "At a minimum the annual approval shall require each school to have a school improvement plan that is data driven, promotes a positive impact on student learning, and includes a continuous improvement process that shall mean the ongoing process used by a school to monitor, adjust, and update its school improvement plan." School Improvement plans must include a brief summary of use of data to establish improvement; acknowledging the use of data which may include DIBELS, MAP, WELPA, Credit Attainment, Enrollment in Honors/AP Courses, CEE Perceptual Data, SAT/ACT, Discipline, and MSP or HSPE.

Stakeholder Input

The Rainier Middle School SIP team is made up of individuals representing almost all content areas and grade levels, as well as administration. The team has members who have been involved with four separate SIP processes and members who this is their first time being a part of the revision process. The Building Leadership Team met twice a month with at least one of those meetings tied directly to the SIP process. Our BLT Team met at the district level, beginning in October, 2019, to review and work on the SIP process. District follow up support was provided throughout the Covid 19 school closure period. During the school closure we increased our meetings to twice a week.

Input has been collected from all staff who participated in staff meetings, PLC meetings, informational emails and surveys. They have also had the opportunity to view documents and provide feedback throughout the FRSIP process. Feedback from parent and student stakeholders have been incorporated in the form of data collected in the CEE survey and parent email requesting feedback on the school improvement goals and action plan.

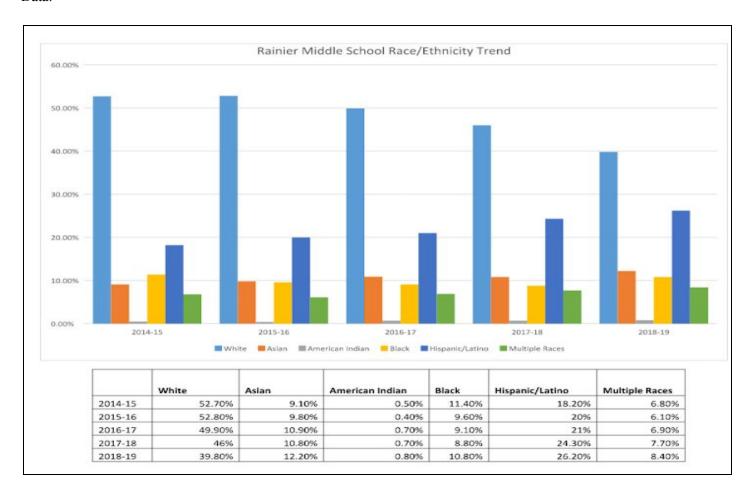
Executive Summary

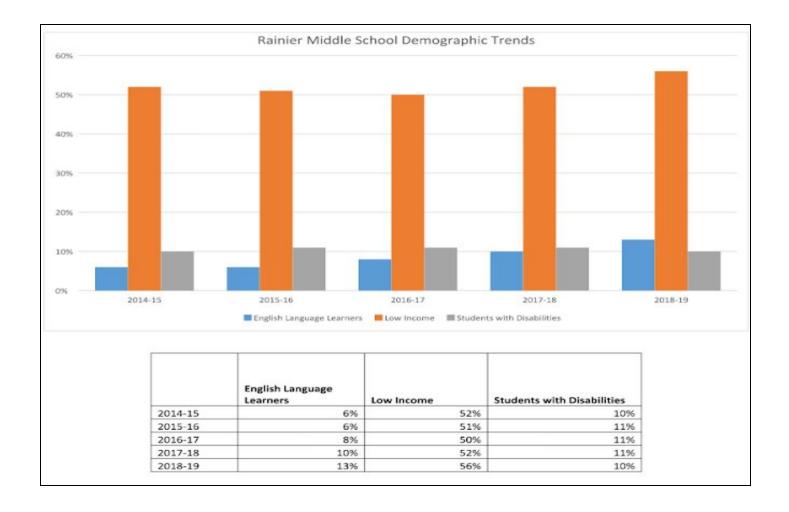
Demographics:

Rainier Middle School Demographic data from 20 14 to 2020 disaggregated by ethnicity/race, students with disabilities, students learning english, and low income students was reviewed.

Graph #1 below is Rainier Middle School's demographic trend data from 2014-15 to 2018-19 school years disaggregated by ethnicity. The white student population fell from 52.7% to 39.8% overall from 2014 to 2018 and decreased every year during this time frame. The student of color population increased from 36.9% to 46.2% during this same time period. This significant shift in demographics warrants attention to ensure instructional relevancy.

Graph #2 below is Rainier Middle School's demographic trend data from 2014-15 to 2018-19 school years disaggregated by low income, students with disabilities, and students learning English. While the percent of low income (2014-15 52% to 2018-19 56%) and students with disabilities (2014-15 10% to 2018-19 10%) remained approximately the same, the percent of students learning English more than doubled, from 6% in 2014-15 to 13% in 2018-19.





Discipline:

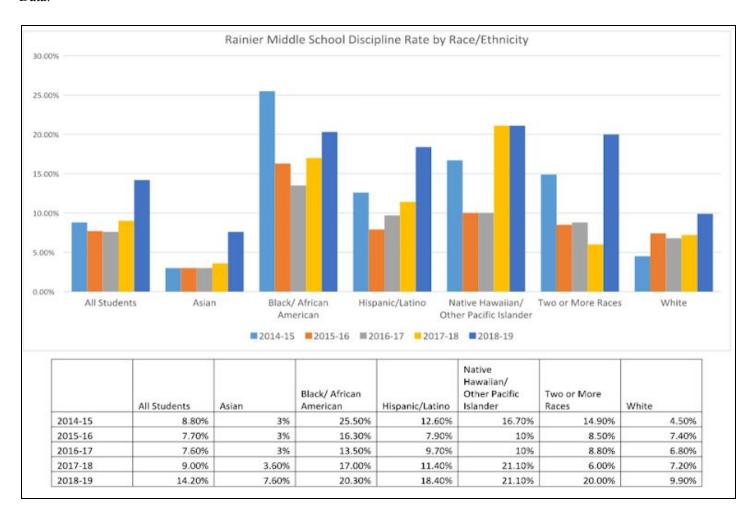
Rainier Middle School Discipline Rate trend data disaggregated by race/ethnicity, gender, students learning English, low income students and students with disabilities was reviewed. A notable point of focus is the significant increase in the rate of discipline of males as compared to females. In 2014-15 the rate of discipline for males was 12.5% and by 2018-19 that number almost doubled to 22%. For females, the difference in the rate of discipline between 2014-15 and 2018-19 is 0.7%. By comparison, males are disciplined at a significantly increasing rate.

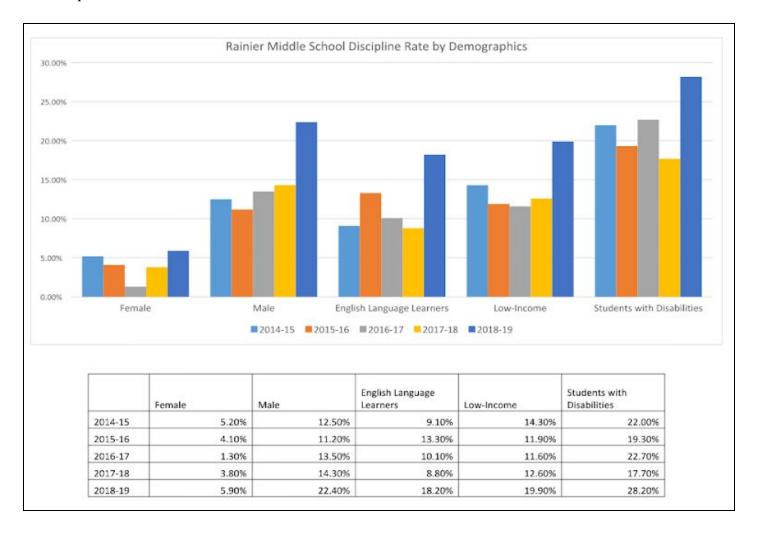
Rainier Middle School discipline rate disaggregated by demographics was reviewed between the 2014-15 and 2018-19 school years for all grades. Between the school years of 2014-15 to 2017-18, there were consistent average rates of discipline for **students with disabilities** between 17.7% (low) to 22.7% (high). Conversely, there was a significant increase of discipline of 10.5% between 2017-18 and 2018-19. Disaggregation of the data by gender, income, EL, and students with disabilities indicate the need to focus on the dramatic increase of 10.5% in discipline between the 2017-18 and 2018-19 school years.

For all students between 2014-15 and 2018-19, the rate of discipline increased from 8.8% to 14.2%.

In the 2018-19 school year, Black/African American students, Hispanic/Latino students, Native Hawaiian/Other Pacific Islander students, and students with two or more races were disciplined at twice the rate of their White and Asian peers.

Between the 2014-15 and 2018-19 school year, in all but one school year (2017-18), students with disabilities have the highest discipline rate compared to discipline rates disaggregated by race/ethnicity, gender, students learning English, and low-income students.





Attendance Data

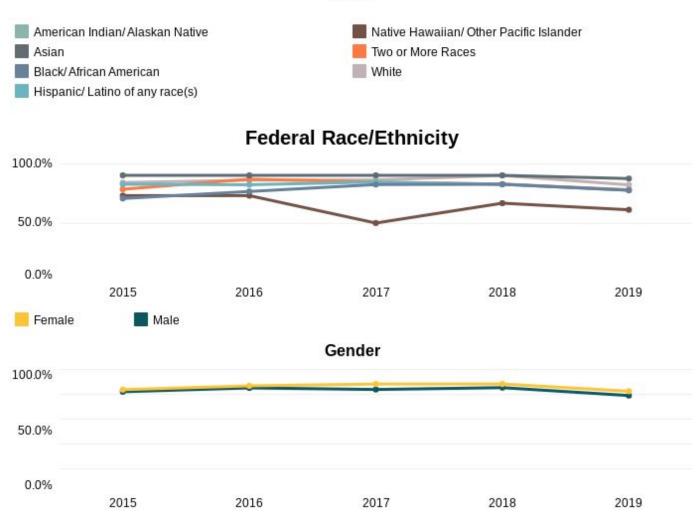
Rainier Middle School Attendance data from 2015 to 2020 disaggregated by ethnicity/race, students with disabilities, students learning english, and low income students was reviewed. The data showed 44% of our low income students are not regularly attending school in the 2019-2020 school year. Additionally the data showed students of color, when compared to White and Asian students, have a much higher absence rate. For example, in 2019 36.2% of Black students were not regularly attending school as compared to 27.4% of White students.

According to trend attendance data, the percent of Selected Ethnicities (non-White and non-Asian students) who are "at-risk" (missing 20% or more of school) has remained virtually the same from 2015 (32%) to 2020 (32.1%).

According to trend attendance data, the percent gap of "at-risk" (missing 20% or more of school) between Selected Ethnicities (non-White and non-Asian students) as compared to White and Asian students has increased from 2015 (-10.9%) to 2020 (-13.2%)

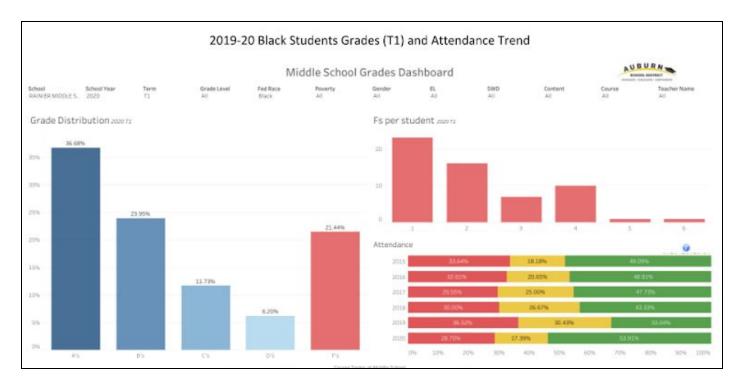
Data:

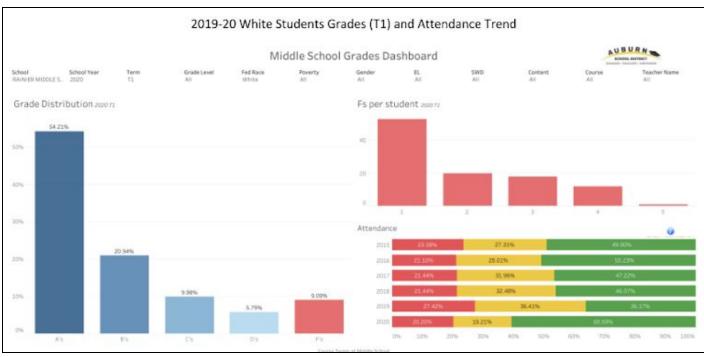
Rainier Middle School



Rainier Middle School







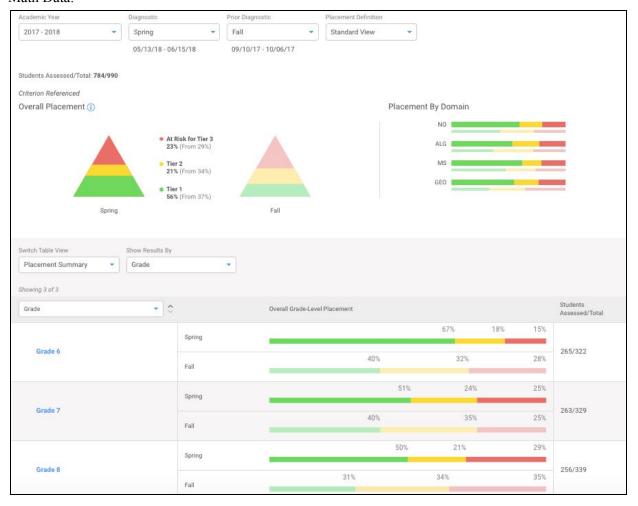
iReady (Reading* and Math**)

Rainier Middle School Math iReady Diagnostic trend data for the 2017-18 to 2019-20 school years disaggregated by grade level and placement by domain were reviewed. According to the data, 6th grade overall-level placement of "Meeting Standard" (green) in the spring, decreased from 67% in 2017-18 to 61% in 2018-19.

According to the data, the percent of 6th graders with an overall-level placement of "Not Meeting Standards" (red) in the spring increases from 15% in 2017-18 to 17% in 2018-19.

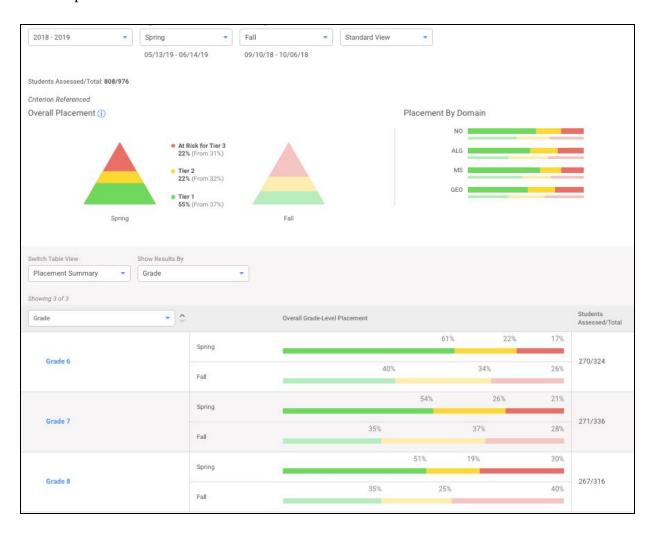
According to the data, the percent of 7th grade and 8th grade students "Meeting Standards" shows little to no change between the spring 2017-18 to 2018-19 diagnostic (7th grade 51% to 54%; 8th grade 50% to 51%).

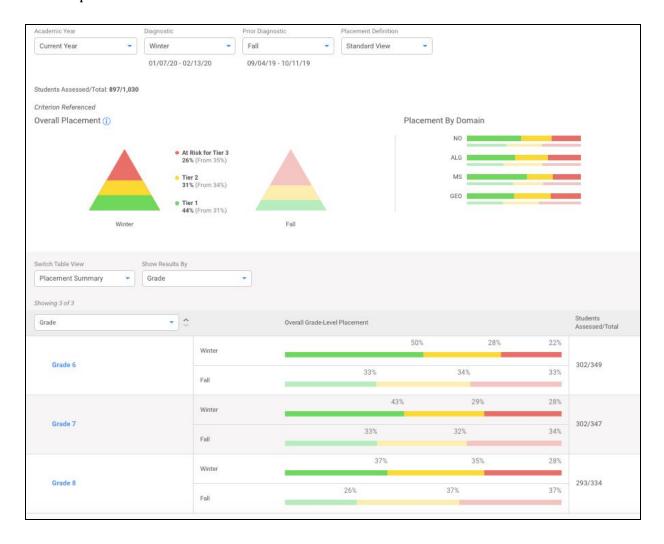
Math Data:



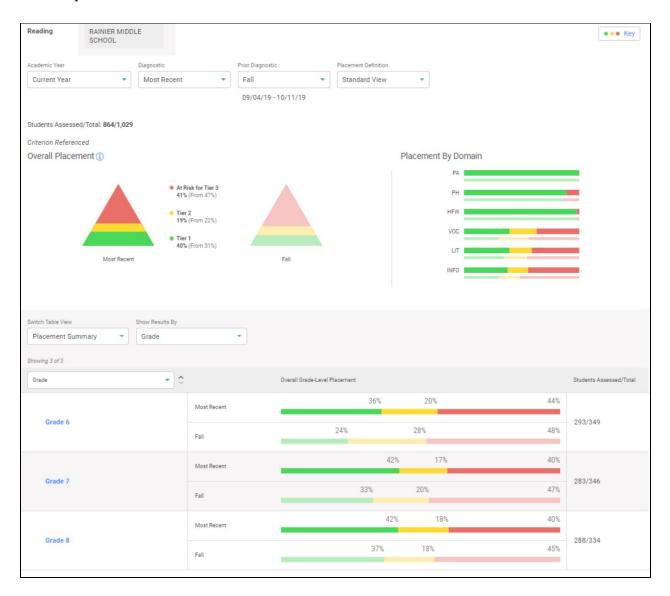
^{*}Rainier Middle School has only one year of achievement data for ELA iReady

^{**}Due to COVID-19, iReady data is incomplete for 2019-20 for both ELA and Math



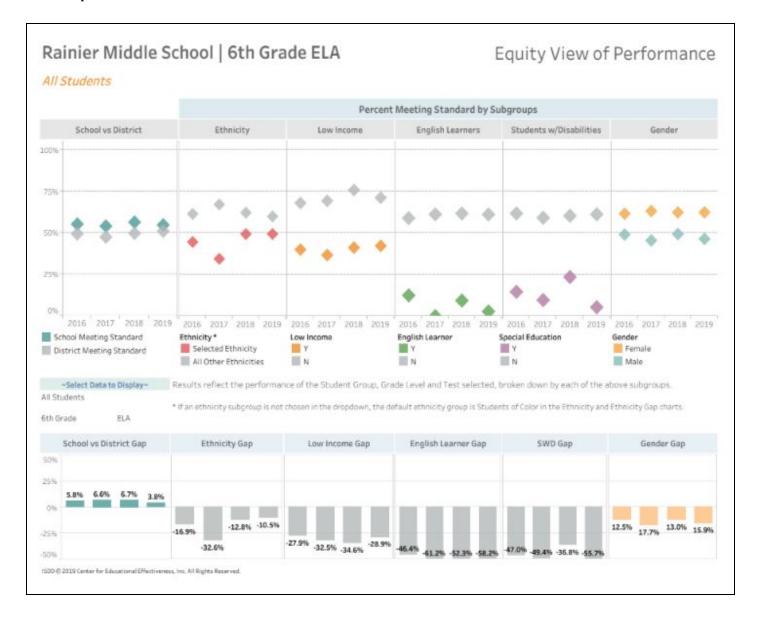


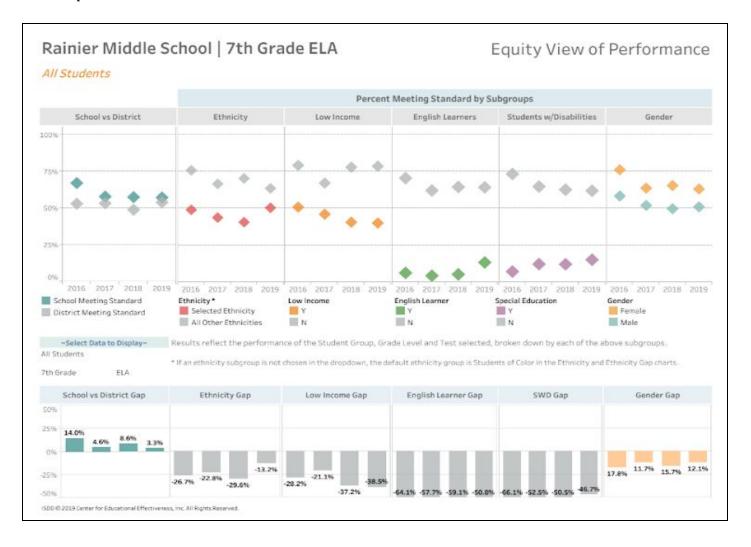
ELA Data:

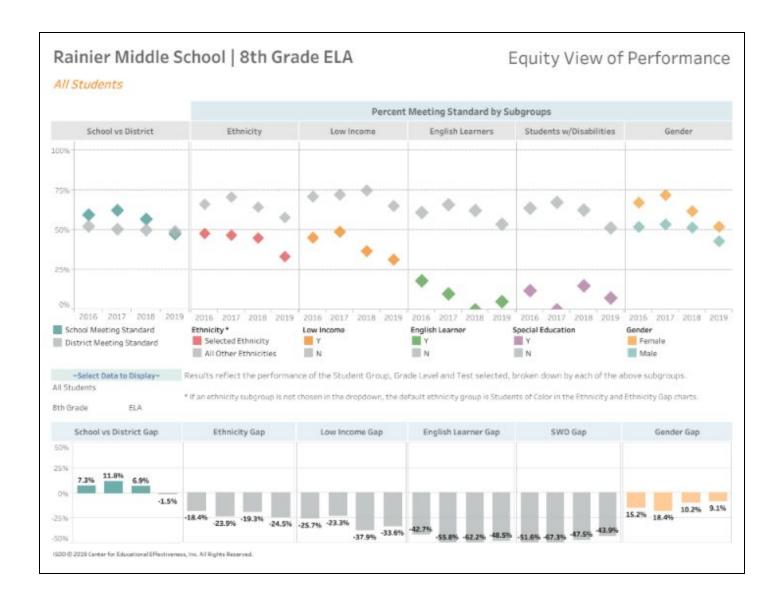


SBA ELA

Rainier Middle School English Language Arts Achievement data from 2016 to 2019 was reviewed. This data was disaggregated by ethnicity/race, low income, students learning English, students with disabilities, and gender. The data shows a consistent achievement gap of 37% or more per year for each grade level between SWDs and non-SWDs. Additionally, the data shows a consistent achievement gap of 43% or more per year for each grade level between students learning English, and their English speaking peers. Additionally, the data shows a consistent achievement gap of 21.1% or more per year for each grade level between low income students and non-low income students,

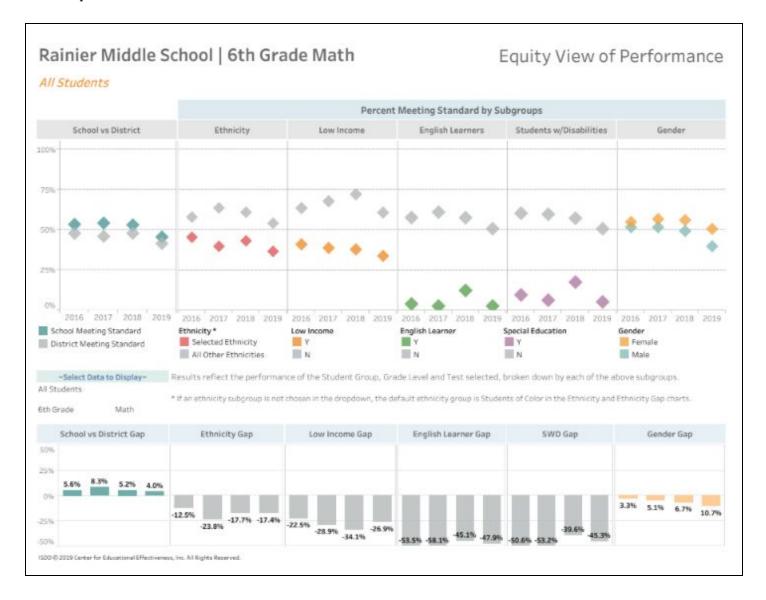


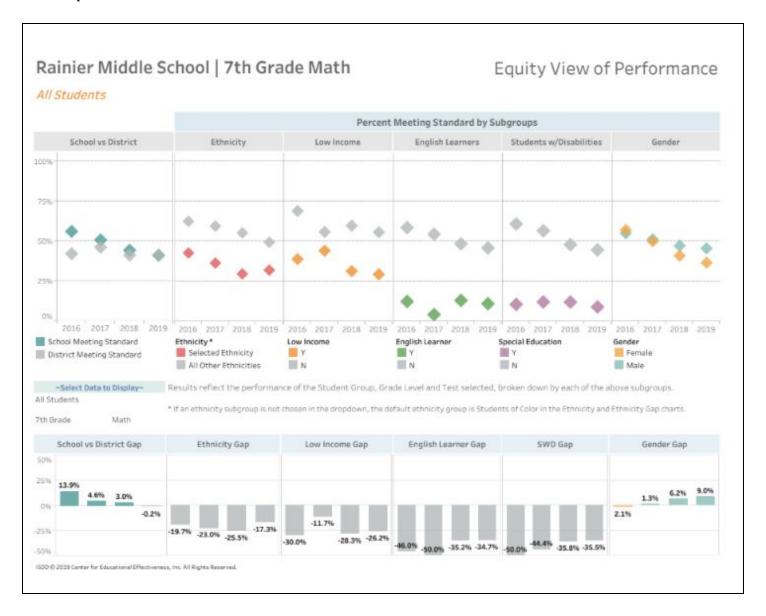


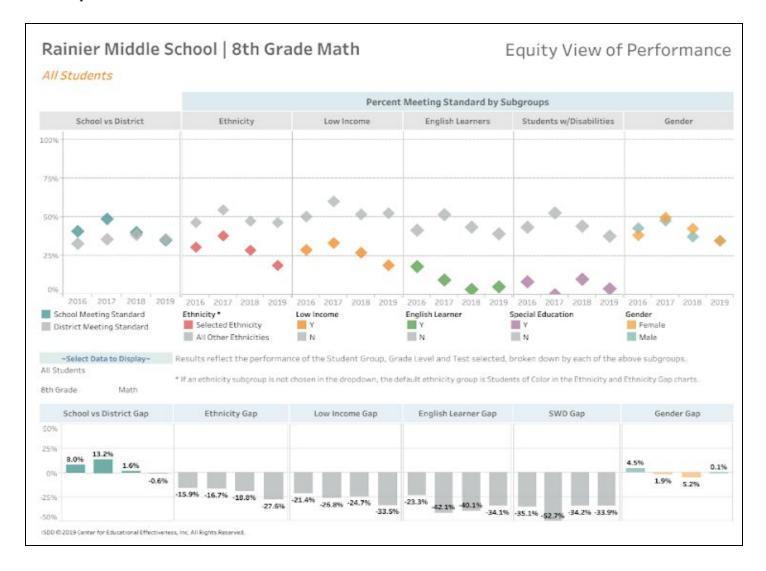


SBA Math

Rainier Middle School Math Achievement data from 2016 to 2019 was reviewed. This data was disaggregated by ethnicity/race, low income, students learning English, students with disabilities, and gender. The data shows a consistent achievement gap of 34% or more per year for each grade level between SWDs and non-SWDs. Additionally, the data shows a consistent achievement gap of 24% or more per year for each grade level between students learning English and their English speaking peers. Additionally, the data shows a consistent achievement gap of 11.7% or more per year for each grade level between low income students and non-low income students.







Data Analysis- English Learner Data (include ELPA21)

English Learner Assessment trend data, Rainier Middle School discipline trend data, English Language Arts Smarter Balanced Assessment trend data, and Mathematics Smarter Balanced Assessment trend data were disaggregated by students learning English and their English speaking peers. The following critical points of focus were observed:

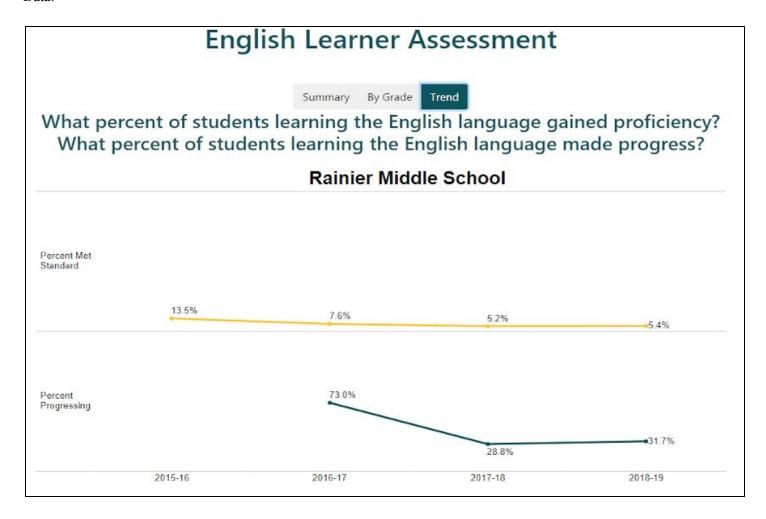
According to the OSPI English Learner Assessment trend data, in 2016-17, 73% of **EL students** made progress. That number has decreased to 31.7% of EL students making progress in 2018-19.

Rainier Middle School discipline rate by demographics showed a consistent average rate of discipline between 8.8% (*low*) - 13.3% (*high*) between the years of 2014-15 to 2017-18. Conversely, there was a significant increase of discipline by 10% between 2017-18 and 2018-19. Disaggregation of the data by gender, income, students with disabilities and **EL** students indicate the need to focus on the dramatic increase of 10% in disciplines between 2017-18 and 2018-19 school years.

The English Language Arts Smarter Balanced Assessment trend data between 2016 - 2019 shows a consistent achievement gap of 43% or more per year for each grade level between non-EL students and **EL students**.

The Mathematics Smarter Balanced Assessment trend data between 2016 - 2019 shows a consistent achievement gap of 24% or more per year for each grade level between non-EL students and **EL students**

Data:



Data Analysis- Students with Disabilities

Mathematics Smarter Balanced Assessment trend data, English Language Arts Smarter Balanced Assessment trend data, and Rainier Middle School discipline trend data were disaggregated by students with disabilities and their non-disabled peers. The following critical points of focus were observed:

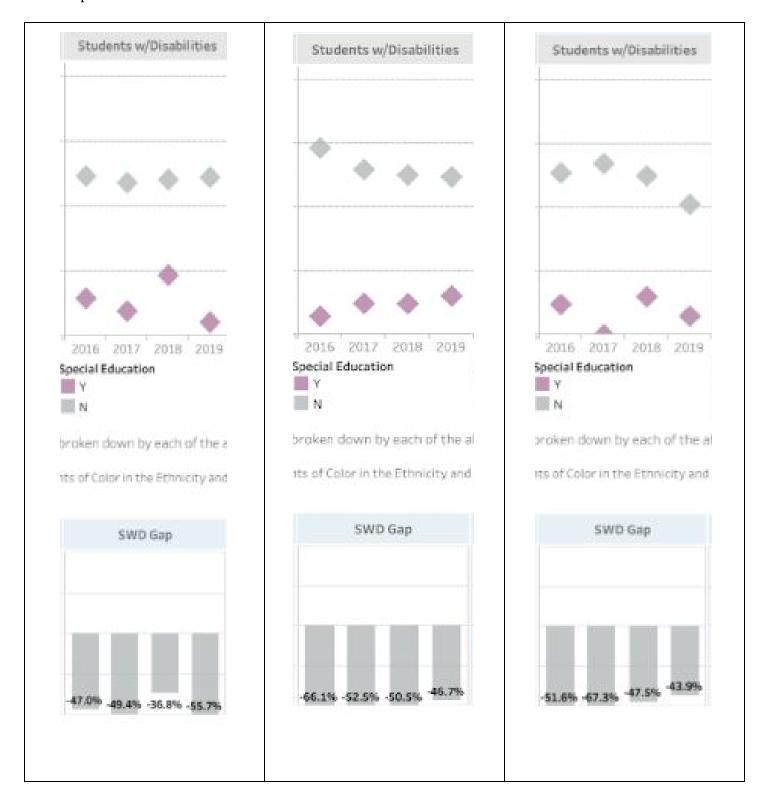
Trend data of all grades in the Mathematics Smarter Balanced Assessment from 2016 through 2019 was reviewed. Data was disaggregated by ethnicity, low income, EL, SWD and gender. This data showed a consistent gap between the achievement of our **students with disabilities** and their non-disabled peers per year and at each grade level. This gap is 34% or higher each year and at each grade level.

The English Language Arts Smarter Balanced Assessment trend data between 2016 - 2019 shows a consistent achievement gap of 37% or more per year for each grade level between **SWDs** and non-SWDs.

For an executive summary/data concerning inequities in discipline rates for **students with disabilities**, see the Discipline section of this document

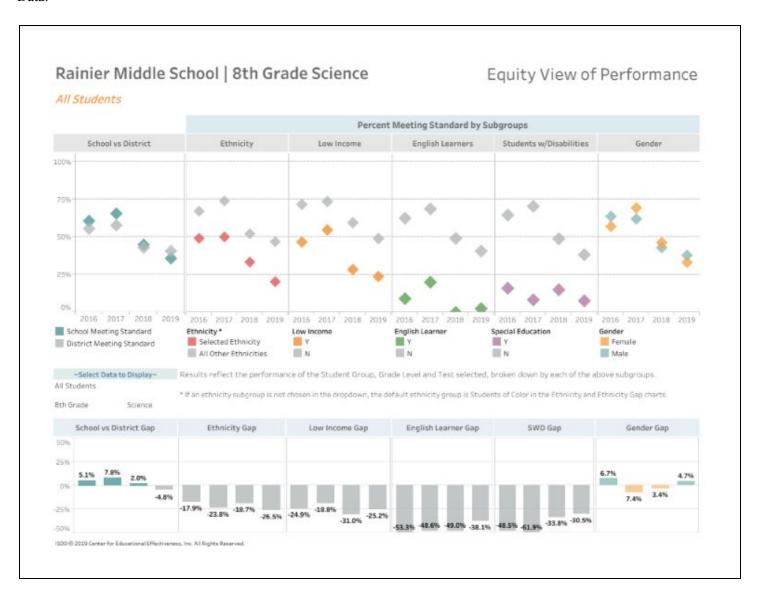


6th Grade ELA SBA	7th Grade ELA SBA	8th Grade ELA SBA



Rainier Middle WCAS data from 2016 to 2019 was reviewed. This data was disaggregated by ethnicity/race, low income, students learning English, students with disabilities, and gender. The data shows a consistent achievement gap of 30.5% or more per year for each grade level between SWDs and non-SWDs. Additionally, the data shows a consistent achievement gap of 38.1% or more per year for each grade level between students learning English and their English speaking peers. Additionally, the data shows a consistent achievement gap of 18.8% or more per year for each grade level between low income students and non-low income students. The data shows a consistent achievement gap of 17.9% or more per year for each grade level between selected ethnicities (students of color) and all other ethnicities (white and asian students).

Data:



AVID*, Accelerated, Honors/AP Enrollment

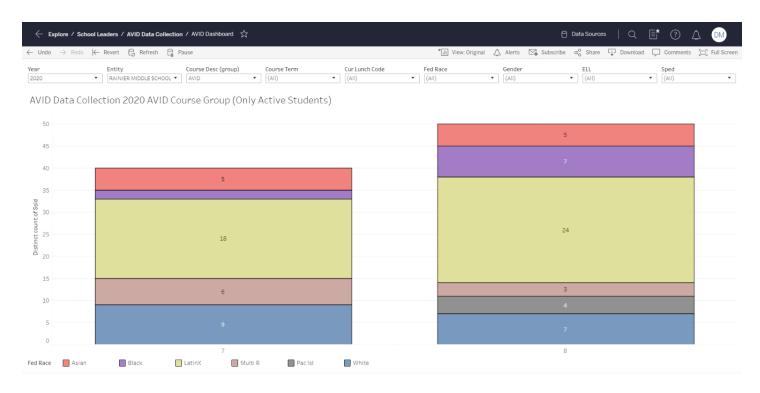
The AVID program for 7th & 8th graders showed a diverse distribution of students. The highest percentage of students of one particular race is LatinX students, with 18 students in the 7th grade AVID Elective class and 24 in the 8th grade AVID Elective class.

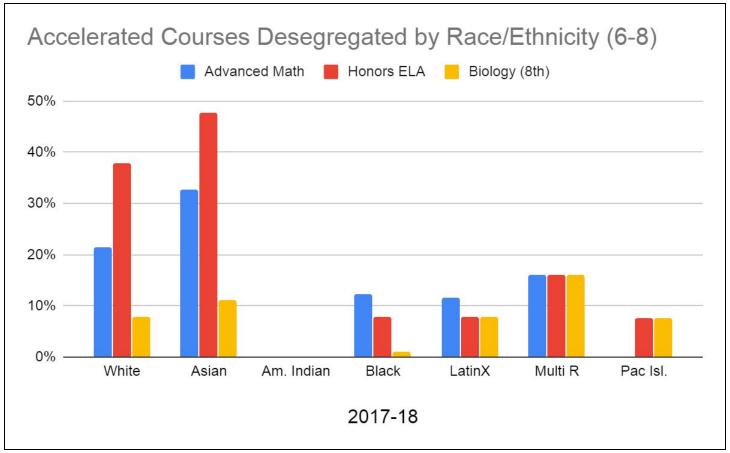
^{*2019-20} is the 1st year of implementation, trend data is not available

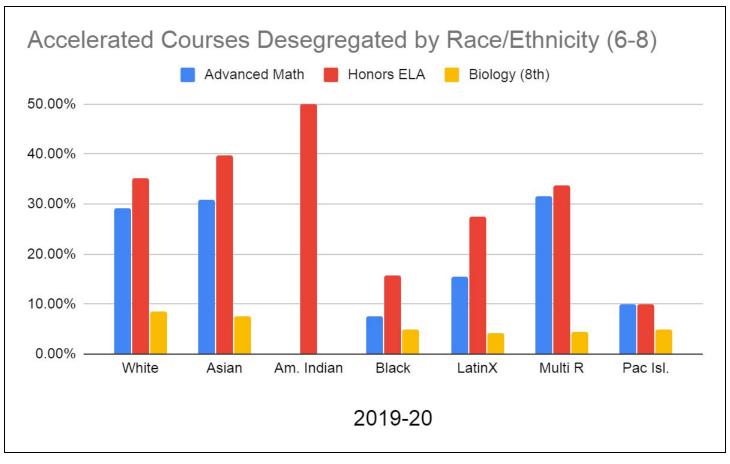
According to trend enrollment data for accelerated courses from 2017-19 to 2019-20, Black student enrollment in advanced math courses for all grades dropped from 12% in 2017-18 to 7.44% in 2019-20. Additionally, Multi-Race student enrollment in 8th Grade Biology dropped from 16% in 2017-18 to 4.35% in 2019-20. LatinX student enrollment in 8th Grade Biology also dropped from 8% in 2017-18 to 4.3% in 2019-20. Finally, Black student enrollment in 8th Grade Biology dropped from 8% in 2017-18 to 1% in 2019-20.

According to the 2019-20 accelerated course enrollment data for 2019-20, White and Asian student enrollment in advanced math courses was approximately 30%, while Balck enrollment was 7.44% and LatinX enrollment was 15.56%. This means that 30% of the white and asian student population enrolled in an advanced math course while only 7.44% of the Black student population and 15.56% of the LatinX student population enrolled in an advanced math course. These are clear racial discrepancies.

Data:

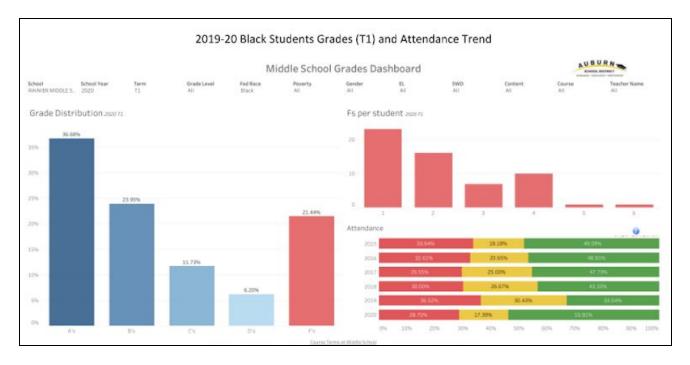


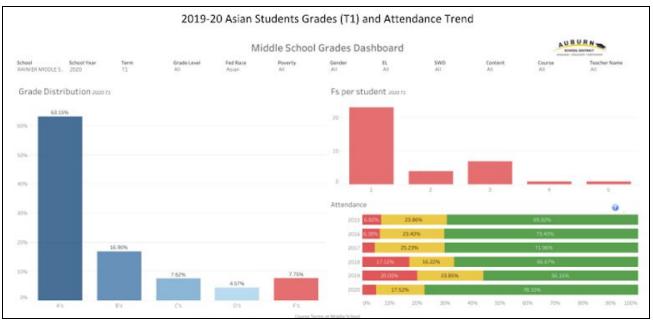




F Data

Rainier Middle School Term 1 grades from 2018-19 to 2019-20 disaggregated by race/ethnicity, low income students, students with disabilities, and students learning English were reviewed. The data showed that in 2019-20, students of color, except for American Indian students, had significantly more "Fs" than their White and Asian peers. For example, the grade distribution for Asians students shows that Asian students received 7.75% "F" grades and 63.15% "A" grades. Conversely, Black students received 21.44% "F" grades and 36.68% "A" grades. This data is one of many examples of inequities in grade distribution for students of color.





Data Analysis- CEE Perceptual Survey

SLE - This school is orderly and well maintained

CEE Perceptual Survey trend data of 2016 and 2018 were reviewed with a focus of the "Top 5" and "Bottom 5" responses. Data was disaggregated by parents, students, and staff. For the survey statement, "Students in this school are engaged in learning," the percent positive responses from staff decreased by 18.2% from 2016 to 2018. Additionally, for the survey statement, "I enjoy coming to this school," the percent positive response from students decreased by 8.4%. from 2016 to 2018.

Where are we seeing the most change from '16-17 to '18-19?



Look for common themes.

Are you surprised by either the top increases or bottom decreases?

PCI — This school encourages parent involvement in their child's learning

SLE — This school proactively addresses issues of diversity (race, ethnicity, culture, gender, and sexual orientation) in a timely and effective to the top increases or bottom decreases?

SLE — We have a system for celebrating student success

What changes put in place, since the last survey, may have caused these differences? Example: change in school policy,

expectations, etc.

 ${\sf C-Teachers}\ collaboratively\ plan\ lessons$ ${\sf EL-I}\ regularly\ talk\ with\ my\ principal/supervisor\ about\ progress\ on\ instructional\ improvement\ goals$

Top/Bottom 5 Increase/Decrease in % Positive Responses Rainier Middle School | Auburn School District

SLE — Students in this school are engaged in learning

RTB — My colleagues are willing to be held accountable for student learning

CIA — Teachers communicate the expectation that all students will participate

EL — My principal cares about me as a person

Student Survey

EL — I often see the principal or administrators around the school talking to students

CUSTOM — My school provides activities that recognize that each racial/cultural/identity group has its own strengths and needs

CUSTOM — Our school strongly enforces rules against racist jokes, slurs, and language

C — Adults in this school help me plan and set goals for my future

SLE — Student success is celebrated in this school

SLE — I enjoy coming to this school

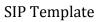
EL — My teacher(s) listen to my ideas and/or concerns

EL — I am comfortable talking with my teacher(s)

CSF — In my classes, students are busy doing schoolwork

C — Communication/materials I receive from the school are in a language I can understand	45.9%
CUSTOM — The district communicates a clear purpose for technology integration	25.7%
SLE — My child learns about the cultures of our community at his or her school	19.5%
${\sf HSE-This}\ {\sf school}\ {\sf believes}\ {\sf and}\ {\sf expects}\ {\sf that}\ {\sf all}\ {\sf students}\ {\sf can}\ {\sf meet}\ {\sf state}\ {\sf standards}$	16.5%
${\sf SLE-This\ school\ addresses\ issues\ of\ diversity\ in\ a\ timely\ and\ effective\ manner}$	14.4%
$CSF - I \ am \ informed \ about \ progress \ toward \ the \ improvement \ goals \ of \ this \ school$	15.6%
CUSTOM — Our school explicitly teaches ways to talk about race/culture	-16.2%
MTL — I am given opportunities to discuss my child's progress at school	-17.1%6
MTL — My child is encouraged to track progress toward his/her goals	17.6%
PCI — When I share concerns with my child's teacher, he/she listens	-17.8%

arent Survey



Parent Engagement – SWT 2/LAP

Write a summary of strategies you use to engage parents in the education of their students.

- 1. 5th Grade Parents Night
- 2. Welcome Back Days
- 3. Calls home to welcome families to our school
- 4. Open House
- 5. Conferences
- 6. Hispanic Family Day
- 7. African American Family Day PIDDAS

Student Transitions – SWT 2 & 3/LAP

Describe transition strategies from pre-K to K, S^{th} to S^{th} to S^{th} to S^{th} as well as within school grade spans.

- 1. $(5th \rightarrow 6th)$ 6th Grade Orientation
- 2. $(5th \rightarrow 6th)$ 5th Grade AVID Presentation and Interviews
- 3. $(5th \rightarrow 6th)$ 5th Grade AVID teacher Collaboration with MS AVID Coordinator and admin. team
- 4. $(5th \rightarrow 6th)$ Title I Teacher and ELA Instructional Specialist confer with each elementary feeder school
- 5. $(5th \rightarrow 6th)$ SPED MS Staff collaborate with SPED Elem. Staff
- 6. $(5th \rightarrow 6th)$ Counselors visit feeder elementary schools
- 7. $(8th \rightarrow 9th)$ HS Registration
- 8. $(8th \rightarrow 9th)$ Offer High school credit in Algebra, Geometry, Biology
- 9. $(8th \rightarrow 9th)$ SPED MS Staff collaborate with SPED HS Staff
- 10. (8th \rightarrow 9th) Provide tiered behavior information to HS Counselors for 8th grade students rolling up to HS
- 11. (8th \rightarrow 9th) HS AVID teacher collaboration with MS AVID Coordinator and admin. team
- 12. (within building 6th to 7th, 7th to 8th) Utilization of the student information hub (Matrix) to communicate academic, social, and behavioral tiered information to teachers

Assessment Decisions – SWT 3/LAP

Describe teacher involvement in analyzing assessment data to make instructional decisions for students not meeting standard in literacy and math.

Smarter Balanced Assessment Data

Instructional Specialists maintain detailed SBA data for ELA and Math. ELA and Math teachers are provided with this detailed SBA data from the previous year for their current students by class. This data is used to instruct more effectively. Teachers use the data to inform their practice in the following ways: intentional grouping, differentiation, accessing student prior knowledge, and assisting students with goal setting.

iReady Diagnostics & Lessons

Students take the iReady Reading and Math Diagnostic assessment in the fall, winter, and spring. The fall diagnostic acts as a baseline data point. Teachers have data talks with students to go over their skill set. Students identify areas of strength and set goals for areas of improvement. Based on their diagnostic scores, students are assigning individualized lessons through the iReady platform to practice necessary skills. Teachers monitor this individualized student progress and provide assistance or motivation when necessary. Teachers also use the diagnostic results to monitor whole class progress on the specific domains tested. For example, if the diagnostic shows the majority of students in a class are struggling in the domain of Vocabulary, the teacher ensures that he/she provides explicit vocabulary instruction as well as tools to decipher unknown words. A class that shows strong performance in the domain of Vocabulary would not need this level of scaffolding.

Common Assessments

ELA and Math teachers meet most Mondays during the school year to participate in Professional Learning Communities (PLC). During these PLC meetings, teachers plan, develop and implement common assessments. Teachers collaborate to analyze student work to inform instruction by answering the following questions: 1) What should we do if students show they have mastery of the skill(s) assessed? 2) What do we do if students do not show they have mastery the skill(s) assessed? This discussion leads to the planning of a reteach or enhancement of instruction.

All above assessments are also used as evaluation tools for SIP systems implemented.

Effective, Timely Assistance – SWT 2 & 3/LAP

Describe systematic response to student needs using rank order lists. How are at risk students identified, served, and progress monitored? How are services across programs (Core, ELL, Title I/LAP, SpEd) aligned?

ELA Systematic Response to Intervention

Based on a student's achievement on the prior years' SBA, as well as their year long trend data on the iReady benchmark assessments, students are put into rank order and placed in the following ways:

- 1) Reading Enrichment Program (REP) This program focuses on students who have the lowest performing scores and need reading and analysis practice. Students can graduate out of the program.
- 2) Writing Clinic (WC) This program focuses on students who have adequate reading and analysis skills, but need additional instruction in writing.
- 3) Co-Teaching Two types of students are selected for this program:
 - a) Non-SPED Student who has earned a Level 2 on the ELA SBA
 - b) SPED students who would most benefit from a least restrictive environment, but still need additional one-on-one instruction for academic growth
- 4) Extended Day Support: This program focused on foundational learning gaps in ELA

Math Systematic Response to Intervention

Based on a student's achievement on the prior years' SBA, as well as their year long trend data on the iReady benchmark assessments, students are put into rank order and placed in the following ways:

- 1) Math Intervention This program focuses on students who have gaps in foundational knowledge of mathematics which is keeping them from being successful in their grade-level math class.
- 2) Co-Teaching Two types of students are selected for this program:
 - a) Non-SPED Student who has earned a Level 2 on the Math SBA
 - b) SPED students who would most benefit from a least restrictive environment, but still need additional one-on-one instruction for academic growth
- 3) Extended Day Support: This program focused on foundational learning gaps in Math

Prioritized Challenges

Goal 1: The percent of students at each grade level meeting standard will increase by at least 6% each year from spring 2016 to spring 2020 as measured by the State assessment in ELA for Grades 6, 7, and 8.

Prioritized Challenges:

- 1. The percent gap between Students with Disabilities meeting standards on the 6th grade ELA SBA as compared to non-Students with Disabilities, has increased from 2018 to 2019 by 18.9%.
- 2. The percent gap between English Learners meeting standards on the 6th grade ELA SBA as compared to non-English Learners has increased from 2016 (-46.4%) to 2019 (-58.2%) by 11.8%.
- 3. The percent of 7th grade low income students passing the ELA SBA has decreased. The opportunity gap has increased in this area from -28.2% in 2016 to -38.5% in 2019 as compared to non-low income students.
- 4. The percentage gap between English Learners meeting standards on the 7th grade ELA SBA as compared to non-English Learners has remained above 50% from 2016-2019 (-64.1% in 2016) (-57.7% in 2017) (-59.1% in 2018) (-50.8% in 2019)
- 5. The percentage gap between Selected Ethnicities (non-White and non-Asian students) meeting standards on the 8th grade ELA SBA as compared to White and Asian students has increased from 2016 (-18.4%) to 2019 (-24.5%) by 6.1%.

Goal 2: The percent of students at each grade level meeting standard will increase by at least 6% each year from spring 2016 to spring 2020 as measured by the State assessment in Math for Grades 6, 7, and 8.

Prioritized Challenges:

- 1. The percentage gap between Students with Disabilities meeting standards on the 6th grade Math SBA as compared to non-Students with Disabilities has increased from 2018 (-39.6%) to 2019 (-45.3%) by 5.7%
- 2. The percentage gap between Students with Disabilities meeting standards on the 7th grade Math SBA as compared to non-Students with Disabilities has remained above 35% from 2016 to 2019. (-50.0% in 2016) (-44.4% in 2017) (-35.8% in 2018) (-35.5 in 2019)
- 3. The percentage gap between Low Income students meeting standards on the 8th grade Math SBA as compared to non-Low Income students has increased from 2016 (-21.4%) to 2019 (-33.5%) by 12.1%.
- 4. The percentage gap between English Learners meeting standards on the 8th grade Math SBA as compared to non-English Learners has increased from 2016 (-23.3%) to 2019 (-34.1%) by 10.8%.

Goal 3: The staff perception of Supportive Learning Environment as measured by the CEE Survey will increase by 9% each of the years administered.

Prioritized Challenges:

1. According to trend attendance data, the percent of Selected Ethnicities (non-White and non-Asian students) who are "at-risk" (missing 20% or more of school) has remained virtually the same from 2015 (32%) to 2020 (32.1%).

- 2. According to trend attendance data, the percent gap of "at-risk" (missing 20% or more of school) between Selected Ethnicities (non-White and non-Asian students) as compared to White and Asian students has increased from 2015 (-10.9%) to 2020 (-13.2%)
- 3. According to the CEE survey, the change from 16'-17' to 18'-19' for students in their enjoyment for coming to school decreased 8.4%
- 4. Teacher's CEE survey in 2018-19 reports that "students engage in learning" is down 18.2% from the 2016-17 report.
- 5. Student's CEE survey 2018-19 reports that students "busy in school work" is down 17.2% from 2016-17 CEE survey.
- 6. The percentage of parents that believe most students at the school are well behaved is 21.9% according to the CEE survey 2018-19.

SMART Goal 1:

The percent of students at each grade level meeting standard will increase by at least 6% each year from spring 2019 "due to COVID-19" to spring 2023 as measured by the Smarter Balanced Assessment (SBA) in **ELA** for Grades 6, 7, and 8.

	2019* Current Reality	2021 Goal	2022 Goal	2023 Goal
6th	54.6%	60.6%	66.6%	72.6%
7th	57.1%	63.1%	69.1%	75.1%
8th	47.4%	53.4%	59.4%	65.4%

SMART Goal 2

The percent of students at each grade level meeting standard will increase by at least 6% each year from spring 2019 "due to COVID-19" to spring 2023 as measured by the Smarter Balanced Assessment (SBA) in **Math** for Grades 6, 7, and 8.

	2019* Current Reality	2021 Goal	2022 Goal	2023 Goal
6th	45.4%	51.4%	57.4%	63.4%
7th	41%	47%	53%	59%
8th	34.8%	40.8%	46.8%	52.8%

SMART Goal 3:

Decrease the at-risk attendance rate (missing 10% or more school days) for all students from 25.4% 2020 to 20% by 2023 by eliminating disparities. Decrease the percent of students who are excluded from school in response to a behavioral violation from 14.2% in 2018-19 to 7% in 2023 by eliminating disparities.

Student Group	2020 At-Risk Rate Current Reality	2023 At-Risk Rate Goal	Difference
Students of Color	32%	20%	-12%
English Learners	30%	20%	-10%
Students with Disabilities	47%	20%	-27%

Student Demographic	2018-19 Exclusion Rate Current Reality	2023 Exclusion Rate Goal	Difference
Black/African American	20.3%	7%	-13.3%
Hispanic/Latino	18.4%	7%	-11.4%
Native Hawaiian/Other Pacific Islander	21.1%	7%	-14.1%
Two or More Races	20%	7%	-13%
English Learners	18.2%	7%	-11.2%
Students with Disabilities	28.2%	7%	-21.2%

			SMART	Goal 1		
Subject Area:						
Target Population: (based on demographic, discipline and attendance data analysis)		Students of color, Students with disabilities, Students learning english, Students experiencing low socio-economic context				
Our Reality: (based on assessment data analysis)	*See	curre	ent SBA scores above	?		
Our SMART Goal: (based on target population and your reality)	each	year	nt of students at each from spring 2019 "do alanced Assessment	ue to COVII	O-19" to spring 2023	•
			2019* Current Reality	2021 Goa	al 2022 Goal	2023 Goal
		6th	54.6%	60.6%	66.6%	72.6%
		7th	57.1%	63.1%	69.1%	75.1%
		8th	47.4%	53.4%	59.4%	65.4%
			Action	Plan		
Action Step 1 swT 2 & 3/LAP		•	ement WICOR Strate classrooms <i>Hattie</i> -		• ,) Process consistently in
Evidence of Implementa	tion		Evidence of Imp	pact	Leadership Responsibility	PD
August Teachers review and understa	and	ELA Department sets goals for the fall, winter, and spring iReady diagnostic		Admin. Team AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and	
the FNT process and have the materials to use in class (paper &		diag	gnostic		Sii/BET Team	hours)
electronic) for implementation	n.					Review the FNT Process
Staff self-assessment of understanding of the FNT pro	ocess.					Introduction of the
Teachers understand the schoolwide "Do Now" protoc	col.					schoolwide "Do Now" protocol
Early adopters can start with	a					

one-pager guideline on "Do Now" protocol.			
September-Mid-November Teachers implement the FNT process and have the materials to use in class (paper & electronic). Teachers explicitly teach the 5 Phases of Focused Note Taking Teachers perform the schoolwide "Do Now" system of processing notes in the first 5-7 minutes of class.	Fall ELA iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check goal attainment Analysis of Grade Distribution (Ist Quarter ends Nov. 6th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation	Admin. Team AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Implementation of the "Do Now" protocol Presentation of baseline data for evidence of impact
Mid-November- January Teachers implement the FNT process and have the materials to use in class (paper & electronic). Teachers perform the schoolwide "Do Now" system of processing notes in the first 5-7 minutes of class.	Winter ELA iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check goal attainment Analysis of Grade Distribution (2nd Quarter ends January 29th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff	Admin. Team AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Celebrate Success

February-April Teachers implement the FNT process and have the materials to use in class (paper & electronic). Teachers perform the schoolwide "Do Now" system of processing notes in the first 5-7 minutes of class.	implementation and check for levels of implementation SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System Check Spring ELA iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check goal attainment Analysis of Grade Distribution (3rd Quarter ends April 16th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation SIP Teacher Survey - SIP Systems Check	Admin. Team AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Presentation of mid-year data for evidence of impact (Feb. 24th) Celebrate Success
	implementation and check for levels of implementation SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System		(Feb. 24th)
	Check Mid-Year Data Review (Feb. 24th): Analysis of comparative data from fall to winter, monitor and adjust systems and instruction		

April-June	Final Analysis of Grade	Admin. Team	PD - Building 28 Hours
Teachers implement the FNT process and have the materials to use in class (paper & electronic).	Distribution (4th Quarter ends June 25th) Common Formative Assessments (PLC) - Analysis of target	AVID Team SIP/BLT Team	(see calendar below for specific dates and hours) Based on the Plan, Do,
Teachers perform the schoolwide "Do Now" system of processing notes in the first 5-7 minutes of class. SIP and AVID Team reflect on the implementation process, make necessary modifications to the system for the next school year, and celebrate success.	populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System Check Based on data analysis determine students needing summer school		Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Presentation of end-of-year data for evidence of impact Celebrate Success
	L mplement WICOR Strategy - Organizat ystem in ALL classrooms.	l ion skills taught throu	gh the binder check
Evidence of Implementation	Evidence of Impact	Leadership Responsibility	PD
August Teachers provided a list of binder materials required and understand the process for providing students with binders and materials Teachers understand and receive a one-pager guideline on the "Planning using a Planner" protocol.		Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Implementation of schoolwide student binders and materials lists Introduction to the "Planning using a Planner" protocol

Teachers ensure all students have the necessary binder and binder material Teachers implement consistent and frequent binder checks Teachers explicitly teach students to use planners to stay organized Teachers check for the iReady Skill Tracking Sheet in the student binder	Fall ELA iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check for goal attainment Analysis of Grade Distribution (Ist Quarter ends Nov. 6th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation	Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Implementation of the binder check system Implementation of the "Planning using a Planner" protocol Presentation of baseline data for evidence of impact
Mid-November- January Teachers ensure all students have the necessary binder and binder material. Teachers explicitly teach students to use their planners. Teachers implement consistent and frequent binder checks. Teachers plan for differentiation/enhancement of instruction using the iReady Skill Tracking Sheets to help students reach their goals	Winter ELA iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check for goal attainment Analysis of Grade Distribution (2nd Quarter ends January 29th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation SIP Teacher Survey - SIP Systems Check	Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Celebrate Success

	SIP Student Survey - SIP System Check		
February-April Teachers ensure all students have	Spring ELA iReady - The fall diagnostic is the baseline data used to measure student achievement	Admin. Team AVID Site Coordinator	PD - Building 28 Hours (see calendar below for specific dates and
the necessary binder and binder material.	growth in comparison to winter and spring diagnostics	AVID Team SIP/BLT Team	hours) Based on the Plan, Do,
Teachers explicitly teach students to use their planners.	Analysis of Grade Distribution (3rd Quarter ends April 16th)		Check, Adjust continuous improvement system, at
Teachers implement consistent and frequent binder checks.	Common Formative Assessments (PLC) - Analysis of target populations (<i>see above</i>).		this point PD will be based on the area of most need as
Teachers plan for differentiation/enhancement of instruction using the iReady Skill Tracking Sheets to help students reach their goals	achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth		established by an analysis of the evidence of impact by the identified leadership teams.
	Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation		Presentation of mid-year data for evidence of impact (Feb. 24th)
	SIP Teacher Survey - SIP Systems Check		Celebrate Success
	SIP Student Survey - SIP System Check		
	Mid-Year Data Review (Feb. 24th): Analysis of comparative data from fall to winter, monitor and adjust systems and instruction		
April-June	Final Analysis of Grade Distribution (4th Quarter ends	Admin. Team AVID Site	PD - Building 28 Hours (see calendar below for
Teachers ensure all students have the necessary binder and binder material.	June 25th) Common Formative Assessments	Coordinator AVID Team SIP/BLT Team	specific dates and hours)
Teachers explicitly teach students to use their planners.	(PLC) - Analysis of target populations (<i>see above</i>). achievement. Analysis is performed to inform instruction,		Based on the Plan, Do, Check, Adjust continuous improvement system, at
Teachers implement consistent and frequent binder checks.	identify interventions, and monitor target population achievement and growth		this point PD will be based on the area of most need as
Teachers plan for			established by an analysis of the evidence

differentiation/enhancement of	Analyze AVID Walkthrough Data	of impact by the
instruction using the iReady Skill	to determine PD to support staff	identified leadership
Tracking Sheets to help students	implementation and check for	teams.
reach their goals	levels of implementation	
		Presentation of
SIP and AVID Team reflect on	SIP Teacher Survey - SIP Systems	end-of-year data for
the implementation process, make	Check	evidence of impact
necessary modifications to the		
system for the next school year,	SIP Student Survey - SIP System	Celebrate Success
and celebrate success.	Check	
	Based on data analysis determine	
	students needing summer school	

Alignment to District Improvement:

- The Focused Note Taking (FNT) process, a pillar of the AVID program, makes learning visible for teachers to be able to formatively check for student understanding throughout the learning process, and makes goal setting for students possible. With the FNT process students have a tangible record of their learning that they can access to consolidate, synthesize, and make connections. The FNT is a clear driver for students to be able to connect to their learning. The skill of taking, processing, and connecting notes will assist students through-out their entire academic life.
- WICOR Organization through binder checks is a schoolwide initiative which acts as a catalyst for teacher and student self-efficacy, a precursor to the all important collective efficacy we strive to achieve. When students are organized, they are more efficient learners. Teachers will explicitly teach the skill of organizing, an even more important skill in the coming hybrid education platform students will soon experience. Organization skills levels the playing field for all students to have the capacity to access learning. It is a skill that students will use their entire academic life.

SMART Goal 2					
Subject Area:					
Target Population: (based on demographic, discipline and attendance data analysis)	Students of color, Students with disabilities, Students learning english, Students experiencing low socio-economic context				
Our Reality: (based on assessment data analysis)	*See current SBA scores above				
Our SMART Goal: (based on target population and your reality)	The percent of students at each grade level meeting standard will increase by at least 6% each year from spring 2019 "due to COVID-19" to spring 2023 as measured by the Smarter Balanced Assessment (SBA) in Math for Grades 6, 7, and 8.				
		2019* Current Reality	2021 Goal	2022 Goal	2023 Goal
	6th	45.4%	51.4%	57.4%	63.4%
	7th	41%	47%	53%	59%
	8th	34.8%	40.8%	46.8%	52.8%

Action Plan					
Action Step 1 swT 2 & 3/LAP	Implement WICOR Strategy - Focused Note Taking (FNT) Process consistently in ALL classrooms <i>Hattie - Teacher Clarity (.75)</i>				
Evidence of Implementation	Evidence of Impact	PD			
August Teachers review and understand the FNT process and have the materials to use in class (paper & electronic) for implementation. Staff self-assessment of understanding of the FNT process. Teachers understand the schoolwide "Do Now" protocol. Early adopters can start with a one-pager guideline on "Do Now" protocol.	Math Department sets goals for the fall, winter, and spring iReady diagnostic	Responsibility Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Review the FNT Process Introduction of the schoolwide "Do Now" protocol		
September-Mid-November Teachers implement the FNT process and have the materials to use in class (paper & electronic). Teachers explicitly teach the 5 Phases of Focused Note Taking Teachers perform the schoolwide "Do Now" system of processing notes in the first 5-7 minutes of class.	Fall Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check goal attainment Analysis of Grade Distribution (Ist Quarter ends Nov. 6th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation	Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Implementation of the "Do Now" protocol Presentation of baseline data for evidence of impact		

Mid-November- January Teachers implement the FNT process and have the materials to use in class (paper & electronic). Teachers perform the schoolwide "Do Now" system of processing notes in the first 5-7 minutes of class.	Winter Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check goal attainment Analysis of Grade Distribution (2nd Quarter ends January 29th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation SIP Teacher Survey - SIP System Check SIP Student Survey - SIP System Check	Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Celebrate Success
February-April Teachers implement the FNT process and have the materials to use in class (paper & electronic). Teachers perform the schoolwide "Do Now" system of processing notes in the first 5-7 minutes of class.	Spring Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check goal attainment Analysis of Grade Distribution (3rd Quarter ends April 16th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth	Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Presentation of mid-year data for evidence of impact (Feb. 24th) Celebrate Success

April-June Teachers implement the FNT process and have the materials to use in class (paper & electronic). Teachers perform the schoolwide "Do Now" system of processing notes in the first 5-7 minutes of class. SIP and AVID Team reflect on the implementation process, make necessary modifications to the system for the next school year, and celebrate success.	SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System Check Mid-Year Data Review (Feb. 24th): Analysis of comparative data from fall to winter, monitor and adjust systems and instruction Final Analysis of Grade Distribution (4th Quarter ends June 25th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System Check Based on data analysis determine students needing summer school	Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Presentation of end-of-year data for evidence of impact Celebrate Success
	Implement WICOR Strategy - Organi system in ALL classrooms		hrough the binder check
Evidence of Implementation	Evidence of Impact	Leadership Responsibility	PD
August Teachers provided a list of binder materials required and understand the process for providing students with binders and materials		Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Implementation of schoolwide student binders and materials lists

Teachers understand and receive a one-pager guideline on the "Planning using a Planner" protocol.			Introduction to the "Planning using a Planner" protocol
Teachers ensure all students have the necessary binder and binder material Teachers implement consistent and frequent binder checks Teachers explicitly teach students to use planners to stay organized Teachers check for the iReady Skill Tracking Sheet in the student binder	Fall Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check for goal attainment Analysis of Grade Distribution (Ist Quarter ends Nov. 6th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation	Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Implementation of the binder check system Implementation of the "Planning using a Planner" protocol Presentation of baseline data for evidence of impact
Mid-November- January Teachers ensure all students have the necessary binder and binder material. Teachers explicitly teach students to use their planners. Teachers implement consistent and frequent binder checks. Teachers plan for differentiation/enhancement of instruction using the iReady Skill Tracking Sheets to help students reach their goals.	Winter Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics; check for goal attainment Analysis of Grade Distribution (2nd Quarter ends January 29th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth	Admin. Team AVID Site Coordinator AVID Team SIP/BLT Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Celebrate Success

February-April	Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System Check Spring Math iReady - The fall	Admin. Team	PD - Building 28 Hours (see
Teachers ensure all students have the necessary binder and binder material. Teachers explicitly teach students to use their planners. Teachers implement consistent and frequent binder checks. Teachers plan for differentiation/enhancement of instruction using the iReady Skill Tracking Sheets to help students reach their goals	diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics Analysis of Grade Distribution (3rd Quarter ends April 16th) Common Formative Assessments (PLC) - Analysis of target populations (see above). achievement. Analysis is performed to inform instruction, identify interventions, and monitor target population achievement and growth Analyze AVID Walkthrough Data to determine PD to support staff implementation and check for levels of implementation SIP Teacher Survey - SIP System Check Mid-Year Data Review (Feb. 24th): Analysis of comparative data from fall to winter, monitor and adjust systems and instruction	AVID Site Coordinator AVID Team SIP/BLT Team	calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Presentation of mid-year data for evidence of impact (Feb. 24th) Celebrate Success

April-June	Final Analysis of Grade	Admin. Team	PD - Building 28 Hours (see
P · · · · · · ·	Distribution (4th Quarter ends	AVID Site	calendar below for specific
Teachers ensure all students	June 25th)	Coordinator	dates and hours)
have the necessary binder and	,	AVID Team	,
binder material.	Common Formative	SIP/BLT Team	Based on the Plan, Do,
	Assessments (PLC) - Analysis of		Check, Adjust continuous
Teachers explicitly teach	target populations (see above).		improvement system, at this
students to use their planners.	achievement. Analysis is		point PD will be based on
•	performed to inform instruction,		the area of most need as
Teachers implement consistent	identify interventions, and		established by an analysis of
and frequent binder checks.	monitor target population		the evidence of impact by
	achievement and growth		the identified leadership
Teachers plan for			teams.
differentiation/enhancement of	Analyze AVID Walkthrough		
instruction using the iReady	Data to determine PD to support		Presentation of end-of-year
Skill Tracking Sheets to help	staff implementation and check		data for evidence of impact
students reach their goals	for levels of implementation		
			Celebrate Success
SIP and AVID Team reflect on	SIP Teacher Survey - SIP		
the implementation process,	Systems Check		
make necessary modifications to			
the system for the next school	SIP Student Survey - SIP System		
year, and celebrate success.	Check		
	Based on data analysis determine		
All District	students needing summer school		
Alignment to District Improvem			

Alignment to District Improvement:

- The Focused Note Taking (FNT) process, a pillar of the AVID program, makes learning visible for teachers to be able to formatively check for student understanding throughout the learning process, and makes goal setting for students possible. With the FNT process students have a tangible record of their learning that they can access to consolidate, synthesize, and make connections. The FNT is a clear driver for students to be able to connect to their learning. The skill of taking, processing, and connecting notes will assist students through-out their entire academic life.
- WICOR Organization through binder checks is a schoolwide initiative which acts as a catalyst for teacher and student self-efficacy, a precursor to the all important collective efficacy we strive to achieve. When students are organized, they are more efficient learners. Teachers will explicitly teach the skill of organizing, an even more important skill in the coming hybrid education platform students will soon experience. Organization skills levels the playing field for all students to have the capacity to access learning. It is a skill that students will use their entire academic life.

SMART Goal 3

Subject Area:

are their Focus 5

C 1	Students of color, Students with disabilities, Students learning english, Students experiencing low socio-economic context						
Our Reality: (based on assessment data analysis)	*See discipline and attendance data above						
on target population and your reality) f	from 25.40 tudents w	% 2020 to 20 tho are exclude	% by 20 ded fron)23 by elimina	10% or more school ting disparities. De- ponse to a behavior ng disparities.	ecrease	the percent of
		Student Group		2020 At-Risk Rate Current Reality	e 2023 At-Risk Rat Goal	e	Difference
	S	tudents of Color		32%	20%		-12%
	E	nglish Learners		30%	20%		-10%
	Stude	nts with Disabilitie	es	47%	20%		-27%
	Student l	tudent Demographic 2018-19 Exclusion Rate Current Reality		2023 Exclusion Rate Go		Difference	
	Black/African American			20.3%	7%		-13.3%
	Hispanic/Latino			18.4%		7%	
	Native Hawaiian/Other Pacific Islander			21.1%	7%		-14.1%
	Two or	More Races		20%	7%		-13%
	Englis	h Learners		18.2%	7%		-11.2%
	Students with Disabilities			28.2%	7%		-21.2%
		A	Action P	lan			
Action Step 1 SWT 2 & 3/LAP		_		y inviting and eep Equity: CF	develop open and t	rusting	relationships
Evidence of Implementation	on	Evide	ence of I	mpact	Leadership Responsibility		PD
August Teachers understand the importa establishing positive relationship students Teachers understand the purpose	with				Admin. Team PBIS Team SIP/BLT Team Deep Equity Team	Hours below dates	Building 28 s (see calenda y for specific and hours) ew Ch. 7 in urally
Positive 5:1 Strategy Teachers know which of their str						Respo	onsive Teachi Brain" by ta Hammond

Teachers establish positive relationships with Focus 5 families/students by calling home for each of their Focus 5 once before school starts Teachers understand how to use the PBIS App to track the use of positive reinforcements Teachers understand how the PBIS App functions as a student reward system			Introduction to the Focus 5 and Positive 5:1 Strategy Introduction to the PBIS App
September-Mid-November Teachers implement the Positive 5:1 Strategy for all students Teachers track positive reinforcements for the Focus 5 in the PBIS App Teachers support and utilize the student reward system (PBIS App) Teachers contact Focus 5 families two times a month	The following data is analyzed and reviewed to determine PD to support staff and monitor student impact and identify students for tier intervention: - Attendance Data - Behavioral Referral Data - Grade Distribution (1st Quarter ends Nov. 6th) - PBIS App data Fall ELA & Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics	Admin. Team PBIS Team SIP/BLT Team Deep Equity Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Implementation of the PBIS App and reward system Implementation of the Focus 5 and Positive 5:1 protocol
Mid-November- January Teachers implement the Positive 5:1 Strategy for all students Teachers track positive reinforcements for the Focus 5 in the PBIS App Teachers support and utilize the student reward system (PBIS App) Teachers contact Focus 5 families two times a month	The following data is analyzed and reviewed to determine PD to support staff and monitor student impact and identify students for tier intervention: - Attendance Data - Behavioral Referral Data - Grade Distribution (2nd Quarter ends January 29th) - PBIS App Data Winter ELA & Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in	Admin. Team PBIS Team SIP/BLT Team Deep Equity Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams.

	comparison to winter and		
	spring diagnostics		Celebrate Success
	SIP Teacher Survey - SIP Systems Check		
	SIP Student Survey - SIP System Check		
February-April	The following data is analyzed	Admin. Team	PD - Building 28
Teachers implement the Positive 5:1 Strategy for all students	and reviewed to determine PD to support staff and monitor student impact and identify students for tiered intervention:	PBIS Team SIP/BLT Team Deep Equity Team	Hours (see calendar below for specific dates and hours)
Teachers track positive reinforcements for the Focus 5 and all students in the PBIS App	-Attendance Data -Behavioral Referral Data -Grade Distribution (3rd Quarter ends April 16th)	Team	Based on the Plan, Do, Check, Adjust continuous improvement system,
Teachers support and utilize the student reward system (PBIS App)	-PBIS App Data		at this point PD will be based on the area
Teachers contact Focus 5 families two times a month	Spring Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics		of most need as established by an analysis of the evidence of impact by the identified leadership teams.
	SIP Teacher Survey - SIP Systems Check		Presentation of mid-year data for evidence of impact
	SIP Student Survey - SIP System Check		(Feb. 24th)
	Mid-Year Data Review (Feb. 24th): Analysis of comparative data from fall to winter, monitor and adjust systems and instruction		Celebrate Success
April-June	The following data is analyzed and reviewed to determine PD	Admin. Team PBIS Team	PD - Building 28 Hours (see calendar
Teachers implement the Positive 5:1 Strategy for all students	to support staff and monitor student impact and identify students for tier intervention:	SIP/BLT Team Deep Equity Team	below for specific dates and hours)
Teachers track positive reinforcements for the Focus 5 and all students in the PBIS App Teachers support and utilize the student reward system (PBIS App)	-Attendance Data -Behavioral Referral Data -Grade Distribution (4th Quarter ends June 25th) -PBIS App Data		Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area
remain system (1 DIS App)		1	oc based on the area

Teachers contact Focus 5 families two times a month SIP and PBIS Team reflect on the implementation process, make necessary modifications to the system for the next school year, and celebrate success.		SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System Check Based on data analysis determine students needing summer school		of most need as established by an analysis of the evidence of impact by the identified leadership teams. Presentation of end-of-year data for evidence of impact Celebrate Success
Action Step 2 SWT 2 & 3/LAP	_	nent culturally relevant behavioral in inication to make the school environ		-
Evidence of Implementation	on	Evidence of Impact	Leadership Responsibility	PD
August Teachers understand the importanculturally relevant behavioral interventions Teachers understand the necessar protocol and procedures for "Hall Huddles"	y		Admin. Team PBIS Team SIP/BLT Team Discipline Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Review Ch. 7 in "Culturally Responsive Teaching in the Brain" by Zaretta Hammond Introduction to the "Hallway Huddle" protocol
September-Mid-November Teachers implement "Hallway Huddles", if needed, the Disciplin Team models the process with the teacher present		The following data is analyzed and reviewed to determine PD to support staff and monitor student impact and identify students for tier intervention: - Attendance Data - Behavioral Referral Data - Grade Distribution (1st Quarter ends Nov. 6th) - PBIS App data Fall ELA & Math iReady - The fall diagnostic is the baseline data used to measure student achievement growth in comparison to winter and spring diagnostics	Admin. Team PBIS Team SIP/BLT Team Discipline Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Implementation of the "Hallway Huddle" protocol

		1	1
Mid-November- January	The following data is analyzed	Admin. Team	PD - Building 28
	and reviewed to determine PD	PBIS Team	Hours (see calendar
Teachers implement "Hallway	to support staff and monitor	SIP/BLT Team	below for specific
Huddles", if needed, Discipline Team	student impact and identify	Discipline Team	dates and hours)
coaches teachers through the process	students for tier intervention:		
	- Attendance Data		Based on the Plan,
	- Behavioral Referral Data		Do, Check, Adjust
	- Grade Distribution (2nd		continuous
	Quarter ends January		improvement system,
	29th)		at this point PD will
	- PBIS App Data		be based on the area
			of most need as
	Winter ELA & Math iReady -		established by an
	The fall diagnostic is the		analysis of the
	baseline data used to measure		evidence of impact
	student achievement growth in		by the identified
	comparison to winter and		leadership teams.
	spring diagnostics		
			Celebrate Success
	SIP Teacher Survey - SIP		
	Systems Check		
	SIP Student Survey - SIP		
	System Check		
February-April	The following data is analyzed	Admin. Team	PD - Building 28
	and reviewed to determine PD	PBIS Team	Hours (see calendar
Teachers implement "Hallway	to support staff and monitor	SIP/BLT Team	below for specific
Huddles", if needed, Discipline Team	student impact and identify	Discipline Team	dates and hours)
observes and provides feedback at a	students for tiered intervention:		
later time	-Attendance Data		Based on the Plan,
	-Behavioral Referral Data		Do, Check, Adjust
	-Grade Distribution(3rd		continuous
	Quarter ends April 16th)		improvement system,
	-PBIS App Data		at this point PD will
			be based on the area
	Spring Math iReady - The fall		of most need as
	diagnostic is the baseline data		established by an
	used to measure student		analysis of the
	achievement growth in	1	evidence of impact
			by the identified
	comparison to winter and		by the identified
			by the identified leadership teams.
	comparison to winter and spring diagnostics		leadership teams.
	comparison to winter and spring diagnostics SIP Teacher Survey - SIP		leadership teams. Presentation of
	comparison to winter and spring diagnostics		leadership teams. Presentation of mid-year data for
	comparison to winter and spring diagnostics SIP Teacher Survey - SIP Systems Check		leadership teams. Presentation of mid-year data for evidence of impact
	comparison to winter and spring diagnostics SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP		leadership teams. Presentation of mid-year data for
	comparison to winter and spring diagnostics SIP Teacher Survey - SIP Systems Check		leadership teams. Presentation of mid-year data for evidence of impact (Feb. 24th)
	comparison to winter and spring diagnostics SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System Check		leadership teams. Presentation of mid-year data for evidence of impact
	comparison to winter and spring diagnostics SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP		leadership teams. Presentation of mid-year data for evidence of impact (Feb. 24th)

	data from fall to winter, monitor and adjust systems and instruction		
April-June Teachers implement "Hallway Huddles" independently	The following data is analyzed and reviewed to determine PD to support staff and monitor student impact and identify students for tier intervention: - Attendance Data - Behavioral Referral Data - Grade Distribution (4th Quarter ends June 25th) - PBIS App Data SIP Teacher Survey - SIP Systems Check SIP Student Survey - SIP System Check	Admin. Team PBIS Team SIP/BLT Team Discipline Team	PD - Building 28 Hours (see calendar below for specific dates and hours) Based on the Plan, Do, Check, Adjust continuous improvement system, at this point PD will be based on the area of most need as established by an analysis of the evidence of impact by the identified leadership teams. Presentation of end-of-year data for evidence of impact Celebrate Success
Alignment to District Improvement:			

Alignment to District Improvement:

Implementation and PD Calendar – SWT 2 & 3/LAP

Implementation and PD Calendar for 2020 - 21

Month	Building 28+6 principal's	Staff Meetings	BLT	District/Waiver	Title/LAP
	hours		Meetings	Days	Resources
June					
August	2 days - TBD 15 hrs Implementation: SIP Systems (AVID & PBIS)		BLT Retreat		PBIS Retreat (4-Part) AVID Retreat (4-Part)
September	9/23 - 1.5 Bldg hrs Monitor/Adjust: SIP Systems (AVID & PBIS)	9/2, 9/14, 9/28	9/11, 9/18, 9/25		New Teacher Meeting 9/16, 9/30
October	10/21 - 1.5 Bldg hrs Monitor/Adjust: SIP Systems (AVID & PBIS)	10/5, 10/12, 10/19, 10/26	10/2, 10/23		New Teacher Meeting 10/14, 10/28

November	11/4 - Book Study 2 Principal hrs	11/9, 11/16, 11/23, 11/30	11/6, 11/20	"Book Title" (Asynchronous Google Class Assignment) New Teacher Meeting 11/11, 11/25
December	12/9 - 1.5 Bldg hrs Monitor/Adjust: SIP Systems (AVID & PBIS)	12/7, 12/14	12/4, 12/18	New Hire Meeting 12/2, 12/16
January	1/13 - 1.5 Bldg hrs Monitor/Adjust: SIP Systems (AVID & PBIS)	1/4, 1/11, 1/25	1/15,1/29	New Teacher Meeting 1/6, 1/20
February	2/3 - Book Study 2 Principal hrs 2/24 - 1.5 Bldg hrs Monitor/Adjust: SIP Systems (AVID & PBIS)	2/8, 2/22	2/12, 2/26	"Book Title" (Asynchronous Google Class Assignment) New Teacher Meeting 2/10, 2/23
March	3/17 - 1.5 Bldg hrs Monitor/Adjust: SIP Systems (AVID & PBIS) 3/30 - Book Study 2 Principal hrs	3/1, 3/15, 3/22, 3/29,	3/12, 3/26	"Book Title" (Asynchronous Google Class Assignment) New Teacher Meeting 3/24
April	4/14 - 1.5 Bldg hrs Monitor/Adjust: SIP Systems (AVID & PBIS)	4/12, 4/19, 4/26	4/16, 4/30	New Teacher Meeting 4/21
May	5/12 - 1.5 Bldg hrs Monitor/Adjust: SIP Systems (AVID & PBIS)	5/3, 5/17, 5/24	5/14, 5/28	New Teacher Meeting 5/19
June	6/16 - 1.5 Bldg hrs Celebrate & Review: SIP Systems (AVID & PBIS)	6/7, 6/14, 6/21	6/11	New Teacher Meeting 6/9

Budget – SWT- 4/LAP Insert Budget Page here.

