



Comprehensive Needs Assessment

2020 - 2021 School Report



**Fayette County
Flat Rock Middle School**

1. PLANNING AND PREPARATION

1.1 Identification of Team

The comprehensive needs assessment team consists of people who are responsible for working collaboratively throughout the needs assessment process. Ideal team members possess knowledge of programs, the capacity to plan and implement the needs assessment, and the ability to ensure stakeholder involvement. A required team member's name may be duplicated when multiple roles are performed by the same person. Documentation of team member involvement must be maintained by the LEA. Watch the [Planning and Preparation webinar](#) for additional information and guidance.

Leadership Team

| | Position/Role | Name |
|-----------------|--------------------------|--------------------|
| Team Member # 1 | Principal | Jade Bolton |
| Team Member # 2 | Assistant Principal | David McBride |
| Team Member # 3 | Title 1 Contact/Math CCP | Brenda Cannington |
| Team Member # 4 | Title 1 Liasion | Melissa Lohr |
| Team Member # 5 | RTI Specialist | Catherine Douthard |
| Team Member # 6 | PTO President | Shae Brown |
| Team Member # 7 | Counselor | Dionne Burnett |

Additional Leadership Team

| | Position/Role | Name |
|------------------|-------------------------------|---------------------|
| Team Member # 1 | LA CCP/Leadership Team | Carol Gibby |
| Team Member # 2 | ELL Parent | Maria Garcia |
| Team Member # 3 | ELA Read 180 Teacher | Fabiolle Bowen |
| Team Member # 4 | PTO Secretary | Carole Dyce |
| Team Member # 5 | Parent | Jameela Ferguson |
| Team Member # 6 | Instructional Coach | Charlie Harper |
| Team Member # 7 | School Council Member | Kristin King |
| Team Member # 8 | ESOL Teacher | Christina Rufenacht |
| Team Member # 9 | Assistant Principal | Scott Stone |
| Team Member # 10 | Interpreter/ Paraprofessional | Alexandra Gomez |

1. PLANNING AND PREPARATION

1.2 Identification of Stakeholders

Stakeholders are those individuals with valuable experiences and perspective who will provide the team with important input, feedback, and guidance. Required stakeholders must be engaged in the process to meet the requirements of participating federal programs. Documentation of stakeholder involvement must be maintained by the LEA. Watch the [Planning and Preparation webinar](#) for additional information and guidance.

Stakeholders

| | Position/Role | Name |
|-----------------|-----------------------|----------------|
| Stakeholder # 1 | Teacheraci | Tonia Tenney |
| Stakeholder # 2 | Social Studies CCP | Susan Skaff |
| Stakeholder # 3 | Instructional Coach | Charlie Harper |
| Stakeholder # 4 | Gifted Chair/Teacher | Austin Saxon |
| Stakeholder # 5 | School Psychologist | Eulene Paultk |
| Stakeholder # 6 | STEAM Facilitator | Jeff Eller |
| Stakeholder # 7 | School Council/Parent | Mr. Morse |
| Stakeholder # 8 | Media Specialist | Cassie Upshaw |

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| How will the team ensure that stakeholders, and in particular parents and/or guardians, were able to provide meaningful input into the needs assessment process? | All stakeholders will be invited to provide meaningful feedback throughout the Comprehensive Needs Assessment process through emails, break-out teams, and collaborative team discussions. A Stakeholders meeting will be held in May via Zoom. Members will receive invitation through email, personal phone calls and invitations. Members will be invited to attend virtually and provide feedback and insight. |
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2. DATA COLLECTION ANALYSIS

2.1 Coherent Instructional System

Analyze the LEA's data (including sections 2.6) and answer the guiding questions to determine existing trends and patterns that support the identification of instructional needs. Complete a data-informed self-rating for each Georgia School Performance Standard (GSPS). See the [Coherent Instructional System webinar](#) for additional information and guidance.

Coherent Instruction Data

| Curriculum Standard 1 -Uses systematic, collaborative planning processes so that teachers share an understanding of expectations for standards, curriculum, assessment, and instruction | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 1. Exemplary | A systematic, collaborative process is used proactively for curriculum planning. Nearly all teachers or groups of teachers, support staff, and leaders within the school have common expectations for standards, curriculum, assessment, and instruction. | <input checked="" type="checkbox"/> |
| 2. Operational | A systematic, collaborative process is used regularly for curriculum planning. Most teachers or groups of teachers within the school have common expectations for standards, curriculum, assessment, and instruction. | |
| 3. Emerging | A collaborative process is used occasionally for curriculum planning. Some teachers or groups of teachers within the school have common expectations for standards, curriculum, assessment, and instruction. | |
| 4. Not Evident | A collaborative process is rarely, if ever, used for curriculum planning. Few, if any, teachers or groups of teachers within the school have common expectations for standards, curriculum, assessment, and instruction. | |

Coherent Instruction Data

| Curriculum Standard 2 -Designs curriculum documents and aligns resources with the intended rigor of the required standards | | |
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| 1. Exemplary | <p>Curriculum documents (e.g., lesson plans, unit plans, performance tasks, curriculum maps, scope, and sequence documents, guides) that are aligned with the intended rigor of the required standards are the products of a systematic, collaborative process.</p> <p>These curriculum documents and resources are used and continuously revised by teachers and support staff to ensure an alignment with the intended, taught, and tested standards.</p> | |
| 2. Operational | <p>Curriculum documents (e.g., lesson plans, unit plans, performance tasks, curriculum maps, scope and sequence documents, guides) have been designed, and resources are aligned with the intended rigor of the required standards.</p> <p>These curriculum documents and resources guide the work of teachers and instructional support staff.</p> | ✓ |
| 3. Emerging | Curriculum documents and resources exist, but they are not complete in all content areas or grade levels or lack the intended rigor of the required standards | |
| 4. Not Evident | Few, if any, curriculum documents and resources exist to support the implementation of the intended rigor of the required standards. | |

| Instruction Standard 1 -Provides a supportive and well -managed environment conducive to learning | | |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>A supportive and well-managed environment conducive to learning is evident throughout the school.</p> <p>Students consistently stay on-task and take responsibility for their own actions.</p> | |
| 2. Operational | A supportive and well-managed environment conducive to learning is evident in most classrooms. | ✓ |
| 3. Emerging | A supportive and well-managed environment conducive to learning is evident in some classrooms. | |
| 4. Not Evident | A supportive and well-managed environment conducive to learning is evident in few, if any, classrooms. | |

| Instruction Standard 2 -Creates an academically challenging learning environment | | |
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| 1. Exemplary | <p>Nearly all teachers create an academically challenging, learning environment (e.g., higher-order thinking skills and processes, active student engagement, relevance, collaboration).</p> <p>Students consistently work independently and in teams to solve real-world problems that require advanced effort, decision-making, and critical and creative thinking.</p> | |
| 2. Operational | Most teachers create an academically challenging, learning environment (e.g., higher-order thinking skills and processes, active student engagement, relevance, collaboration). | ✓ |
| 3. Emerging | Some teachers create an academically challenging learning environment. | |
| 4. Not Evident | Few, if any, teachers create an academically challenging learning environment. | |

Coherent Instruction Data

| Instruction Standard 3 -Establishes and communicates clear learning targets and success criteria aligned to curriculum standards | | |
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| 1. Exemplary | <p>Nearly all teachers establish and communicate clear learning targets and success criteria aligned to the required curriculum standards.</p> <p>Learning targets are evident throughout the lesson and in student work. Articulation of the learning targets is consistent and pervasive among like content areas and grade levels</p> | |
| 2. Operational | <p>Most teachers establish and communicate clear learning targets and success criteria aligned to the required curriculum standards.</p> <p>Learning targets are evident throughout the lesson and in student work.</p> | ✓ |
| 3. Emerging | Some teachers establish and communicate clear learning targets and success criteria aligned to the required curriculum standards. | |
| 4. Not Evident | Few, if any teachers establish clear learning targets and success criteria aligned to the required curriculum standards. | |

| Instruction Standard 4 -Uses research based instructional practices that positively impact student learning | | |
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| 1. Exemplary | Nearly all teachers pervasively demonstrate a repertoire of highly effective, research-based instructional practices that positively impact student learning (e.g., providing feedback, cooperative learning, advance organizers, questioning techniques, similarities and differences, reinforcing effort, goal setting, summarizers, graphic representations, reciprocal teaching). | |
| 2. Operational | Most teachers demonstrate a repertoire of effective, research-based instructional practices that positively impact student learning (e.g., providing feedback, cooperative learning, advance organizers, questioning techniques, similarities and differences, reinforcing effort, goal setting, summarizers, graphic representations, reciprocal teaching). | ✓ |
| 3. Emerging | Some teachers demonstrate a repertoire of effective, research-based instructional practices that positively impact student learning. | |
| 4. Not Evident | Few, if any, teachers demonstrate a repertoire of effective, research-based instructional practices that positively impact student learning. | |

Coherent Instruction Data

| Instruction Standard 5 -Differentiates instruction to meet specific learning needs of students | | |
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| 1. Exemplary | <p>Nearly all teachers differentiate instruction (e.g., using flexible grouping, making adjustments, providing choices based upon readiness levels, interests, or needs) to meet the specific learning needs of students.</p> <p>Nearly all teachers plan and implement multiple means of representation, engagement, action, and expression to meet the learning needs of students (UDL).</p> <p>Remediation, enrichment, and acceleration are pervasive practices.</p> | ✓ |
| 2. Operational | <p>Most teachers differentiate instruction (e.g., using flexible grouping, making adjustments, providing choices based upon readiness levels, interests, or needs) to meet the specific learning needs of students.</p> <p>Most teachers plan and implement multiple means of representation, engagement, action, and expression to meet the learning needs of students (UDL).</p> | |
| 3. Emerging | Some teachers differentiate instruction to meet the specific learning needs of students. | |
| 4. Not Evident | Few, if any, teachers differentiate instruction to meet the specific learning needs of students. | |

| Instruction Standard 6 -Uses appropriate, current technology to enhance learning | | |
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| 1. Exemplary | The use by staff members and students of appropriate, current technology to enhance learning is an institutional practice (e.g., facilitate communication, collaboration, research, design, creativity, problem-solving). | ✓ |
| 2. Operational | Most staff members and students use appropriate, current technology to enhance learning (e.g., facilitate communication, collaboration, research, design, creativity, problem-solving). | |
| 3. Emerging | Some staff members, students, or both use appropriate, current technology to enhance learning. | |
| 4. Not Evident | Few, if any, teachers demonstrate a repertoire of effective, research-based instructional practices that positively impact student learning. | |

Coherent Instruction Data

| Instruction Standard 7 -Provides feedback to students on their performance on the standards or learning targets | | |
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| 1. Exemplary | <p>Nearly all teachers use the language of the standards or learning targets to provide students with specific, timely, descriptive feedback on their performance.</p> <p>Nearly all teachers systematically elicit diagnostic information from individual students regarding their understanding of the standards or learning targets.</p> | |
| 2. Operational | Most teachers use the language of the standards or learning targets to provide students with specific, timely, descriptive feedback on their performance. | ✓ |
| 3. Emerging | Some teachers use the language of the standards or learning targets to provide students with specific, descriptive feedback on their performance. | |
| 4. Not Evident | Few, if any, teachers use the language of the standards or learning targets to provide students with feedback on their performance, or the feedback that is provided is not specific, timely, or understandable. | |

| Instruction Standard 8 -Establishes a learning environment that empowers students to actively monitor their own progress | | |
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| 1. Exemplary | <p>Nearly all students use tools (e.g., rubrics, checklists, exemplars) to actively monitor their own progress.</p> <p>Nearly all students develop a sense of personal responsibility and accountability by engaging in record keeping, self-monitoring, sharing, exhibiting, and self-reflection.</p> | |
| 2. Operational | Most students use tools (e.g., rubrics, checklists, exemplars) to actively monitor their own progress. | |
| 3. Emerging | Some students use tools to actively monitor their own progress. | ✓ |
| 4. Not Evident | Few, if any, students use tools to actively monitor their own progress. | |

| Instruction Standard 9 -Provides timely, systematic, data -driven interventions | | |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Nearly all students are provided timely, systematic, data-driven interventions to support their learning needs.</p> <p>Interventions are designed to meet the needs of each student.</p> <p>The effectiveness of those interventions is consistently monitored and adjustments are made.</p> | ✓ |
| 2. Operational | Most students are provided timely, systematic, data-driven interventions to support their learning needs. | |
| 3. Emerging | Some students are provided extra assistance or needed support in a timely manner. | |
| 4. Not Evident | Few, if any, students are provided extra assistance or effective support in a timely manner. | |

Coherent Instruction Data

| Assessment Standard 1 -Aligns assessments with the required curriculum standards | | |
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| 1. Exemplary | Nearly all assessments are aligned with the required curriculum standards. Assessments are reviewed during the school year to ensure alignment. | ✓ |
| 2. Operational | Most assessments are aligned with the required curriculum standards. | |
| 3. Emerging | Some assessments are aligned with the required curriculum standards. | |
| 4. Not Evident | Few, if any, assessments are aligned with the required curriculum standards. | |

| Assessment Standard 3 -Uses common assessments aligned with the required standards to monitor student progress, inform instruction, and improve teacher practices | | |
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| 1. Exemplary | Teachers consistently use common assessments aligned with the required standards in nearly all content areas, grade levels, or both for diagnostic, summative, and formative purposes. The data from the common assessments are analyzed down to the item level, and the results are used to inform instruction and improve teacher practices. | ✓ |
| 2. Operational | Teachers use common assessments aligned with the required standards in most content areas to monitor student progress, inform instruction, and improve teacher practices. | |
| 3. Emerging | Teachers use some common assessments aligned with the required standards in a few content areas with a limited amount of data analysis to monitor student progress, inform instruction, or improve teacher practices. | |
| 4. Not Evident | Teachers use few, if any, common assessments to monitor student progress, inform instruction, or improve teacher practices. | |

| Assessment Standard 4 -Implements a process to collaboratively analyze assessment results to adjust instruction | | |
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| 1. Exemplary | Teachers extensively use a systematic, collaborative process to analyze assessment results. Instruction is consistently adjusted based on the analysis of assessment results across all content areas, grade levels, or both. | ✓ |
| 2. Operational | Teachers regularly use a collaborative process to analyze assessment results. Instruction is routinely adjusted based on the analysis of assessment results. | |
| 3. Emerging | Teachers occasionally use a collaborative process to analyze assessment results. Instruction is sometimes adjusted based on the analysis of assessment results. | |
| 4. Not Evident | A collaborative process to analyze assessment results does not exist. Instruction is rarely, if ever, adjusted based on the analysis of assessment results. | |

Coherent Instruction Data

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| Assessment Standard 5 -Implements grading practices that provide an accurate indication of student progress on the required standards | | |
| 1. Exemplary | The grading practices used by teachers across nearly all content areas, grade levels, or both, consistently provide an accurate indication of student progress on the required standards. | |
| 2. Operational | The grading practices used by teachers in most content areas, grade levels, or both provide an accurate indication of student progress on the required standards. | ✓ |
| 3. Emerging | The grading practices used by teachers in some content areas, grade levels, or both provide an accurate indication of student progress on the required standards. | |
| 4. Not Evident | The grading practices used by teachers rarely, if ever, provide an accurate indication of student progress on the required standards. | |

2. DATA COLLECTION ANALYSIS

2.2 Effective Leadership

Analyze the LEA's data (including sections 2.6) and answer the guiding questions to determine existing trends and patterns that support the identification of leadership needs. Complete a data-informed self-rating for each Georgia School Performance Standard (GSPS). See the [Effective Leadership webinar](#) for additional information and guidance.

Effective Leadership Data

| Leadership Standard 1 -Builds and sustains relationships to foster the success of students and staff | | |
|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Administrators consistently build and sustain relationships to foster the success of students and staff.</p> <p>The school staff is fully engaged in relationship building through collaboration, internal and external communication, and building trust with staff, students, families, and community stakeholders.</p> | |
| 2. Operational | Administrators regularly build and sustain relationships to foster the success of students and staff. | ✓ |
| 3. Emerging | Administrators sometimes build relationships to foster the success of students and staff. | |
| 4. Not Evident | Administrators seldom, if ever, build relationships to foster the success of students and staff. | |

| Leadership Standard 2 -Initiates and manages change to improve staff performance and student learning | | |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Administrators, the school leadership team, and other teacher leaders initiate and sustain change to improve staff performance and student learning.</p> <p>Administrators, the school leadership team, and other teacher leaders create a sense of urgency for change and effectively communicate a common vision.</p> | ✓ |
| 2. Operational | <p>Administrators and the school leadership team initiate and sustain change to improve staff performance and student learning.</p> <p>The principal provides an appropriate balance of pressure and support to manage the change process for desired results.</p> | |
| 3. Emerging | Administrators initiate change to improve staff performance and student learning but do not sustain the change, remove barriers, or both. | |
| 4. Not Evident | Administrators initiate few, if any, changes that impact staff performance and student learning. | |

Effective Leadership Data

| Leadership Standard 3 -Uses systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices | | |
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| 1. Exemplary | <p>The principal and other school leaders continually use systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices.</p> <p>The principal and other school leaders have a comprehensive knowledge and understanding of the best practices for curriculum, assessment, instruction, and professional learning.</p> | ✓ |
| 2. Operational | The principal and other school leaders often use systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices. | |
| 3. Emerging | The principal and other school leaders occasionally use systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices. | |
| 4. Not Evident | The principal and other school leaders rarely, if ever, use systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices. | |

| Leadership Standard 4 -Uses processes to systematically analyze data to improve student achievement | | |
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| 1. Exemplary | Extensive, comprehensive processes, including root cause analysis, are used consistently to analyze data (e.g., multiple sources of data: classroom, grade level, departmental, and subgroup, perception data) to improve student achievement. | ✓ |
| 2. Operational | Numerous processes are used frequently to analyze data (e.g., multiple sources of data: classroom, grade level, departmental, and subgroup, perception data) to improve student achievement. | |
| 3. Emerging | Some processes are in place and used occasionally to analyze data to improve student achievement. | |
| 4. Not Evident | Few, if any, processes are in place to analyze data to improve student achievement. | |

| Leadership Standard 5 -Builds leadership capacity through shared decision-making and problem-solving | | |
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| 1. Exemplary | <p>Extensive structures exist for staff to engage in shared decision-making and problem-solving and to build their leadership capacities.</p> <p>Administrators collaborate consistently with staff members to gather input.</p> | |
| 2. Operational | Numerous structures exist for staff to engage in shared decision-making and problem-solving and to build their leadership capacities. | ✓ |
| 3. Emerging | Some structures exist for staff to engage in shared decision-making, problem-solving, or both. | |
| 4. Not Evident | Few, if any, structures exist for staff to engage in shared decision-making or problem-solving. | |

Effective Leadership Data

| Leadership Standard 6 -Establishes and supports a data-driven school leadership team that is focused on student learning | | |
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| 1. Exemplary | <p>A highly effective, proactive, and data-driven school leadership team is focused on student learning.</p> <p>The leadership team addresses nearly all areas of student and staff learning and school leadership, including the development, implementation, and regular monitoring of the school improvement plan.</p> | ✓ |
| 2. Operational | <p>A data-driven school leadership team is established with stakeholder representation (e.g., core and non-core teachers, certified support staff) and is focused on student learning.</p> <p>The school leadership team meets regularly and uses norms and protocols to work effectively and efficiently.</p> | |
| 3. Emerging | The school leadership team is established and has some stakeholder representation but is focused chiefly on school operations rather than student learning. | |
| 4. Not Evident | A school leadership team does not exist or does not have adequate stakeholder representation. | |

| Leadership Standard 7 -Monitors and evaluates the performance of teachers and other staff using multiple data sources | | |
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| 1. Exemplary | <p>Monitoring the performance of teachers and other staff through observations, surveys, data, and documentation is consistent and comprehensive, resulting in highly accurate performance evaluations.</p> <p>A comprehensive system is in place to provide teachers and staff with ongoing, accurate, timely, detailed, descriptive feedback related to their performance.</p> <p>Administrators use the evaluation process to identify role models, teacher leaders, or both.</p> | |
| 2. Operational | <p>Monitoring the performance of teachers and other staff regularly occurs using data or documentation, generally resulting in accurate performance evaluations.</p> <p>Teachers and staff receive accurate, timely, descriptive feedback related to their performance.</p> | ✓ |
| 3. Emerging | <p>Monitoring the performance of teachers and other staff is inconsistent, incomplete, or lacks data or documentation, sometimes resulting in inaccurate performance evaluations.</p> <p>Teachers and staff receive some descriptive feedback related to their performance.</p> | |
| 4. Not Evident | <p>Monitoring the performance of teachers and other staff rarely occurs or often results in inaccurate performance evaluations.</p> <p>Teachers and staff receive little or no descriptive feedback related to their performance.</p> | |

Effective Leadership Data

| Leadership Standard 8 -Provides ongoing support to teachers and other staff | | |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | A comprehensive support system that is timely and targeted to individual needs is provided to teachers and other staff. | |
| 2. Operational | Most support provided to teachers and other staff is targeted to individual needs. | ✓ |
| 3. Emerging | Some support provided to teachers and staff is targeted to individual needs. | |
| 4. Not Evident | Support to teachers and staff does not exist or is not targeted to individual needs. | |

| Planning and Organization Standard 1 -Shares a common vision and mission that define the school culture and guide the continuous improvement process | | |
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| 1. Exemplary | A common vision and mission have been collaboratively developed and communicated to nearly all stakeholders. The culture of the school has been deeply defined over time by the vision and mission, which are updated as needed. The daily work and practices of staff consistently demonstrate a sustained commitment to continuous improvement. | ✓ |
| 2. Operational | A common vision and mission have been developed through a collaborative process and communicated to most stakeholders. The vision and mission define the culture of the school and guide the continuous improvement process. | |
| 3. Emerging | A common vision and mission have been developed by some staff members but have not been effectively communicated so that they guide the continuous improvement process. | |
| 4. Not Evident | A common vision and mission have not been developed or updated or have been developed by a few staff members. | |

Effective Leadership Data

| Planning and Organization Standard 2 -Uses a data-driven and consensus-oriented process to develop and implement a school improvement plan that is focused on student performance | | |
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| 1. Exemplary | <p>A school improvement plan has been developed using a data-driven and consensus-oriented process with input from nearly all stakeholders.</p> <p>The plan includes appropriate goals and strategies with a strong focus on increasing student performance.</p> <p>This process and plan consistently guide the work of the school staff.</p> | ✓ |
| 2. Operational | <p>A school improvement plan has been developed using a data-driven and consensus-oriented process with input from most plan stakeholders.</p> <p>The plan includes appropriate goals and strategies with a focus on increasing student performance.</p> | |
| 3. Emerging | <p>A school improvement plan has been developed with input from some stakeholders.</p> <p>The school improvement plan is based on incomplete data analysis with limited focus on student performance.</p> | |
| 4. Not Evident | An up-to-date, data-driven school improvement plan focused on student performance is not in place. | |

| Planning and Organization Standard 3 -Monitors implementation of the school improvement plan and makes adjustments as needed | | |
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| 1. Exemplary | <p>The goals and strategies of the school improvement plan are continually monitored by administrators, the school leadership team, and teacher leaders to evaluate the impact on student performance.</p> <p>Ongoing adjustments are made based on various performance, process, and perception data.</p> | ✓ |
| 2. Operational | <p>The goals and strategies of the school improvement plan are regularly monitored by administrators and the school leadership team to evaluate the impact on student performance.</p> <p>Adjustments are made to the plan, as needed, based on the analysis of data.</p> | |
| 3. Emerging | The goals and strategies of the school improvement plan are occasionally monitored by administrators. | |
| 4. Not Evident | The goals and strategies of the school improvement plan are rarely, if ever, monitored. | |

Effective Leadership Data

| Planning and Organization Standard 4 -Monitors the use of available resources to support continuous improvement | | |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>The use of available resources (e.g., personnel, time, facilities, equipment, materials) to support continuous improvement is consistently monitored.</p> <p>School schedules and processes are designed to make effective use of personnel, time, materials, and equipment.</p> | ✓ |
| 2. Operational | The use of available resources (e.g., personnel, time, facilities, equipment, materials) to support continuous improvement is frequently monitored. | |
| 3. Emerging | The use of available resources to support continuous improvement is inconsistently monitored. | |
| 4. Not Evident | The use of available resources to support continuous improvement is rarely, if ever, monitored. | |

| Planning and Organization Standard 5 -Develops, communicates, and implements rules, policies, schedules, and procedures to maximize student learning and staff effectiveness | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Rules, policies, schedules, and procedures are developed with stakeholder input, effectively communicated, and consistently implemented throughout the school to maximize student learning and staff effectiveness.</p> <p>These rules, policies, schedules, and procedures are consistently reviewed and revised as needed.</p> | ✓ |
| 2. Operational | <p>Rules, policies, schedules, and procedures are developed, communicated, and implemented throughout the school to maximize student learning and staff effectiveness.</p> <p>These rules, policies, schedules, and procedures are periodically reviewed and systematically revised as needed.</p> | |
| 3. Emerging | Rules, policies, schedules, and procedures are developed but are not effectively communicated or are implemented inconsistently across the school. | |
| 4. Not Evident | <p>Rules, policies, or procedures are not developed, are poorly communicated, or are ineffectively implemented.</p> <p>In some cases, rules, policies, schedules, or procedures are out of date or have become barriers to student learning or staff effectiveness.</p> | |

Effective Leadership Data

| Planning and Organization Standard 6 -Uses protocols to maintain the school campus and equipment providing a safe, clean, and inviting learning environment | | |
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| 1. Exemplary | <p>Protocols (e.g., safety drills, tornado drills, inclement weather plans, current crisis plan, school-wide safety plan, maintenance protocols, facility-use protocols, functional custodial schedules) are used extensively to maintain the school campus and equipment providing a safe, clean, and inviting learning environment.</p> <p>A proactive maintenance process is in place, and repairs are completed in a satisfactory and timely manner, when needed.</p> | |
| 2. Operational | <p>Protocols (e.g., safety drills, tornado drills, inclement weather plans, current crisis plan, school-wide safety plan, maintenance protocols, facility-use protocols, functional custodial schedules) are used to maintain the school campus and equipment providing a safe, clean, and inviting learning environment.</p> <p>The school and campus are clean, well-maintained, inviting, and safe.</p> | ✓ |
| 3. Emerging | <p>Protocols are sometimes used to maintain the school campus and equipment.</p> <p>The school and campus are partially clean, maintained, and inviting, but some safety issues exist.</p> | |
| 4. Not Evident | <p>Protocols do not exist or are rarely, if ever, used to maintain the school campus and equipment.</p> <p>The school and campus are not clean, maintained, or inviting, and safety issues exist.</p> | |

2. DATA COLLECTION ANALYSIS

2.3 Professional Capacity

Analyze the LEA's data (including sections 2.6) and answer the guiding questions to determine existing trends and patterns that support the identification of professional capacity needs. Complete a data-informed self-rating for each Georgia School Performance Standard (GSPS). See the [Professional Capacity webinar](#) for additional information and guidance.

Professional Capacity Data

| Leadership Standard 5 -Builds leadership capacity through shared decision-making and problem-solving | | |
|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | Extensive structures exist for staff to engage in shared decision-making and problem-solving and to build their leadership capacities. Administrators collaborate consistently with staff members to gather input. | |
| 2. Operational | Numerous structures exist for staff to engage in shared decision-making and problem-solving and to build their leadership capacities. | ✓ |
| 3. Emerging | Some structures exist for staff to engage in shared decision-making, problem-solving, or both. | |
| 4. Not Evident | Few, if any, structures exist for staff to engage in shared decision-making or problem-solving. | |

| Professional Learning Standard 1 -Aligns professional learning with needs identified through analysis of a variety of data | | |
|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | Professional learning needs are identified and differentiated through a collaborative analysis process using a variety of data (e.g., student achievement data, examination of student work, process data, teacher and leader effectiveness data, action research data, perception data from students, staff, and families). Ongoing support is provided through differentiated professional learning. | |
| 2. Operational | Professional learning needs are identified through a collaborative analysis process using a variety of data (e.g., student achievement data, examination of student work, process data, teacher and leader effectiveness data, action research data, perception data from students, staff, and families). | ✓ |
| 3. Emerging | Professional learning needs are identified using limited sources of data. | |
| 4. Not Evident | Professional learning needs are identified using little or no data. | |

Professional Capacity Data

| Professional Learning Standard 2 -Establishes a culture of collaboration among administrators and staff to enhance individual and collective performance | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | Administrators and staff, as a foundational practice, consistently collaborate to support leadership and personal accountability and to enhance individual and collective performance (e.g., construct knowledge, acquire skills, refine practice, provide feedback). Teachers conduct action research and assume ownership of professional learning processes. | |
| 2. Operational | Administrators and staff routinely collaborate to improve individual and collective performance (e.g., construct knowledge, acquire skills, refine practice, provide feedback). | ✓ |
| 3. Emerging | Administrators and staff sometimes collaborate to improve individual and collective performance. | |
| 4. Not Evident | Administrators and staff rarely collaborate to improve individual and collective performance. | |

| Professional Learning Standard 3 -Defines expectations for implementing professional learning | | |
|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | Administrators, teacher leaders, or both consistently define expectations for the implementation of professional learning, including details regarding the stages of implementation and how monitoring will occur as implementation progresses. | ✓ |
| 2. Operational | Administrators, teacher leaders, or both regularly define expectations for the implementation of professional learning. | |
| 3. Emerging | Administrators, teacher leaders, or both occasionally define expectations for the implementation of professional learning. | |
| 4. Not Evident | Administrators, teacher leaders, or both rarely, if ever, define expectations for the implementation of professional learning. | |

Professional Capacity Data

| Professional Learning Standard 4 -Uses multiple professional learning designs to support the various learning needs of the staff | | |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Staff members actively participate in job-embedded professional learning that engages collaborative teams in a variety of appropriate learning designs (e.g., collaborative lesson study, analysis of student work, problem solving sessions, curriculum development, coursework, action research, classroom observations, online networks).</p> <p>Professional learning includes extensive follow-up with descriptive feedback and coaching.</p> | ✓ |
| 2. Operational | <p>Staff members actively participate in professional learning, most of which is job-embedded, which includes multiple designs (e.g., collaborative lesson study, analysis of student work, problem-solving sessions, curriculum development, coursework, action research, classroom observations, online networks) to support their various learning needs.</p> <p>Professional learning includes follow-up with feedback and coaching.</p> | |
| 3. Emerging | Some staff members are engaged in professional learning that makes use of more than one learning design to address their identified needs. | |
| 4. Not Evident | Staff members receive single, stand-alone professional learning events that are informational and mostly large-group presentation designs. | |

| Professional Learning Standard 5 -Allocates resources and establishes systems to support and sustain effective professional learning | | |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Extensive resources (e.g., substitute teachers, materials, handouts, tools, stipends, facilitators, technology) and systems (e.g., conducive schedules, adequate collaborative time, model classrooms) are allocated to support and sustain effective professional learning.</p> <p>Opportunities to practice skills, receive follow-up, feedback, and coaching are provided to support the effectiveness of professional learning.</p> | |
| 2. Operational | Adequate resources (e.g., substitute teachers, materials, handouts, tools, stipends, facilitators, technology) and systems (e.g., conducive schedules, adequate collaborative time, model classrooms) are in place to support and sustain professional learning. | ✓ |
| 3. Emerging | Some resources and systems are allocated to support and sustain professional learning. | |
| 4. Not Evident | Few, if any, resources and systems are provided to support and sustain professional learning. | |

Professional Capacity Data

| Professional Learning Standard 6 -Monitors and evaluates the impact of professional learning on staff practices and student learning | | |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Monitoring and evaluating the impact of professional learning on staff practices and increases in student learning occurs extensively.</p> <p>Evaluation results are used to identify and implement processes to extend student learning.</p> | |
| 2. Operational | Monitoring and evaluating the impact of professional learning on staff practices and student learning occurs routinely. | ✓ |
| 3. Emerging | Monitoring and evaluating the impact of professional learning on staff practices occurs sporadically. | |
| 4. Not Evident | Monitoring and evaluating the impact of professional learning on staff practices occurs rarely, if ever. | |

2. DATA COLLECTION ANALYSIS

2.4 Family and Community Engagement

Analyze the LEA's data (including sections 2.6) and answer the guiding questions to determine existing trends and patterns that support the identification of needs related to family and community engagement. Complete a data-informed self-rating for each Georgia School Performance Standard (GSPS). See the [Family and Community Engagement webinar](#) for additional information and guidance. Visit Georgia's Family Connection Partnership's [KIDS COUNT](#) for additional data.

Family and Community Engagement Data

Family and Community Engagement Standard 1 -Creates an environment that welcomes, encourages, and connects family and community members to the school

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|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 1. Exemplary | The school has a well-established, inviting learning environment that welcomes, encourages, and connects family and community members to the school. Numerous opportunities are given to family members to become actively engaged in school-related events and improvement efforts as participants, event managers, and workers. | <input checked="" type="checkbox"/> |
| 2. Operational | The school has created an environment that welcomes, encourages, and connects family and community members to the school. | <input type="checkbox"/> |
| 3. Emerging | The school has made some progress toward creating an environment that welcomes, encourages, and connects family and community members to the school. | <input type="checkbox"/> |
| 4. Not Evident | The school has not created an environment that welcomes, encourages, or connects family and community members to the school. | <input type="checkbox"/> |

Family and Community Engagement Standard 2 -Establishes structures that promote clear and open communication between the school and stakeholders

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|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 1. Exemplary | Extensive structures that promote clear and open communication between the school and stakeholders have been effectively established and implemented. Structures are continuously monitored for reliable and interactive communication. | <input checked="" type="checkbox"/> |
| 2. Operational | Most structures that promote clear and open communication between the school and stakeholders have been effectively established and implemented. | <input type="checkbox"/> |
| 3. Emerging | Some structures that promote clear and open communication between the school and stakeholders exist. | <input type="checkbox"/> |
| 4. Not Evident | Few, if any, structures that promote clear and open communication between the school and stakeholders exist. | <input type="checkbox"/> |

Family and Community Engagement Data

| Family and Community Engagement Standard 3 -Establishes relationships and decision-making processes that build capacity for family and community engagement in the success of students | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>A wide variety of relationships and collaborative decision-making processes (e.g., business partnerships, school councils, parent or family organizations, academic and extra-curricular booster clubs, civic organizations, tutoring services, post-secondary partnerships) are pervasive in promoting student success and well being.</p> <p>Expectations for family and community engagement are embedded in the culture and result in stakeholders being actively involved in decision-making.</p> | ✓ |
| 2. Operational | Numerous relationships and decision-making processes (e.g., business partnerships, school councils, parent or family organizations, academic and extra-curricular booster clubs, civic organizations, tutoring services) effectively build capacity for family and community engagement in the success of students. | |
| 3. Emerging | Limited relationships and decision-making processes have been initiated by the school to build capacity for family and community engagement. | |
| 4. Not Evident | Relationships and decision-making processes for families and the community are non-existent, or those that do exist contribute minimally to student success. | |

| Family and Community Engagement Standard 4 -Communicates academic expectations and current student achievement status to families | | |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>The school staff provides families with ongoing, detailed academic expectations and/or graduation status (e.g., four-year graduation plans, syllabi, academic advisement protocols).</p> <p>Extensive communication related to the current achievement level of individual students is provided (e.g., progress reports, student-led parent conferences, report cards, reading level reports, state test reports, school-based assessment reports, online reporting system).</p> | ✓ |
| 2. Operational | <p>The school staff communicates academic expectations and/or graduation status (e.g., four-year graduation plans, syllabi, academic advisement protocols) throughout the year.</p> <p>Regular communication related to the current achievement level of individual students is provided (e.g., progress reports, parent conferences, report cards, reading level reports, state test reports, school-based assessment reports, online reporting system).</p> | |
| 3. Emerging | <p>The school staff communicates some academic expectations at the start of the year.</p> <p>Some communication related to the current achievement level of individual students is provided.</p> | |
| 4. Not Evident | <p>The school staff does little to inform families of academic expectations.</p> <p>Little, if any, communication related to the current achievement level of individual students is provided.</p> | |

Family and Community Engagement Data

| Family and Community Engagement Standard 5 -Develops the capacity of families to use support strategies at home that will enhance academic achievement | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | The school continually develops the capacity (e.g., parent training, lunch and learn, make-it and take-it) of families to use support strategies at home that will enhance academic achievement. | ✓ |
| 2. Operational | The school frequently develops the capacity (e.g., parent training, lunch and learn, make-it and take-it) of families to use support strategies at home that will enhance academic achievement. | |
| 3. Emerging | The school occasionally develops the capacity of families to use support strategies at home that will enhance academic achievement. | |
| 4. Not Evident | The school seldom, if ever, develops the capacity of families to use support strategies at home that will enhance academic achievement. | |

| Family and Community Engagement Standard 6 -Connects families with agencies and resources in the community to meet the needs of students | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | The school has a systematic process in place to connect families with an array of agencies and resources (e.g., Y-Clubs, after-school programs, health and counseling services, community service agencies, civic organizations, tutoring services) to meet the needs of students. | |
| 2. Operational | The school regularly connects families to agencies and resources in the community (e.g., Y-Clubs, after-school programs, health and counseling services, community service agencies, civic organizations, tutoring services) to meet the needs of students. | ✓ |
| 3. Emerging | The school sometimes connects families to agencies and resources in the community to meet the needs of students. | |
| 4. Not Evident | The school does little to connect families with agencies and resources in the community to meet the needs of students. | |

2. DATA COLLECTION ANALYSIS

2.5 Supportive Learning Environment

Analyze the LEA's data (including sections 2.6) and answer the guiding questions to determine existing trends and patterns that support the identification of needs related to a supportive learning environment. Complete a data-informed self-rating for each Georgia School Performance Standard (GSPS). Student subgroups with a count of less than 15 are denoted by "TFS" (too few students). See the [Supportive Learning Environment webinar](#) for additional information and guidance.

Supportive Learning Environment Data

| Instruction Standard 1 -Provides a supportive and well-managed environment conducive to learning | | |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>A supportive and well-managed environment conducive to learning is evident throughout the school.</p> <p>Students consistently stay on-task and take responsibility for their own actions.</p> | |
| 2. Operational | <p>A supportive and well-managed environment conducive to learning is evident in most classrooms.</p> | ✓ |
| 3. Emerging | <p>A supportive and well-managed environment conducive to learning is evident in some classrooms.</p> | |
| 4. Not Evident | <p>A supportive and well-managed environment conducive to learning is evident in few, if any, classrooms.</p> | |

| Instruction Standard 2 -Creates an academically challenging learning environment | | |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Nearly all teachers create an academically challenging, learning environment (e.g., higher-order thinking skills and processes, active student engagement, relevance, collaboration).</p> <p>Students consistently work independently and in teams to solve real-world problems that require advanced effort, decision-making, and critical and creative thinking.</p> | |
| 2. Operational | <p>Most teachers create an academically challenging, learning environment (e.g., higher-order thinking skills and processes, active student engagement, relevance, collaboration).</p> | ✓ |
| 3. Emerging | <p>Some teachers create an academically challenging learning environment.</p> | |
| 4. Not Evident | <p>Few, if any, teachers create an academically challenging learning environment.</p> | |

Supportive Learning Environment Data

| Instruction Standard 8 -Establishes a learning environment that empowers students to actively monitor their own progress | | |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Nearly all students use tools (e.g., rubrics, checklists, exemplars) to actively monitor their own progress.</p> <p>Nearly all students develop a sense of personal responsibility and accountability by engaging in record keeping, self-monitoring, sharing, exhibiting, and self-reflection.</p> | ✓ |
| 2. Operational | Most students use tools (e.g., rubrics, checklists, exemplars) to actively monitor their own progress. | |
| 3. Emerging | Some students use tools to actively monitor their own progress. | |
| 4. Not Evident | Few, if any, students use tools to actively monitor their own progress. | |

| School Culture Standard 1 -Develops, communicates, and implements rules, practices, and procedures to maintain a safe, orderly learning environment | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Rules, practices, and procedures that maintain a safe, orderly learning environment are proactively developed, communicated, and consistently implemented across the school.</p> <p>These rules, practices, and procedures are continually monitored and revised as needed.</p> | |
| 2. Operational | Rules, practices, and procedures that maintain a safe, orderly learning environment are developed, communicated, and implemented. | ✓ |
| 3. Emerging | Rules, practices, and procedures are developed and communicated but are ineffective or inconsistently implemented across the school. | |
| 4. Not Evident | Rules, practices, and procedures that maintain a safe, orderly, learning environment are not developed nor updated or are poorly communicated. | |

Supportive Learning Environment Data

| School Culture Standard 2 -Establishes a culture of trust and respect that promotes positive interactions and a sense of community | | |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Extensive evidence (e.g., positive and respectful interactions, appreciation of diversity, tolerance, understanding) exists that a culture of trust and respect has been established.</p> <p>A pervasive commitment to promoting positive interactions and a sense of community is evident.</p> | |
| 2. Operational | <p>Evidence (e.g., positive and respectful interactions, appreciation of diversity, tolerance, understanding) exists that a culture of trust and respect has been established.</p> <p>A sustained commitment to promoting positive interactions and a sense of community is evident.</p> | ✓ |
| 3. Emerging | <p>Some evidence exists that a culture of trust and respect has been established.</p> <p>A limited commitment to promoting positive interactions and a sense of community is evident.</p> | |
| 4. Not Evident | <p>Little or no evidence exists that a culture of trust and respect has been established.</p> <p>Unresolved conflicts interfere with a sense of community.</p> | |

| School Culture Standard 3 -Establishes a culture that supports the college and career readiness of students | | |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>Extensive evidence (e.g., advisement, career counseling, transition coaching, high expectations) exists that the beliefs and practices of the school support the college and career readiness of students.</p> <p>The school culture supports addressing individual achievement needs and strengths to prepare students for success.</p> | ✓ |
| 2. Operational | <p>Evidence (e.g., advisement, career counseling, transition coaching, high expectations) exists that the beliefs and practices of the school support the college and career readiness of students.</p> | |
| 3. Emerging | <p>Some evidence exists that the school supports the college and career readiness of students.</p> | |
| 4. Not Evident | <p>Little or no evidence exists that the school supports the college and career readiness of students.</p> | |

Supportive Learning Environment Data

| School Culture Standard 4 -Supports the personal growth and development of students | | |
|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | The school staff consistently provides a comprehensive system of support (e.g., counseling, mentoring, advisement, coaching, goal setting, time management, problem solving) to maximize the personal growth and development of nearly all students. | ✓ |
| 2. Operational | The school staff regularly provides support (e.g., counseling, mentoring, advisement, coaching, goal setting, time management, problem solving) to enhance the personal growth and development of students. | |
| 3. Emerging | The school staff sporadically supports the personal growth and development of students. | |
| 4. Not Evident | The school staff does little to support the personal growth and development of students. | |
| School Culture Standard 5 -Recognizes and celebrates achievements and accomplishments of students and staff | | |
| 1. Exemplary | The school community consistently recognizes and celebrates the achievements and accomplishments of students and staff. The celebrations are publicized within the school and to the community and support the culture of the school. | ✓ |
| 2. Operational | The school community regularly recognizes and celebrates the achievements and accomplishments of students and staff. | |
| 3. Emerging | The school community periodically recognizes or celebrates the achievements or accomplishments of students and/or staff. | |
| 4. Not Evident | The school community rarely, if ever, recognizes or celebrates the achievements or accomplishments of students or staff. | |

Supportive Learning Environment Data

| Planning and Organization Standard 1 -Shares a common vision and mission that define the school culture and guide the continuous improvement process | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| 1. Exemplary | <p>A common vision and mission have been collaboratively developed and communicated to nearly all stakeholders.</p> <p>The culture of the school has been deeply defined over time by the vision and mission, which are updated as needed.</p> <p>The daily work and practices of staff consistently demonstrate a sustained commitment to continuous improvement.</p> | ✓ |
| 2. Operational | <p>A common vision and mission have been developed through a collaborative process and communicated to most stakeholders.</p> <p>The vision and mission define the culture of the school and guide the continuous improvement process.</p> | |
| 3. Emerging | <p>A common vision and mission have been developed by some staff members but have not been effectively communicated so that they guide the continuous improvement process.</p> | |
| 4. Not Evident | <p>A common vision and mission have not been developed or updated or have been developed by a few staff members.</p> | |

2. DATA COLLECTION ANALYSIS

2.6 Data Analysis Questions

Analyze the LEA's data and answer the guiding questions to determine existing trends and patterns that support the identification of demographic and financial needs. Student subgroups with a count of less than 15 are denoted by "TFS" (too few students).

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| What perception data did you use? [examples: student perceptions about school climate issues (health survey, violence, prejudice, bullying, etc.); student/parent perceptions about the effectiveness of programs or interventions; student understanding of relationship of school to career or has an academic plan] | Parent surveys, CCRPI scores, PBIS data, TKES Evaluations, Milestone scores, STAR math, RTI and leadership notes, SIP Focus groups. |
| What does the perception data tell you? (perception data can describe people's knowledge, attitudes, beliefs, perceptions, competencies; perception data can also answer the question "What do people think they know, believe, or can do?") | Ongoing need for more math and technology professional learning; Data driven formative testing- pre and post testing; new teacher mentor program, differentiated PD days; more uninterrupted collaborative planning time; common assessments across curriculum areas; math classes for high achievers on team as well as struggling learners; designate one or two days a week when students can come in early and take Reading counts test (tests can also be done during club time). There is a need for counselors to be more visible physically and virtually. |
| What process data did you use? (examples: student participation in school activities, sports, clubs, arts; student participation in special programs such as peer mediation, counseling, skills conferences; parent/student participation in events such as college information meetings and parent workshops) | Climate and title one surveys, faculty meetings and leadership agenda, WAAG and IC blasts. CCRPS, title surveys, and intensive focus groups. |
| What does the process data tell you? (process data describes the way programs are conducted; provides evidence of participant involvement in programs; answers the question "What did you do for whom?") | Currently FRMS has a low retention rate with staff therefore there is a needed for: a strong induction and coaching process to support the retention of effective teachers. Teacher mentors are needed to provide support. More collaborative planning time across grade and content levels has been implemented Commitment to build community with students, staff and parents Team building. This was improved this year and has continued to improve with the Community for Creativity initiative. Most teachers going above and beyond and have a quick response to parent emails |

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| | Team work between parents and teachers has improved. |
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| What achievement data did you use? | THE FRMS team utilized meeting agendas, sign-in sheets, collaboration notes, teacher surveys, RTI Staff Meetings, PL communities and professional development. |
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| What does your achievement data tell you? | We believe the existing processes are effective in increasing staff knowledge and skills and student achievement, however there is a need for more relevant PD as well as new teacher support and training to enhance student achievement. Action steps need to be enhanced for students that are exceed the standards (exceeding students are underserved). |
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| What demographic data did you use? | The FRMS team utilized Blackboard, IC communication, parent council meetings, PTTM nights, parent feedback surveys, on site parent meetings, parent logs and sign-in sheets to determine the demographics. |
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| What does the demographic data tell you? | Teachers preparation for student population (student's lack foundational skills as well as social and structural skills.) is improving due to RTI, content and grade level meetings. Communication between parents and teachers is improving. Collaboration is getting better with PLs and common planning. Retaining staff is a continued problem. Professional learning has improved and is more meaningful. Student achievement has improved significantly this year. The addition of the instructional coach, Charlie Harper, as well as the STEAM Faciliator, Jeff Eller, have assisted in the effectiveness of several teachers that were able to take advantage of his expertise. |
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3. NEEDS IDENTIFICATION AND ROOT CAUSE ANALYSIS

3.1 Strengths and Challenges Based on Trends and Patterns

Read the trends and patterns summaries from each section of the data analysis process. Use the information in these summaries to complete 3.2 and 3.3. Using the summaries in 3.1 and other local data, describe the strengths and challenges or answer the guiding questions for each program. Include strengths and challenges related to: a) general program implementation, and b) students and adults involved in or affected by the program. Focus on strengths and challenges that will assist in the identification of needs during 3.2. Watch the [Identifying Need webinar](#) for additional information and guidance.

Strengths and Challenges Based on Trends and Patterns

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| Coherent Instructional: Summarize the coherent instructional system trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | <p>Strengths:</p> <ol style="list-style-type: none"> 1. Content Planning Days 2. Vertical Planning between grade levels at the middle school at the feeder schools (5th and 9th) 3. Common assessments for all subject areas 4. Addition of instructional coach 5. Professional Development for certified and classified (para) staff. 6. Sharing units and lesson plans. <p>Challenges:</p> <ol style="list-style-type: none"> 1. Adequate uninterrupted time to plan with content areas because of schedule conflicts 2. Teacher practices that support and encourage student ownership of his/her learning. 3. Action steps for students that exceed the standards to ensure their continued growth. 4. Schoolwide consistent writing rubric |
| Effective Leadership: Summarize the effective leadership trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | <p>Strengths:</p> <ol style="list-style-type: none"> 1. Common Assessment Development 2. Data Reflection of student results 3. Student achievement is analyzed at the end of the each 9 weeks. <p>Challenges:</p> <ol style="list-style-type: none"> 1. Consistent and pervasive adherence to common practices and standards of assessments. 2. Cohesive and inclusive disaggregation of communication 3. Direct surveys to staff 4. Peer observations of exceptional teaching practices. |

Strengths and Challenges Based on Trends and Patterns

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| Professional Capacity: Summarize the professional capacity trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | <p>Strengths:</p> <ol style="list-style-type: none"> 1. Professional development for certified and non-certified staff 2. Professional Learning and training for certified and non-certified staff 3. Common assessments for all subject areas <p>Challenges:</p> <ol style="list-style-type: none"> 1. Improve communication 2. Ensure PL and PD is differentiated to meet the needs of the teachers and students. 3. Additional action steps for students that exceed the standards to ensure their continued growth. 4. Offer additional support to teachers that are teaching gifted classes. |
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| Family and Community Engagement: Summarize the family and community engagement trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | <p>Strengths:</p> <ol style="list-style-type: none"> 1. Monthly opportunities for family and community involvement 2. Innovative instructional practices 3. Common assessments for all subject areas 4. Parent meetings held off site (in the community) and during various times (evenings, Saturdays, mornings, etc) 5. Parent engagement opportunities via clubs and parent outreach 6. Translator available for parent meetings and conferences 7. Literature and school material available in English and Spanish. 8. Partnership with community and school to assist with STEAM projects, showcases, etc. <p>Challenges:</p> <ol style="list-style-type: none"> 1. Language barrier 2. Many kids with no wifi at home. 3. Partnership with social community (i.e. library) |
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Strengths and Challenges Based on Trends and Patterns

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| <p>Supportive Learning Environment: Summarize the supportive learning environment trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs?</p> | <p>Strengths:</p> <ul style="list-style-type: none"> 1. PBIS store 2. PBIS points 3. AB Honor roll ice cream social 4. Fun Friday held monthly 5. Special Ed, ESOL, RTI services available 6. STEAM program expansion 7. Community for Creativity school implementation 8. Availability of extra help and resources via Title 1 9. RTI, PBIS and Title collaboration <p>Challenges:</p> <ul style="list-style-type: none"> 1. Consistent implementation of PBIS lessons and rewards 2. Ensuring parents know how to access support systems that are in place |
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| <p>Demographic and Financial: Summarize the demographic and financial trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs?</p> | <p>Strengths:</p> <ul style="list-style-type: none"> 1. Free and reduced lunch and Title 1 2. On-site social workers 3. Community volunteer that provides food, water, snacks, etc. 4. Extended day with transportation 5. Financial assistance for field trips 6. Effective progress monitoring 7. Successful Tier 2 and 3 implementation 8. Assessments aligned with curriculum standards 9. Tier 1 and 2 interventions <p>Challenges:</p> <ul style="list-style-type: none"> 1. Field trip money comes from students 2. Struggling students are penalized for dues and as a result are made to suffer 3. ELL - Need more enrichment opportunities 4. Transportation for afterschool activities and clubs (band, art and robotics, etc and off site events.) 5. Students feel they have to pay to be in STEAM 6. Consistency regarding grading policies |
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Strengths and Challenges Based on Trends and Patterns

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| <p>Student Achievement: Summarize the student achievement trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs?</p> | <p>Strengths:</p> <ol style="list-style-type: none"> 1. PBIS store 2. PBIS points 3. AB Honor roll ice cream social 4. Fun Friday held monthly 5. Special Ed, ESOL, RTI services available 6. STEAM program expansion 7. Community for Creativity school implementation 8. Availability of extra help and resources via Title 1 9. Common assessments <p>Challenges:</p> <ol style="list-style-type: none"> 1. Consistent implementation of PBIS lessons and rewards 2. Increase reading by expanding the opportunities in the media center through speakers, librarians, storytellers, etc. |
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IDEA – Special Education, Economically Disadvantaged Children, and English Learners.

Using the summaries in 3.1 and other local data, describe the strengths and challenges or answer the guiding questions for each program. Include strengths and challenges related to: a) general program implementation, and b) students and adults involved in or affected by the program. Focus on strengths and challenges that will assist in the identification of needs during 3.3. Watch the [Identifying Need webinar](#) for additional information and guidance.

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| <p>Strengths</p> | <p>Translator on site Meetings and conferences utilizing an interpreter Supplies for at home use Title 1 teachers Free and reduced lunch All documentation and correspondence done in Spanish SPED and ESOL teachers provide supplemental instruction Effective RTI process</p> |
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| <p>Challenges</p> | <p>Language barriers Learning challenges Parental support Resources at home</p> |
|--------------------------|---------------------------------------------------------------------------------------------|

3. NEEDS IDENTIFICATION AND ROOT CAUSE ANALYSIS

3.2 Identification and Prioritization of Overarching Needs

Use the results of 3.1 to identify the overarching needs of the LEA. Determine the priority order of the identified needs based on data, team member and stakeholder knowledge, and answers to questions in the table below. Be sure to address the major program challenges identified in 3.1. Watch the [Identifying Need webinar](#) for additional information and guidance.

Overarching Need # 1

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|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overarching Need | Increase number of FRMS students performing at grade level proficiency as indicated by proficient and distinguished performances on math and ELA GA Milestones, state assessment, or common local benchmark assessment. |
| How severe is the need? | High |
| Is the need trending better or worse over time? | Better |
| Can Root Causes be Identified? | Yes |
| Priority Order | 1 |

| | |
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| Additional Considerations | Add component to assist students that are exceeding the standards to ensure their continued growth. |
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Overarching Need # 2

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|-------------------------------------------------|-----------------------------------------------------------------------------------------|
| Overarching Need | Students are missing excessive days of school which impacts their academic performance. |
| How severe is the need? | High |
| Is the need trending better or worse over time? | No Change |
| Can Root Causes be Identified? | Yes |
| Priority Order | 2 |

| | |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Additional Considerations | Parents are not aware of adverse effect of excessive absences. During the year 2019-2020, there was a high number of students state-wide with cold and flu symptoms. |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|

NEEDS IDENTIFICATION AND ROOT CAUSE ANALYSIS

Overarching Need # 3

| | |
|-------------------------------------------------|------------------------------------------------------------------------------------------------|
| Overarching Need | Maintain a school climate and culture that is supportive of students, staff and the community. |
| How severe is the need? | High |
| Is the need trending better or worse over time? | Better |
| Can Root Causes be Identified? | Yes |
| Priority Order | 3 |

| | |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Additional Considerations | Increase recognition and support for students that are exceeding as well as struggling students. Recognize students for perfect attendance, PBIS points, etc. in assemblies. Additionally monitor students that are making progress instead of just releasing them from their support classes to ensure they continue progressing. Create a link on the FRMS website for counseling, financial and mental health resources. Ensure counselors and social worker are visible physically and virtually. |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

3. NEEDS IDENTIFICATION AND ROOT CAUSE ANALYSIS

3.3 Root Cause Analysis

Select the top 2-4 overarching needs from 3.2. Conduct a separate root cause analysis (RCA) for each need. Any RCA tools and resources can be used, but suggestions are available as part of the [Identifying Need webinar](#). After describing the RCA process, complete a table for each selected overarching need.

Overarching Need - Increase number of FRMS students performing at grade level proficiency as indicated by proficient and distinguished performances on math and ELA GA Milestones, state assessment, or common local benchmark assessment.

Root Cause # 1

| | |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Root Causes to be Addressed | FRMS students are not performing at high levels as indicated by proficient and distinguished performances on on Reading/ELA Ga. Milestones and local assessments |
| This is a root cause and not a contributing cause or symptom | Yes |
| This is something we can affect | Yes |
| Impacted Programs | Title I - Part A - Improving Academic Achievement of Disadvantaged Title I, Part A - Parent and Family Engagement Program Title III - Language Instruction for English Learners and Immigrant Students Title IV, Part A - Student Support and Academic Enrichment Others : |

| | |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Additional Responses | Student Lexile levels are below expectations. Teachers are not monitoring and using the information to inform instruction Need an additional person for Reading Students don't feel valued when they come to school Goal: During the 2020-2021 school year, increase achievement in Reading/ELA by 3% as measured by the Milestone assessment or STAR and Lexile data. |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Overarching Need - Students are missing excessive days of school which impacts their academic performance.

NEEDS IDENTIFICATION AND ROOT CAUSE ANALYSIS

Root Cause # 1

| | |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Root Causes to be Addressed | Parents are not aware of the attendance policies Parents are not aware of the effect of missed instruction Students miss instruction due to in-school and out of school suspensions. Students don't have a personal relationship with the teachers Students don't feel valued when they come to school |
| This is a root cause and not a contributing cause or symptom | No |
| This is something we can affect | Yes |
| Impacted Programs | School and District Effectiveness Title I, Part A - Parent and Family Engagement Program Title III - Language Instruction for English Learners and Immigrant Students Title IV, Part A - Student Support and Academic Enrichment |

| | |
|----------------------|-------------------------------------------------------------------------------------------|
| Additional Responses | Goal: Increase the number of students with fewer than 18 absences during the school year. |
|----------------------|-------------------------------------------------------------------------------------------|

Overarching Need - Maintain a school climate and culture that is supportive of students, staff and the community.

Root Cause # 1

| | |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Root Causes to be Addressed | High teacher turnover Parent engagement and communication with the school Parents don't feel welcome when they come to the school ELL parents don't feel welcome No support for the students Not enough Counseling and mental health support |
| This is a root cause and not a contributing cause or symptom | No |
| This is something we can affect | Yes |
| Impacted Programs | School and District Effectiveness Title I - Part A - Improving Academic Achievement of Disadvantaged Title I, Part A - Parent and Family Engagement Program Title III - Language Instruction for English Learners and Immigrant Students Title IV, Part A - Student Support and Academic Enrichment Others : |

| | |
|----------------------|-----------------------------------------------------------------------|
| Additional Responses | Goal: Enhance FRMS's school culture and climate for academic success. |
|----------------------|-----------------------------------------------------------------------|



School Improvement Plan 2020 - 2021



**Fayette County
Flat Rock Middle School**

SCHOOL IMPROVEMENT PLAN**1 General Improvement Plan Information**

General Improvement Plan Information

| | |
|-------------|-------------------------|
| District | Fayette County |
| School Name | Flat Rock Middle School |
| Team Lead | Jade Bolton |

Federal Funding Options to Be Employed (SWP Schools) in this Plan (Select all that apply)

| | |
|-------------------------------------|---------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> | Traditional funding (all Federal funds budgeted separately) |
| <input type="checkbox"/> | Consolidated funds (state/local and federal funds consolidated) - Cohort systems ONLY |
| <input type="checkbox"/> | 'FUND 400' - Consolidation of Federal funds only |

Factors(s) Used by District to Identify Students in Poverty (Select all that apply)

| | |
|-------------------------------------|-----------------------------------------------------------------|
| <input checked="" type="checkbox"/> | Free/Reduced meal application |
| <input type="checkbox"/> | Community Eligibility Program (CEP) - Direct Certification ONLY |
| <input type="checkbox"/> | Other (if selected, please describe below) |

2. SCHOOL IMPROVEMENT GOALS

2.1 OverarchingNeed # 1

Overarching Need

| | |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overarching Need as identified in CNA Section 3.2 | Increase number of FRMS students performing at grade level proficiency as indicated by proficient and distinguished performances on math and ELA GA Milestones, state assessment, or common local benchmark assessment. |
| Root Cause # 1 | FRMS students are not performing at high levels as indicated by proficient and distinguished performances on Reading/ELA Ga. Milestones and local assessments |
| Goal | During the 2020-2021 school year, we will increase the achievement level of 3's and 4's by at least 3% in ELA and math as measured by the GMAS or state assessment. |

Action Step # 1

| | |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Provide instructional personnel for Literacy and Math Support (Reading, writing, ELA and math). |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities N/A |
| Systems | Coherent Instruction |
| Method for Monitoring Implementation and Effectiveness | SRI Assesslets Milestone |
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 2

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Differentiate professional learning on programs utilized at the school.. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction |
| Method for Monitoring Implementation and Effectiveness | Sign in and PL logs, TKES |
| Position/Role Responsible | Admin, leadership team, faculty |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Griffin RESA and consultants. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|

Action Step # 3

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Create tutoring programs focused on Reading/ELA and math. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction |
| Method for Monitoring Implementation and Effectiveness | Student attendance, pre and post test |
| Position/Role Responsible | Admin/Title 1 staff, leadership team |

Action Step # 3

| | |
|-----------------------------|--------|
| Timeline for Implementation | Weekly |
|-----------------------------|--------|

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, Community partners, and local church. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|

Action Step # 4

| | |
|--------------------------------------------------------|--------------------------------------------------------|
| Action Step | Implement common assessments through content planning. |
| Funding Sources | Title I, Part A |
| Subgroups | N/A |
| Systems | Coherent Instruction |
| Method for Monitoring Implementation and Effectiveness | Sign-in sheets, agenda |
| Position/Role Responsible | Admin, faculty, CCPs |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 5

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Enhance high quality instruction by provided professional learning choices. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Effective Leadership |
| Method for Monitoring Implementation and Effectiveness | Agendas, sign-in sheets |
| Position/Role Responsible | Admin, CCPs, leadership team |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 6

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Create professional development on writing across the curriculum. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Effective Leadership |
| Method for Monitoring Implementation and Effectiveness | Agendas, sign-in sheets |
| Position/Role Responsible | Admin, leadership team, faculty |

Action Step # 6

| | |
|-----------------------------|--------|
| Timeline for Implementation | Yearly |
|-----------------------------|--------|

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Consultant. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|

Action Step # 7

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Provide data analysis review of data for faculty and staff. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Effective Leadership |
| Method for Monitoring Implementation and Effectiveness | Agendas, sign-in sheets, RTI, STAR Math, Lexile and SRI |
| Position/Role Responsible | Administration, leadership team, faculty and staff, RTI staff |
| Timeline for Implementation | Quarterly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, student council |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|

Action Step # 8

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Devote 1-2 monthly PL's for content teachers to meet to develop common assessment and grading practices. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Professional Capacity |
| Method for Monitoring Implementation and Effectiveness | Minutes |
| Position/Role Responsible | Administration, teachers, grade and content chairs. |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 9

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Conduct ELA and math training to align instruction with standards and best practices. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Professional Capacity |
| Method for Monitoring Implementation and Effectiveness | Minutes and sign-in |

Action Step # 9

| | |
|-----------------------------|---------------------------------------|
| Position/Role Responsible | Administration, ELA and math teachers |
| Timeline for Implementation | Yearly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 10

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Provide opportunities for faculty to demonstrate outstanding practices to colleagues through focused walks and modeled lessons. |
| Funding Sources | N/A |
| Subgroups | N/A |
| Systems | Professional Capacity |
| Method for Monitoring Implementation and Effectiveness | Faculty Meetings, focused walk documentation, lesson plans |
| Position/Role Responsible | Administration, teachers, CCPs |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 11

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Conduct parent workshops with information on standards and test prep support (English and Spanish). |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction Effective Leadership Professional Capacity Family and Community Engagement Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Sign-in Sheets, agendas, surveys |
| Position/Role Responsible | Title 1 personnel/Administration |
| Timeline for Implementation | Quarterly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, community organizations, student council |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|

Action Step # 12

| | |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Provide parent correspondence in English and Spanish. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |

Action Step # 12

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Systems | Coherent Instruction Effective Leadership Professional Capacity Family and Community Engagement Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Sign-in sheets, agendas, surveys, phone logs |
| Position/Role Responsible | Title 1 personnel, faculty |
| Timeline for Implementation | Weekly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|

Action Step # 13

| | |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Implement PTTM Nights, Parent Power Series workshops, Title 1 Annual Meetings (translator on hand), Technology Nights to promote parent and community engagement. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction Effective Leadership Professional Capacity Family and Community Engagement Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Sign-in sheets, agendas, surveys |
| Position/Role Responsible | Title 1 personnel, Faculty, Counselors |

Action Step # 13

| | |
|-----------------------------|-----------|
| Timeline for Implementation | Quarterly |
|-----------------------------|-----------|

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, student council, community and church organizations |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|

Action Step # 14

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Teachers, staff and administrators will greet the students and be visible. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction Effective Leadership Professional Capacity Family and Community Engagement Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Surveys |
| Position/Role Responsible | Admin/Title 1 personnel, faculty |
| Timeline for Implementation | Yearly |

Action Step # 14

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 15

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Educate parents about the importance of consistent attendance and provide incentives for good attendance. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Data, email, phone calls, annual report |
| Position/Role Responsible | Admin/Title 1 personnel, faculty |
| Timeline for Implementation | Yearly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Chick -fil-A, community and church organizations |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|

Action Step # 16

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Ensure PBIS is implemented consistently in the building. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction Effective Leadership Professional Capacity Family and Community Engagement Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | PBIS data and reports |
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, Chick-Fil-A, church organization |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|

Action Step # 17

| | |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Provide peer mentors to support at-risk students. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |

Action Step # 17

| | |
|--------------------------------------------------------|---------------------------------|
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Sign-in, agenda |
| Position/Role Responsible | Admin, counselors, faculty |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, student council, community and local churches |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|

Action Step # 18

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Conduct growth celebrations throughout the year for students. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction Effective Leadership Professional Capacity Family and Community Engagement Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Agenda |
| Position/Role Responsible | Admin/Title 1 personnel, faculty |
| Timeline for Implementation | Yearly |

Action Step # 18

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, Chick-fil-a, church organization |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|

Action Step # 19

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Provide differentiated resources for reading and math content. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Lesson plans |
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Yearly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Community partners in education. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|

2. SCHOOL IMPROVEMENT GOALS

2.2 OverarchingNeed # 2

Overarching Need

| | |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overarching Need as identified in CNA Section 3.2 | Students are missing excessive days of school which impacts their academic performance. |
| Root Cause # 1 | Parents are not aware of the attendance policies Parents are not aware of the effect of missed instruction Students miss instruction due to in-school and out of school suspensions. Students don't have a personal relationship with the teachers Students don't feel valued when they come to school |
| Goal | During the 2020 - 2021 school year, we will increase the number of students with fewer than 18 absences by 3%. |

Action Step # 1

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Inform students of school wide expectations for behavior, policies and the resulting consequences. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction |
| Method for Monitoring Implementation and Effectiveness | Surveys, student acknowledgement sheets |
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Yearly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 2

| | |
|--------------------------------------------------------|---------------------------------------------------------------|
| Action Step | Provide consistent expectations and consequences school-wide. |
| Funding Sources | N/A |
| Subgroups | N/A |
| Systems | Coherent Instruction |
| Method for Monitoring Implementation and Effectiveness | Surveys |
| Position/Role Responsible | Admin, faculty, counselors |
| Timeline for Implementation | Yearly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 3

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Allow parents to provide continued input for instruction via surveys and open door policies. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Effective Leadership |
| Method for Monitoring Implementation and Effectiveness | Surveys, agenda, minutes |
| Position/Role Responsible | Admin, faculty, Title 1 personnel |
| Timeline for Implementation | Quarterly |

Action Step # 3

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO,school council, community partnerships |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|

Action Step # 4

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Improve safety and discipline using the PBIS framework. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Effective Leadership |
| Method for Monitoring Implementation and Effectiveness | PBIS data |
| Position/Role Responsible | Admin/PBIS Team, faculty |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 5

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Provide PL for teachers in effective strategies for developing relationship with the students. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Professional Capacity |
| Method for Monitoring Implementation and Effectiveness | Sign-in sheets, minutes |
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Yearly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 6

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Implement observations of teachers identified as having successful partnerships with the students. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Professional Capacity |
| Method for Monitoring Implementation and Effectiveness | Sign-in sheets, surveys, observations |

Action Step # 6

| | |
|-----------------------------|----------------|
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Yearly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|

Action Step # 7

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Allow parents to provide continued input for instruction via surveys and open door policies. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Family and Community Engagement |
| Method for Monitoring Implementation and Effectiveness | Surveys, sign-in sheets |
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Quarterly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, student council, community partners. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|

Action Step # 8

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Conduct Parent Power Series Workshops to provide academic support for parents and students at home. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Family and Community Engagement |
| Method for Monitoring Implementation and Effectiveness | Surveys, sign-in sheets |
| Position/Role Responsible | Title 1 personnel, faculty |
| Timeline for Implementation | Quarterly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, student council, community partners. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|

Action Step # 9

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Action Step | Provide incentives for students with perfect attendance. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | PBIS reports, surveys |

Action Step # 9

| | |
|-----------------------------|---------------------------|
| Position/Role Responsible | PBIS Team, Admin, faculty |
| Timeline for Implementation | Monthly |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Community partners. |
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2. SCHOOL IMPROVEMENT GOALS

2.3 OverarchingNeed # 3

Overarching Need

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| Overarching Need as identified in CNA Section 3.2 | Maintain a school climate and culture that is supportive of students, staff and the community. |
| Root Cause # 1 | High teacher turnover Parent engagement and communication with the school Parents don't feel welcome when they come to the school ELL parents don't feel welcome No support for the students Not enough Counseling and mental health support |
| Goal | During the 2020 - 2021 school year, we will enhance FRMS's school culture and climate for academic success as measured by an 80 percent increase in satisfactory and above responses from parent surveys. |

Action Step # 1

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| Action Step | Provide opportunity for parents to attend classes and conferences (includes virtual conferences) and create videos for parents to reference with helpful information. |
| Funding Sources | Title I, Part A |
| Subgroups | N/A |
| Systems | Coherent Instruction |
| Method for Monitoring Implementation and Effectiveness | Agenda, sign-in sheets, minutes |
| Position/Role Responsible | Admin, Title 1 personnel, faculty |
| Timeline for Implementation | Yearly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Community partners, PTO |
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Action Step # 2

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| Action Step | Engage parents via open door policies and workshops. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Coherent Instruction |
| Method for Monitoring Implementation and Effectiveness | Notes, agenda |
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Weekly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, student council, community partners |
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Action Step # 3

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| Action Step | Implement more team building opportunities to build school culture. |
| Funding Sources | Title I, Part A |
| Subgroups | N/A |
| Systems | Professional Capacity |
| Method for Monitoring Implementation and Effectiveness | Surveys, teacher feedback |
| Position/Role Responsible | Admin, faculty |
| Timeline for Implementation | Yearly |

Action Step # 3

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Community partnerships, PTO, school council. |
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Action Step # 4

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| Action Step | Implement welcome and orientation for new teachers and staff. |
| Funding Sources | N/A |
| Subgroups | N/A |
| Systems | Professional Capacity |
| Method for Monitoring Implementation and Effectiveness | Agenda, surveys, teacher feedback |
| Position/Role Responsible | Admin, leadership team, faculty |
| Timeline for Implementation | Yearly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
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Action Step # 5

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| Action Step | Continue the off-site parent meetings in low-income areas for parents that don't have transportation. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners |

Action Step # 5

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|--------------------------------------------------------|---------------------------------------------------------------------|
| Subgroups | Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Family and Community Engagement |
| Method for Monitoring Implementation and Effectiveness | Surveys |
| Position/Role Responsible | Admin/Title 1 personnel, faculty, counselors |
| Timeline for Implementation | Yearly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, school council, community partners. |
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Action Step # 6

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| Action Step | Improve the access and knowledge to career and resource information to parents. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Notes, minutes |
| Position/Role Responsible | PTO, counselors, social worker, faculty |
| Timeline for Implementation | Monthly |

Action Step # 6

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, student council, community partners (such as Fayette Samaritan, Real Life Center, etc) |
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Action Step # 7

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| Action Step | Increase positive email and phone call correspondence from teachers to parents. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Documentation, surveys, sign-in sheets |
| Position/Role Responsible | Teachers and staff, Title 1 personnel |
| Timeline for Implementation | Weekly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
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Action Step # 8

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| Action Step | Increase the number of male mentors. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Sign-in sheets |
| Position/Role Responsible | PTO, Counselors, Staff |
| Timeline for Implementation | Quarterly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | PTO, student council, community partners, local church |
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Action Step # 9

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| Action Step | Enhance visibility of faculty, staff and administration. |
| Funding Sources | N/A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Surveys - teacher and parent feedback |
| Position/Role Responsible | Admin, faculty |

Action Step # 9

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| Timeline for Implementation | Weekly |
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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
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Action Step # 10

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| Action Step | Continue the readiness camps for kids for the upcoming school year (rising 6th graders). |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | surveys |
| Position/Role Responsible | Title 1 personnel, teachers |
| Timeline for Implementation | Yearly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Community partners. |
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Action Step # 11

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| Action Step | Continue the summer bridge academy to support students during the summer and give them an advantage for the upcoming school year. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Supportive Learning Environment |
| Method for Monitoring Implementation and Effectiveness | Pre and post test |
| Position/Role Responsible | Title 1 personnel, teachers |
| Timeline for Implementation | Yearly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | Community partners. |
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Action Step # 12

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| Action Step | Ensure translator on site for all parent meetings, ensure that all correspondence is sent out in Spanish and have meetings outside of school hours to ensure that protocol is inclusive of all parents and community members. |
| Funding Sources | Title I, Part A |
| Subgroups | Economically Disadvantaged Foster Homeless English Learners Migrant Race / Ethnicity / Minority Student with Disabilities |
| Systems | Family and Community Engagement |

Action Step # 12

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|--------------------------------------------------------|-------------------|
| Method for Monitoring Implementation and Effectiveness | Surveys |
| Position/Role Responsible | Title 1 personnel |
| Timeline for Implementation | Quarterly |

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| What partnerships, if any, with IHEs, business, Non-Profits, Community based organizations, or any private entity with a demonstrated record of success is the LEA implementing in carrying out this action step(s)? | None |
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3. REQUIRED QUESTIONS

3.1 Stakeholders, Serving Children, PQ

Required Questions

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| <p>1 In developing this plan, briefly describe how the school sought advice from individuals (teachers, staff, other school leaders, paraprofessionals, specialized instructional support personnel, parents, community partners, and other stakeholders) was accomplished.</p> | <p>In developing this plan, a team of school and county administrators, teachers, parents, parent-teach organization board members, stakeholders and community business and faith-based organizations gathered information to support and assist in the writing of the plan. The leadership team at FRMS was instrumental in analyzing and evaluating data for the Comprehensive Needs Assessment. The Stakeholders meeting was held to allow all parties the opportunity to provide feedback and disseminate additional information for the School Improvement Plan.</p> |
| <p>2 Describe how the school will ensure that low-income and minority children enrolled in the Title I school are not served at disproportionate rates by ineffective, out-of-field, or inexperienced teachers.</p> | <p>All FRMS teachers and administrators are highly qualified. The staff holds clear, renewable, Georgia certificates and meet all high qualified criteria. The quality of staff is further reflected in the number of teachers that hold gifted and advanced certification.</p> |
| <p>3 Provide a general description of the Title I instructional program being implemented at this Title I School. Specifically define the subject areas to be addressed and the instructional strategies/methodologies to be employed to address the identified needs of the most academically at-risk students in the school. Please include services to be provided for students living in local institutions for neglected or delinquent children (if applicable).</p> | <p>The Title 1 program will take place during the regular school hours weekly. The Title 1 Staff will coordinate tutoring services for tutors to work with small group of students in need of academic intervention. FRMS will prioritize students in order to serve the most at risk students in the area of math, reading and language arts. This prioritization will be based on Milestone scores, Star Math scores, Lexile and teacher recommendation. After school interventions will be provided to students identified through the extended day (February - March) and summer bridge academy (June). Professional development and support will be provided to instructional staff to increase curriculum knowledge and provide guidance on best instructional practices. The Parent Liaison will support parents in engaging in and supporting their child/children's academic and social progress at school.</p> |
| <p>4 If applicable, provide a description of how teachers, in consultation with parents, administrators, and pupil services personnel, will identify eligible children most in need of services in Title I targeted assistance schools/programs. Please include a description of how the school will develop and implement multiple (a minimum of 2) objective, academic-based performance criteria to rank students for service. Also include a description of the measurable scale (point system) that uses the objective criteria</p> | <p>N/A</p> |

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| to rank all students. | |
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3. REQUIRED QUESTIONS

3.2 PQ, Federally Identified Schools, CTAE, Discipline

Required Questions

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| <p>5 If applicable, describe how the school will support, coordinate, and integrate services with early childhood programs at the school level, including strategies for assisting preschool children in the transition from early childhood education programs to local elementary school programs.</p> | <p>N/A</p> |
| <p>6 If applicable, describe how the school will implement strategies to facilitate effective transitions for students from middle grades to high school and from high school to postsecondary education including: Coordination with institutions of higher education, employers, and local partners; and Increased student access to early college, high school, or dual or concurrent enrollment opportunities or career counseling to identify student interest and skills.</p> | <p>Students are invited to the feeder high school during the school day to familiarize themselves with the school and the registration process. Counselors from the high school come to the middle school to register the students and get them set up in their classes. A parent night is held with the students and parents at the high school to familiarize families.</p> |
| <p>7 Describe how the school will support efforts to reduce the overuse of discipline practices that remove students from the classroom, specifically addressing the effects on all subgroups of students.</p> | <p>FRMS implemented PBIS school-wide last year to improve discipline and reduce the amount of time students are removed from the classroom. We have seen a reduction in the number of students in ISS and OSS. In addition, the relationship between the teachers and staff and the students has improved because students are receiving recognition for their good behavior and choices, thereby increasing the positive climate at the school.</p> |

ADDITIONAL RESPONSES

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| <p>8 Use the space below to provide additional narrative regarding the school's improvement plan</p> | <p>FRMS is developing into a Community for Creativity (CFC). This will enable us to address the needs of high achieving students as well as the proficient learners. Students will have the opportunity for Project Based Learning through STEAM (the addition of the arts will widen the scope of their experiences).</p> |
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