

MENIFEE COUNTY SCHOOL DISTRICT

APRIL 12, 2017

ACTION PLAN UPDATE

1. Status Update

Since the passage of the nickel tax on January 3, 2017, the district has started the process of developing the District Facilities Plan for the next four years. The district selected the Murphy Group as architects for developing the plan and will utilize the services of the Kentucky School Boards Association (KSBA) to facilitate the process. The local planning committee has been instrumental in the process, and they are on track to have the plan submitted to the Kentucky Department of Education (KDE) for approval at the June Kentucky Board of Education meeting.

The Menifee County School District has a current balance of \$967,237. The current tentative budget has an 8.93% contingency. The district has received 80% of the second billing revenue for the newly imposed nickel tax.

The Menifee County School District has continued to make many improvements since the beginning of the school year. The district has worked persistently to increase transparency and improve the climate and culture of the district. Systems are being monitored to educate and hold all stakeholders responsible for following policies and procedures. Policies and procedures have been updated that will ensure constant monitoring and implementation within the district.

Plan Do Study Act plans (PDSAs) have been revised collaboratively with the Educational Recovery (ER) staff and district staff to address the improvement priorities found within the state management audit. 30/60/90-day action plans are being utilized to ensure successful implementation and completion of school and district processes. The topics of each plan are as follows: Curriculum and Instruction, Assessment, Governance, School Food, Finance, Facilities, Technology, Pupil Attendance, Transportation, Novice Reduction and Student Health. Data analysis and deliberate planning based on student needs are the driving force for decision making. Each responsible person is held accountable for action items during monthly sessions with the State Manager. In addition to monthly group sessions, the State Manager and District ER Specialist began individual meetings with each responsible person for PDSAs. This has been very productive and is improving the quality and substance of these documents. Technology has made significant improvements in planning and next steps due to this addition.

2. Action Strategies - Completion

- i** The KDE Management Audit found a number of improvement priorities within the district. Specific 30/60/90-day plans have been created utilizing the management report and PDSA model provided by KDE to guide the improvement process.

Finance:

The District Finance Officer continues to present a cash flow projection that informs board members of an accurate picture of what the district financial position will be at the end of each month.

The finance department has conducted a needs assessment meeting for each school and department to help in preparing a draft budget for 2017-2018 school year. In addition, they have prepared several salary projections in hopes of increasing Menifee County's salaries to be comparable with surrounding counties.

The district has all bus routes covered by full-time school bus drivers without the utilization of other district personnel. This eliminates several hours of overtime pay for the district.

Governance:

KSBA will continue to provide training to the board members. In April, the board will receive training in the area of "State Management to Student Success". Floyd County Superintendent Henry Webb and Floyd County Board Member Sherry Robinson will be providing the training in conjunction with KSBA.

District administration reviews school based decision-making (SBDM) observation/review documents to assist in monitoring the SBDM councils at each of the schools on a monthly basis.

Liaison meetings with each principal are held monthly. The Liaison Monitoring Form was updated to ensure district expectation is clearly communicated between district and school. The state manager meets with administrators after each meeting to debrief on the findings from each school. A District Education Recovery Specialist attends liaison meetings in each building as a systems monitoring check. This has helped to support consistent information shared among buildings. The liaison meetings are helping to build some credibility with district staff.

The state manager is collaborating with Kentucky Association of School Administrators (KASA) to bring in Dave Broswell/Upslope for administration training on staff conduct.

Attendance:

The district attendance specialist continues to send daily emails on the attendance for each school. The district attendance rate is 94.62% as of March 3, 2017. The district enrollment has remained steady at 1,049 students. The staff attendance rate is 92.85% as of March 3, 2017.

Curriculum/Assessment/Instruction:

ER staff have been assigned to two of three schools as well as the district office to provide support and guidance in all aspects of the educational process.

Novice Reduction will be embedded throughout Curriculum, Instruction, and Assessment. Each school sent a team to the *Novice Reduction Regional Workshop* to continue focus on reducing novice students in all buildings. Improvement plans as well as 30/60/90-day plans will address next steps for novice reduction planning. Linda Rains, KDE Novice Reduction Consultant, provided district administrators guidance on next steps and the planning process. Additional professional learning for administrators focused on direct explicit instruction in multi-tiers of instruction. Next steps for implementation of the mentioned strategies are being reviewed and revised by administrators, ER Team, and Novice Reduction Team.

The Online Professional Development Needs Assessment for each school is complete and has been sent out to all certified staff. The survey will help determine professional learning needs for staff and school. Certified personnel were advised to refer to principal observations, professional growth goals, or the current Comprehensive School Improvement Plan (CSIP) for possible resources. All surveys will be completed by March 17.

The Menifee County Board of Education approved a district-wide Multi-Tier System of Supports/Response to Intervention (MTSS/RtI) Plan. District administrators have provided and reviewed with each principal an *Implementation Guide* for school RtI Teams to complete. District administrators provide specific feedback to each school team until essential components are in place. Principals appreciated the direct, face-to-face feedback.

Curriculum alignment and design will continue to be a focus area for the district. The district has established a *K-5 Curriculum Team* (one representative from each grade; equal representation of schools) to ensure a quality Tier 1 core instruction and begin building common assessments for reading and math. Effective grading practices will also be incorporated throughout the team's work. Curriculum work is a monthly focus for each grade level through the established PLC process at all grade levels. This curriculum work includes deconstruction of standards and the development of

student-friendly learning targets which will lead directly to a mapped curriculum for each grade level. The team focus is to gain insight on how effective instruction and assessment connect with a solid curriculum. Documents will be revised for the 2017-18 school year.

To support the need for materials within Tier I instruction for Reading and Math, Menifee County Schools purchased GO Math! as a core program for Math in grades K-8 and 9-12. Leveled readers and independent libraries for each grade level were also purchased to support Tier I Reading. Standards alignment will be a priority and will guide curriculum work. Professional learning will also be targeted to ensure fidelity to the program and rigorous instruction. Systems for barcoding and inventory are in place to assure materials are complete and accounted for.

Menifee County has administered mid-year ThinkLink Assessments in grades K-8 and Fountas and Pinnell for reading in grades K-5. ER staff has conducted training for all K-8 teachers in the analysis of ThinkLink and Fountas and Pinnell data. Teachers are using this analysis to inform instructional practice, address individual student needs and response to intervention. As a result of this data analysis, buildings have modified their bell schedules to include dedicated RtI times to meet the needs of all students based on current data. Software such as IXL, DreamBox, Reading Plus, and ALEKS have been purchased to provide resources to support student learning and support for reading and math.

A process for selecting a new universal screener is underway to replace ThinkLink/Discovery Ed. Screeners selected for review have a high rating based on validity, reliability, and accuracy according to www.rti4success.org. The district reviewed iReady this month. Each school has agreed for two classrooms to pilot a test in the spring to have firsthand experience with the process, and review student data.

Menifee County High School implements a College and Career Readiness (CCR) PDSA during PLCs. The current CCR rate for Menifee County High School is 38%. Menifee County High School has shown positive results from KYOTE exams.

The state manager has conducted mid-year site reviews at all three schools as part of the *Principal Professional Growth and Effectiveness System* and provided feedback on established Professional Growth Goals. Principals have established Working Conditions along with State and Local Growth Goals.

District Effective Learning Environments Observation Tool (ELEOT) walkthrough schedules have been revised to a bi-monthly rotation. The

change in schedule will allow additional time to debrief as a team without having to rush to the next school. The district walkthrough team uses this snapshot to identify strengths (pluses) and weaknesses (deltas) which are shared with staff after each walkthrough.

In addition to ELEOT, the district created an instructional walk-through process focusing on differentiation, student engagement, and formative assessment. The process not only provides support to teachers, but also allows district administrators to coach principals in providing effective feedback to teachers. The protocol has been revised and finalized. Triplicates of the form have been ordered for better efficiency and evidence.

Botts Elementary Principal, Jeremy McNabb, along with district administrators, Catherine Hacker and Dawn Hardeman, are attending the *National Institute for School Leadership* (NISL). This provides an excellent opportunity for professional growth and learning.

District administrators collaborated with science teachers to verify an awareness of and prepare for through course tasks, classroom assessments, and the science field test. These have gone well and have utilized great discussion and effective instructional practices.

3. Action Strategies - Deficiencies

i Although many areas of curriculum/assessment/instruction have been completed, there are still many deficiencies in this area and it will continue to be a focal point for 2016-17.

There are currently no aligned common assessments across the district for grade levels (K-5) and like courses (6-12). Disaggregation of student level data is not always resulting in adjustments in instruction and intentional planning to meet the individual needs of all students. Current grading practices are not reflective of true student performance and mastery of the standards. There is a great need for teachers to understand the multi-tiers of instruction and to ensure that 80% of students should reach mastery of standards from the core program.

The district is developing and refining a three-year plan that will break the task into manageable steps. As an initial step, a survey on Effective Grading Practices aligned to O'Connor's *15 Fixes for Broken Grades*, will be analyzed to show evidence of current practice and help guide us to more effective grading practices. These processes will be aligned to the Kentucky System of Interventions Guide to help meet individual needs for RtI and Credit Recovery. This will include a process for current programs in place, such as Odysseyware. Funding must be budgeted for

much needed curriculum materials in all levels of instruction.

During the last round of district walkthroughs, there has been no improvement in the effectiveness of the learning environments in each building. The lowest areas in the district walkthroughs include rigorous instruction, differentiation, high level questioning, high expectations for student achievement, students' knowledge of how they are assessed and the use of exemplars and rubrics.

Clear communication continues to be an issue district-wide, and the district staff will continue to utilize the District Communication Plan to address this deficiency.

4. Action Strategies – Additions

i While all components of the KDE Management Audit will continue to be addressed through the PDSA and 30/60/90-day work, a laser-like focus will be placed on curriculum/assessment/instruction with the assistance of ER staff assigned to Menifee County to ensure that student achievement is a top priority.

In an effort for continuous improvement and an intentional focus on student achievement, Principal Cadre sessions have been revamped to focus solely on instruction and professional growth and are now EILA-approved. District leadership team meetings are also being reviewed for efficiency, and the state manager and the district assigned Education Recovery Specialist are meeting with individual component managers of the PDSAs for the district to maintain fidelity with the process.

An induction course for certified personnel began this school year. However, the district does not currently have effective procedures in place for classified staff. The district will begin to research effective procedures from other districts and prepare a plan of action.

The district has implemented Talent Ed to improve the management of the application process and to improve the operational efficiencies of the talent management process.

First steps have been made to partner with Berea College Gear Up. This will be a great opportunity for the district.

The Family Involvement initiative began to promote volunteers to give three hours of time to Menifee County Schools. A committee was established and dates for follow-up will occur.

A new assistant principal was hired for Menifee Elementary School.