

# MENIFEE COUNTY SCHOOL DISTRICT

## TIM SPENCER, STATE MANAGER

### AUGUST KBE MEETING

### ACTION PLAN UPDATE

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### 1. Status Update

The Menifee County School District (MCSD) has a current balance of \$1,900,376. The current working budget has a 9.1% contingency.

The members of the Menifee County Board of Education continue to develop capacity for leadership and self-governance through a partnership with the Kentucky School Board Association (KSBA). Three board members attended KSBA's Summer Leadership Institute which included training in various topics to enhance board member service.

For the first time since state management of the district in 2015, MCSD will have the same building principals leading their respective schools. With consistent leadership, the work will be more likely to be sustained and build capacity within the district.

Several job openings have been posted for the upcoming school year. Hiring quality candidates to lead the work of the district is key. Currently, the district has the vast majority of the openings filled for the beginning of the 2018-2019 school year. Three math positions have been filled utilizing the Teach for America Program.

Funding from various state and federal grants have allowed the district to hire additional staff that will greatly impact curriculum, instruction, and leadership. Instructional coach positions will be based at each school. Coaches will work directly with teachers and administrators to ensure fidelity to instructional initiatives and grant guidelines district wide. Ms. Jennifer Roberts is MCSD's newly hired Striving Readers Literacy Coach and will be based out of Botts Elementary. Ms. Jodi Blackburn will continue her previous role serving Menifee Elementary while taking a lead role in Striving Readers at the district level. Ms. Lana Swartz will also continue coaching at the high school level and serve as a district-wide gifted and talented teacher. This trio of leaders will help move the district closer to reaching all instructional goals. While they are responsible for several duties, Instructional Supervisor Robin Brewer will lead the team.

The Educational Recovery (ER) staff continue to provide leadership in the development of professional development plans, curriculum framework, and to provide instructional and coaching support to all levels of the system. Data analysis and intentional planning based on student needs continue to drive the decision making on a daily basis in Menifee County. Three additional ER staff will join the Menifee team. Some roles have been reassigned within the district to better meet specific school and district needs.

## 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 (Plan, Do, Study, Act) 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.

Currently, the General Fund ending balance is projected to be \$1,118,085 by June 30, 2018. The current working budget has a 9.1% contingency.

- **Governance:**

To begin the new 2018-2019 School Year with clear expectations, protocols and processes have been organized in Google Drive. This organization system will not only allow easier access to basic operations but will also serve as evidence for a management audit to be conducted by KDE in the fall. All board policies and procedures are located on the district website.

Beginning the new school year with 30-60-90 plans for each department will continue to drive the work of the district. All plans are directly aligned to the prior management audit or the Comprehensive District Improvement Plan (CDIP). Leadership will participate in a one day retreat at the beginning of the Kentucky Association of School Administrators (KASA) Annual Conference to focus on meeting the improvement priorities for the school district.

District administration reviews School-Based Decision Making Observation/Review documents to assist in monitoring the SBDM Councils at each of the schools on a monthly basis.

Liaison meetings with each principal will continue to be held monthly. The Liaison Monitoring Form was updated to ensure district expectations are clearly communicated between the district and each school. The State Manager meets with administrators after each meeting to debrief on the findings from each school. The District's ER 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 continue to get stronger and stronger. This is also helping to build some credibility with district staff.

In an effort to build a consistent and clear message in employee discipline, MCSD has partnered with *Upslope* for training a district team of evaluators for Employee Discipline in an Education Environment. The team has created a matrix for evaluation of employee discipline.

A new Certified Evaluation Plan was completed by the 50/50 Committee and approved at the May board meeting. The plan is based on new state regulations for all certified staff.

Communication continues to be an area of focus. District Leadership Team members contribute news and announcements to be published in a new District Newsletter. The electronic newsletter is distributed through email to stakeholders and published on the district's webpage.

- **Attendance:** The district's Attendance Clerk continues to send daily emails on the attendance for each school. The district attendance rates for the 2017-2018 school year were 94%. The district will be funded on approximately 922 students for the upcoming school year compared to 949 from 2017-2018. Staff attendance for the 2017-2018 school year was 93.15%.

- **Curriculum/Assessment/Instruction:**

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

Needs assessments for professional learning have been completed and analyzed at the district and school levels. Survey results indicated a great need for the following topics: differentiation, technology in the classroom, Response to Intervention, co-teaching, engagement structures, and guided reading. These, as well as other topics from the survey, were made available to teachers through a two-day conference style carousel of sessions on August 2-3, 2018. Expert teachers from all buildings were utilized for the majority of offerings. Each teacher was partnered with a mentor-trainer for support and guidance. While topics are relevant for professional growth, this model of training is another step toward building capacity in Menifee teachers and staff.

Staff from the district and school levels have also attended several professional learning conferences this summer to target specific needs or initiatives in preparation for the upcoming school year. Those conferences include:

- LINK Summer Institute
- Persistence to Graduation Summit

- KASA
- Menifee County District Retreat
- 21st Century Community Learning Center - Level 1
- Striving Readers Kickoff

Direct Explicit Instruction continues to be a focus area district-wide. Principals and district staff will revisit and revise the Instructional Process Observation Form (iPof) to ensure updated information for the 2018-2019 school year. This form is the tool used to provide feedback and guide the support for teachers within each building. Summer training sessions were also allocated for the instructional process.

After more than two years of discussion and debate, the district has established effective grading expectations outlined from Ken O'Connor's *15 Fixes for Broken Grades*. Schools will use these common grading practices to ensure effective grading is taking place throughout their building. These practices are supported by grading policies and procedures approved by Menifee Board of Education.

Curriculum has been revised based on established protocols for the new school year. We will continue to support and monitor curriculum through established curriculum and grade level teams. We plan to incorporate monthly grade level focused sessions based on the Carter County Academy model. This model allows the grade level teacher to be coached on specific strategies and to observe in classrooms at the host site. Participating teachers will observe strategies that are research and evidence-based and proven to be effective in any grade level or content area.

Effective grading practices will also be incorporated throughout the team's work. Curriculum work will continue as focus for each grade level through the established PLC process in all buildings. 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.

Lesson Planning Frameworks were another practice we observed in Carter County. In every classroom, teachers used an acronym to guide each lesson and reinforce a rigorous lesson for students. MCSD teachers have developed their own Lesson Planning Frameworks based on Universal Design for Learning to be implemented in the 2018-2019 school year.

Menifee County High School Principal, Mr. Wallace Bates, and Curriculum Instructional Coach, Ms. Lana Swartz, will be attending the National Institute for School Leadership for the 2018-2019 school year. This provides an excellent opportunity for professional growth and learning in strategic

leadership. Time has been allocated in each Principal Cadre to share insight with other administrators in the district.

Ms. Laura Raganas, Digital Learning Coach at KDE, will provide additional support to the district as we begin a 1:1 technology initiative. Through GEAR UP funding and some matching funds from the district, Chromebooks have been purchased for every student in fourth through twelfth grade. Each school named a technology teacher leader to support instructional technology. Each teacher leader will be a member of the district technology team leading the entire district and establishing plans for an effective rollout.

The current Transition Readiness rate for Menifee County High School is at 70%. High School administrators are proactively planning for academic and career readiness expansion for the 2018-2019 school year by offering AP courses as well as dual credit courses in CTE with local area technical centers.

The district is partnering with Academic and Behavioral Response to Intervention (ABRI) to establish a stronger multi-tiered system for behavior and academic Response to Intervention. School and district teams attended two days of training for academic support and Positive Behavioral Intervention Support (PBIS). ABRI consultants will support through professional learning opportunities and data collection throughout the school year. ABRI Consultants will train all teachers in each building.

Striving Readers Comprehensive Literacy (SRCL) Discretionary Grant Program is designed to create a comprehensive approach to advance literacy in children, including those with limited English proficiency and those with disabilities, from birth to grade 12. Funding will allow opportunities for the district that would have never been possible otherwise. This helps maximize the potential for higher quality professional development. The Literacy Plan will allow Menifee County to become a National Boards Site where six teachers will begin working on their national boards certification. Other professional learning opportunities will focus on Universal Design for Learning, Kentucky Reading Project, and READY for Kindergarten.

Data Dashboards have been designed and created to allow a visual representation of data tracking. Yearlong and Quarterly Dashboards are placed in the boardroom at Central Office to serve not only as a reminder of the current status, but also a focus on the goals and desired state.

Quarterly Reporting was a beneficial addition to collection of data in the prior school year. We will continue data collection and analysis. Some of the areas measured include the following:

- iReady Assessments results (for example, see the Menifee iReady Assessments Results in the tables below); and
- Over 650 classroom walkthroughs with feedback for DEI were completed.

Botts Elementary K-5 iReady Assessments Results				
		FALL	SPRING	Growth +/-
Grade	Content	% ON/ABOVE	% ON/ABOVE	
Kindergarten	Math	8	83	75%
1st	Math	14	64	50%
2nd	Math	3	56	53%
3rd	Math	3	30	27%
4th	Math	30	57	27%
5th	Math	22	57	35%
Kindergarten	Reading	8	87	79%
1st	Reading	9	61	52%
2nd	Reading	12	53	41%
3rd	Reading	16	53	37%
4th	Reading	29	54	25%
5th	Reading	22	48	26%

Menifee Elementary K-8 iReady Assessments Results				
		FALL	SPRING	Growth +/-
Grade	Content	% ON/ABOVE	% ON/ABOVE	
Kindergarten	Math	3	71	68%
1st	Math	7	61	55%
2nd	Math	9	39	30%
3rd	Math	2	34	32%
4th	Math	23	55	32%
5th	Math	22	48	26%
6th	Math	11	35	24%
7th	Math	23	53	30%
8th	Math	21	22	1%
Kindergarten	Reading	3	76	73%
1st	Reading	7	64	57%
2nd	Reading	21	53	32%
3rd	Reading	36	65	29%
4th	Reading	29	51	22%
5th	Reading	17	31	14%
6th	Reading	18	32	14%
7th	Reading	35	50	15%
8th	Reading	36	51	15%

Menifee County High School iReady Assessment Results				
		FALL	SPRING	Growth +/-
Grade	Content	% ON/ABOVE	% ON/ABOVE	
9	Reading	22	39	17%
10	Reading	16	24	8%
11	Reading	12	13	1%
9	Math	18	34	16%
10	Math	16	36	20%
11	Math	22	13	9%

Novice Reduction Summer Camps were a huge success in the district. The camps focused on STEAM, which stands for **S**cience, **T**echnology, **E**ngineering, **A**rts, and **M**ath, initiatives and ACT preparation. The camps were well attended by students, and the district has already received many positive responses from our stakeholders. Several students have seen an increase in ACT scores, and district is reviewing the possibility of incorporating Project Lead the Way into the curriculum due to an overwhelming demand for STEAM initiatives from our students and parents.

The STEAM camp with students from Botts Elementary and Menifee Elementary had a constant buzz of excited teachers and young minds. With a steady attendance of 95 students between the ages of 5 and 13, the staff was able to do a variety of hands-on activities relating to all aspects of STEAM. The attendance for the camp this year increased nearly 35 students compared to last year. Each morning, students had two classes that focused on Science/Engineering/Literacy and Math/Technology/Literacy. Some of the camp favorites included: engineering catapults and windmills; creating circuits to power buzzers and fans; exploring coding; simulating an oil spill and clean-up plan; studying reactions with bromothymol blue; and, making "slime." In the afternoon, students had four rotations that focused on Drama, Art, and Physical Education that each contained a literacy component. Engaging young minds is a key factor in shaping tomorrow's future and, from what we witnessed at MCSD's STEAM camp, our future is as bright as ever for the students for Menifee County!

Menifee County High School hosted summer programming, June 18-22, thanks in part of funds made available through the Summer Novice Reduction Grant. Students were engaged in a STEAM scheme of ACT readiness in reading, math, and English as well as computer programming through robotics and visual arts. Additionally, targeted students participated in summer credit recovery programming. Average daily attendance was 21 students, which was consistent with last year. Student art will be displayed throughout the building in the upcoming year to reinforce the system implementation of Positive Behavior Intervention System (PBIS). Students were very positive in their feedback, and what was especially encouraging was the positive experience of all participating students improving their benchmark score in ACT subject area tests.



### 3. Action Strategies - Deficiencies

#### **i** Curriculum/Assessment/Instruction:

- The Organization Chart is being revised for the upcoming school year with a focus on placing district personnel in roles that are clearly related to certification and degrees of the staff.
- District and school level support provided by the State Manager and the ER staff is on-going to ensure policies, processes and procedures are implemented across all grade levels. Through continuous linkage training, the district will strengthen its instructional system.

### 4. Action Strategies – Additions

#### **i** Curriculum/Assessment/Instruction:

- 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 with an intentional focus on student achievement, Principal Cadre sessions continue to focus solely on instruction and professional growth and are now EILA approved. We plan to reorganize our meetings and include a block of time for observations/walkthroughs. Each school will host the meetings in their buildings on a monthly basis. After the regular meeting, we will complete either eleot or iPof walkthroughs with feedback. This will allow principals at other levels to see district initiatives applied in various content and grade levels.

**Governance:** District Leadership Team meetings are also being reviewed for efficiency, and the State Manager and the district-assigned ER Specialist are meeting with individual component managers of the PDSA's for the district to maintain fidelity with the process.

**Food Service:** The Food Service summer feeding program is underway with great participation.

**School Health:** Family Involvement and student wellness initiatives began to promote volunteers to give three hours of time to Menifee County Schools and to increase the entire school community awareness for promoting student wellness. Committees and meetings have been ongoing throughout the summer in preparation for the 2018-2019 school year. For promotional and messaging purposes, the district has established the following social media hashtags: #3forMenifee and #Menifeematters.