

# MICIP Portfolio Report

## Lakeview Community Schools (Montcalm)

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### Goals Included

#### Active

- ELA M-STEP Goal
- Math Goal
- Well Rounded Education Goal

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### Buildings Included

#### Open-Active

- Lakeview Elementary School
- Lakeview High School
- Lakeview Middle School

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### Plan Components Included

#### Goal Summary

#### Data

##### Data Set

##### Data Story

#### Analysis

##### Root Cause

##### Challenge Statement

#### Strategy

##### Summary

##### Implementation Plan

##### Buildings

##### Funding

##### Communication

##### Activities

##### Activity Text

##### Activity Buildings

# MICIP Portfolio Report

## Lakeview Community Schools (Montcalm)

### ELA M-STEP Goal

**Status:** ACTIVE

**Statement:** Our goal is to provide staff collaboration time to identify and implement Tier 1 evidence-based strategies in order to improve ELA M-STEP results by 13.5% or 3% annually by 06/30/2028.

**Created Date:** 04/23/2021

**Target Completion Date:** 06/30/2028

**Data Set Name:** ELA Data

Name	Data Source
2023 District SSR Trends	Other
2023 District Perception Data Triangulated	Other
2023 Grades 3-8 MSTEP and PSAT Trends	Munetrix
2023 LHS grade 11 SAT Trends	MiSchoolData

**Data Story Name:** LCS ELA Data Story

**Initial Data Analysis:** MSTEP, PSAT, and SAT Trends - The MSTEP, PSAT, and SAT trends for students in grades 3-11, show slight increases in ELA proficiency overall, but no building or grade level is at or exceeding the State Target of 60%.

**Process Data** - Process data from spring of 2023 reveals that the district staff rated the level of implementation on the 26 identified evidence-based processes. The lowest four categories of implementation rated by staff included:

1. E - Learning Environment - The learning environment for staff and students provides a culture of high academic and behavioral standards with classroom management techniques that are shared and enforced with all staff, students, and parents.
2. F - Instructional Reflection - Staff are given regularly scheduled time (at least 3 times a year) for collaborating with colleagues, using formative and summative data, to reflect on student learning, and adjust instruction and resources throughout the year as needed.
3. J - Student Involvement in the Assessment Process - Students in the school have opportunities to learn the expectations and criteria for their learning, receive feedback from staff on their learning, how to self-assess, track, and ways to improve their own learning.
4. T - Collective Responsibility - Staff take an active role in creating and leading professional learning. Staff hold one another responsible to implement what was agreed upon from the professional learning.

**Perception Data** - There were two top areas identified at District Excellence in that need to be addressed across the district, based on the perception survey results, which are:

1. My teacher and I talk about how I'm doing in school. (58.2% of students Agreed or Strongly Agreed)
2. I have time to collaborate with my colleagues to conduct data analysis on student work and assessment results. (45.6% of teachers Agree or Strongly Agreed)

#### *Initial Initiative Inventory and Analysis:*

Progress Monitoring using NWEA as a formative assessment is done in all grades K-12 three times a year as part of the MTSS process.

MTSS, Literacy, and Instructional Coaches have been hired in the last couple of years to provide teachers with feedback from lesson plans, to classroom instruction, to resources, to assessment data results and facilitation of next steps (data-based decision making) Additional school nurse time, SSW, and behavioral interventionist time was added to address SEL.

Through ESSER III, the district was able to implement two years of a Summer Curriculum Camp, which supported staff's understanding and the expectation of implementing a guaranteed and viable aligned curriculum identifying standards to be taught, scope and sequence, content vocabulary, instructional strategies, resources and assessments. During the Day Interventions, Extended Day, Extended Semester, and Summer Program to address learning loss, students falling behind their peers, and those not mastering the state standards at a proficient or advanced level.

The staff are being provided time for collaboration several different ways: Early release Wednesdays each month, District Provided Professional Development, After School PD with committee compensation, and summer PD with committee compensation. Staff also have the opportunity to request grade level/ and content team release time with substitutes to conduct data analysis and review student work/progress.

Each building team has identified non-negotiable, instructional literacy strategies/ activities/resources that must be used in ELA lessons on a weekly, daily, and/or monthly basis.

*Gap Analysis:* Our K-12 district ELA results are not yet at 60%, which is the desired State Target. When averaged all together Grades 3-11 state assessment proficiencies, the district is at 47.24%, which is 12.76% below the state target.

On the 2023 MSTEP, each grade level proficiency was as follows:

Grade 3 = 53.3%

Grade 4 = 46%

Grade 5 = 36.3%

Grade 6 = 40.3%

Grade 7 = 39.5%

On the 2023 PSAT, each grade level proficiency was as follows:

Grade 8 = 63.2%

On the 2023 SAT, each grade level proficiency was as follows:

Grade 11 = 51.9%

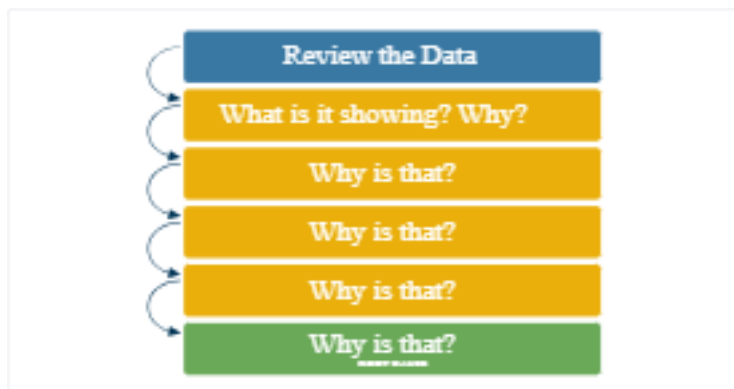
*District Data Story Summary:* The district has instructional leaders in place at each building level to support staff with aligning systems across the district. (Principals, Instructional Coaches, and or MTSS Coaches.)

The district has a continuous improvement team (District Excellence) that meets quarterly to continue the work of systems alignment.

In looking at achievement data, the district anticipates being able to meet the state targets in our new long-range plan in MICIP. (60% by 2028 unless the target changes before then) Curricular documents have been created, updated, shared, and reviewed with all staff for clarity and understanding in expectations and instructional practice. The documents are also placed on the district's website for accessibility for parents and community members. The district has adopted new curricular resources in recent years.

## Analysis:

### Root Cause



### Five Whys

- Why: Tier 1 instructional strategies have not been implemented with fidelity across the district.
- Why: The building teams have not established an accountability system to ensure the Tier I instructional strategies are being implemented.
- Why: The building teams have not established an accountability system to ensure the Tier I instructional strategies are being implemented.
- Why: Due to the teacher and administrator shortage in Michigan, the district is having a hard time retaining staff and when needed, finding replacements due to being a small rural district and other districts being able to offer a variety of additional opportunities.

**Challenge Statement:** If LCS prioritizes staff collaboration time on identifying non-negotiable, evidence-based, Tier 1 instructional strategies, then our ELA M-STEP scores will increase and meet the MDE 60% target.

## Strategies:

### (1/6): MTSS Framework (General)

**Owner:** Kelly Nielsen

**Start Date:** 08/09/2021

**Due Date:** 06/07/2025

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

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Effective Use of Technology (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

Method

- Other
- Email Campaign
- Presentations

Audience

- Staff

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
District - All buildings will ensure identified English Learner/Migrant students have access to Tier I, Tier II, and Tier III instructional support as needed. LCS will participate in the Mid Michigan and Migrant EL/ Migrant Consortium and utilize the expertise of the EL staff two days a week for all identified students. Title I and/or Section 31a	Sara Shriver	08/01/2023	06/30/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
interventions will also be offered as needed.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
District - All buildings will implement Career and College Readiness Awareness, Exploration, and Preparation Activities as appropriate for each grade level.	Sara Shriver	08/01/2023	06/30/2024	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
LES - Reading Corps will provide instructional literacy support to identified students as recommended by the Literacy Coach. Contracted Service. \$5000	Tiffany Jackson	09/01/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> • Lakeview Elementary School				
LES - 2 Highly Qualified paraprofessionals to provide instructional support to identified students under the direct supervision of the Literacy Coach. 2 FTE (Salary - \$40,589 + Benefits - \$10,147 Total = \$50735	Tiffany Jackson	08/01/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> • Lakeview Elementary School				
LES - Title I interventionists will provide supplemental instruction to identified low performing students who are furthest away from reaching the state standards in ELA/Math. 3 staff Salaries \$206,952 + Benefits = \$96556 = Total = \$303,508.	Tiffany Jackson	07/01/2023	06/07/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - Title I Staff will host a spring celebration day event with student caseloads. A sweet treat, book, and literacy resources will be provided to all participating Title I students. 100 students x \$5 = \$500.	Tiffany Jackson	05/01/2024	06/01/2024	UPCOMING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - Title I Interventionists supplies and materials to use to differentiate instruction for identified students in ELA/math. 3 staff x \$500 for consumables and other resources needed such as leveled books, math manipulatives, and writing boards. 3 x \$500 = \$1500	Tiffany Jackson	07/01/2023	12/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - Reading Corps will provide instructional literacy support to identified students as recommended by the Literacy Coach. Contracted Service. \$5000	Tiffany Jackson	09/01/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - Evidence-based instructional strategies planning: Writing frames, explicit instruction, and SQ3R training for all staff. Staff will plan and prepare training activities for in-	Martin Aldrich	09/01/2021	12/01/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
house staff PD on an early release day in the fall. 3-hour stipend (\$16 stipend x 3 hours x 0.37 FICA) \$65.76 x 2 staff = \$131.52				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Section 31a At-Risk Paraprofessional: Students in grades 4-7 may be assigned to work with highly qualified paraprofessionals under the direct supervision of the Title I and 31a certified interventionist. Students will be identified based on need in ELA and Math. (1 FTE) (Salary \$21,970 + Benefits \$8,344.00 = Total \$30,314)	Martin Aldrich	07/01/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Title I Interventionist: Students in grades 4 - 7 will receive supplemental academic support to close the achievement gap and raise the proficiency for all students. Certified Interventionists will be providing the Tier II support to identified Title I students based on the entrance criteria and prioritizing those furthest away from mastering the state standards in ELA and Math. (1 FTE) (Salary \$68,582 + Benefits \$42,404.56 = Total 110,956.86)	Martin Aldrich	07/01/2023	06/07/2024	ONTARGET



Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Intervention Supplies/Materials Title I: Interventionist will purchase supplemental materials and consumables for use during intervention time up to \$500 for consumables, manipulatives, app licensing, take home books, and other resources needed to supplement the core instruction.	Martin Aldrich	08/22/2023	04/01/2024	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - Read 180 to be used with ELA intervention identified students under the instruction of the intervention teacher.	Ashley Whalen	08/01/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - No Red Ink: 1 site license to cover every student (assuming an enrollment of around 376), Unlimited teacher accounts, 12-month subscription = \$5,700	Ashley Whalen	08/14/2023	09/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - "Edgenuity for Credit Recovery and 21F: Digital Libraries 6-12 Comprehensive All SiteLicense (MS and HS content for math, ELA, science, social studies, electives, AP, world	Ashley Whalen	08/22/2023	06/07/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
languages, VirtualTutors; excludes eDynamic Learning and Purpose Prep) (at risk kids only)"				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - "Edgenuity for Credit Recovery and 21F: Digital Libraries 6-12 Comprehensive All SiteLicense (MS and HS content for math, ELA, science, social studies, electives, AP, world languages, VirtualTutors; excludes eDynamic Learning and Purpose Prep) for non at risk kids"	Ashley Whalen	08/22/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - MTSS Coach: MTSS Coach will oversee the MTSS process and provide the instructional coaching for the staff through modeling, observation, feedback, and collaborative data analysis. (1 FTE) (Salary \$66,332 + Benefits \$40,478.24 = Total \$106,810.56) Update for Todd Barton	Ashley Whalen	07/01/2023	06/07/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LES - Purchase Lexia Licenses.	Tiffany Jackson	08/01/2023	01/31/2024	APPROACHING
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
District: Adaptive Schools Training 4 full days x \$2500	Ashley Whalen	06/30/2023	12/01/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
= \$10,000 Up to 30 teachers will participate in June-August of 2023. Quote attached.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

## (2/6): Family Engagement Tied to Learning

**Owner:** Sara Shriver

**Start Date:** 08/09/2021

**Due Date:** 06/07/2025

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

**Buildings:** All Active Buildings

**Total Budget:** \$9,000.00

- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

Method	Audience
• Email Campaign	• Staff
• District Website Update	• Parents
• Parent Newsletter	
• Social Media	

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - Family Reading Night. An evening event would be held November 8, 2023 for parents/students and staff will be instructing families on Early Literacy Strategies. Books/games will be purchased for at home learning, as well as dinner will be provided to all participants \$2500 total for books, games, meal.	Tiffany Jackson	11/01/2023	11/30/2023	COMPLETE
<b>Activity Buildings:</b>				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - Family Reading Night. An evening event would be held November 8, 2023 for parents/students and staff will be instructing families on Early Literacy Strategies. Staff stipends for evening event. 24 staff x \$16/hr x 2 hours = \$768 x .37 \$285 = Total \$1053	Tiffany Jackson	11/01/2023	11/30/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - ELA Writing Event: Special Person's Day where an ELA strategy/activity is taught to guests to use with students at home. Provide notebooks and pencils to students. 336 X \$2.40 is approx. \$800.	Tiffany Jackson	04/01/2024	04/30/2024	UPCOMING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - Staff will host the annual Title I Parent Meeting in the first six weeks of school to teach parents about the Title I Program and their Right to Know Information. Refreshments and purchase of books \$500	Tiffany Jackson	09/01/2023	10/15/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - Family Reading Night. An evening event would be held November 8, 2023 for parents/students and staff will be instructing families on Early Literacy Strategies.	Tiffany Jackson	11/01/2023	11/30/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
Staff stipends for evening event. 24 staff x \$16/hr x 2 hours = \$768 x .37 \$285 = Total \$1053				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - Staff will host the annual Title I Parent Meeting in the first six weeks of school to teach parents about the Title I Program and their Right to Know Information. Refreshments and purchase of books \$500	Tiffany Jackson	09/01/2023	10/15/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - Family Engagement P/T Conferences: All staff will have between 10.1.23 and 4.1.24 to communicate with parents regarding their child's academic and behavioral progress at contracted conference times; and will connect at other times via phone, email, or face to face if parents cannot attend at the scheduled time. No cost.	Martin Aldrich	10/01/2023	04/01/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Title I Home/School Compacts: School staff will review the Home/School Compacts with each parent at the Fall Parent/Teacher Conferences to share the expectations for staff, students, and parents and	Martin Aldrich	10/01/2023	10/31/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
get commitment from the parents on supporting their child at home.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Parents on the Continuous Improvement Team: The principal will invite and include at least one parent to be on the school/district level improvement team to provide feedback on school level programs, processes, communication, etc...	Martin Aldrich	09/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Annual Title I Parent Meeting: Staff will host the annual Title I Parent Meeting in the first six weeks of school to teach parents about the Title I Program and their Right to Know Information. Refreshments \$500	Martin Aldrich	09/01/2023	10/15/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS -Family Engagement P/T Conferences: All staff will have between 10.1.23 and 4.1.24 to communicate with parents regarding their child's academic and behavioral progress at contracted conference times; and will connect at other times via phone, email, or face to face if parents cannot attend at the scheduled time. No	Ashley Whalen	10/01/2023	04/01/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
cost.				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Title I Home/School Compacts: School staff will review the Home/School Compacts with each parent at the Fall Parent/Teacher Conferences to share the expectations for staff, students, and parents and get commitment from the parents on supporting their child at home.	Ashley Whalen	10/01/2023	10/31/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Parents on the Continuous Improvement Team: The principal will invite and include at least one parent to be on the school/district level improvement team to provide feedback on school level programs, processes, communication, etc...	Ashley Whalen	09/01/2023	06/07/2024	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Annual Title I Parent Meeting: Staff will host the annual Title I Parent Meeting on the day of Open house, before Open house start time, to teach parents about the Title I Program and their Right to Know Information. Dinner and Refreshments \$500	Ashley Whalen	09/01/2023	10/15/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				



### (3/6): Guaranteed and Viable Curriculum

**Owner:** Sara Shriver

**Start Date:** 05/06/2022

**Due Date:** 06/07/2025

**Summary:** A “guaranteed” curriculum is often defined as a mechanism through which all students have an equal opportunity (time and access) to learn rigorous content. This requires a school-wide (or district-wide) agreement and common understanding of the essential content that all students need to know, understand, and be able to do. The word “all” needs emphasis; a guaranteed curriculum promotes equity, giving all children equal opportunity to learn essential content, and to provide this opportunity, curricular materials and instructional approaches must be grounded in research, implemented with fidelity, and must include vertical as well as horizontal alignment. For a curriculum to be “viable,” there must be adequate time for teachers to teach the content and for students to learn the content. A viable curriculum eliminates the supplementary or “nice to know” content. Teachers must have the flexibility to meet student needs through different methods of content delivery, helping students dive deeper into their passions. At its essence, a GVC represents the core non-negotiables of student learning. It’s what schools and teachers commit to providing for all students.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Other Federal Funds (Federal Funds)

#### **Communication:**

Method

- Other
- Presentations

Audience

- Staff
- School Board

#### **Strategy Implementation Plan Activities**

Activity	Owner	Start Date	Due Date	Status
District - Curriculum Camp: Summer 2023 July 31, August 1, August 4 to develop and/or review I Can statements, content area vocabulary, content units, scope and sequence, resources, and assessments for purpose of aligning the K-12 curriculum and putting it on line for all stakeholder, most importantly staff.	Sara Shriver	07/31/2023	08/04/2023	COMPLETE
<b>Activity Buildings:</b> All Buildings in Implementation Plan				
LES - Curriculum Camp participants will review the	Tiffany Jackson	08/08/2023	09/01/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
summer work with grade level/department colleagues for feedback and update the documents as necessary.				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - Curriculum Camp participants will review the summer work with grade level/department colleagues for feedback and update the documents as necessary.	Martin Aldrich	08/08/2023	09/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - Curriculum Camp participants will review the summer work with grade level/department colleagues for feedback and update the documents as necessary.	Ashley Whalen	08/08/2023	09/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				

#### (4/6): Data-Based, Decision Making

**Owner:** Sara Shriver

**Start Date:** 06/30/2023

**Due Date:** 06/07/2025

**Summary:** Performance management is the process used to guide all levels of teams (district, building, and teacher teams) within the district in data collection to monitor, make decisions, communicate, and, if needed, problem-solve (using district-identified problem-solving protocol) to increase student academic and non-academic performance.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Title II Part A (Federal Funds)
- General Fund (Other)

#### Communication:

Method

- Other

Audience

- Staff

#### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - Running Records for progress monitoring 3 times a year. 8 subs x 3 days x \$150.7/sub = \$3,616.80	Tiffany Jackson	06/30/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LES -Before and/or after school writing scoring sessions 3 times a year. 16 staff x \$16/hr x 3hrs x 3 times a year= \$2304 +FICA/RET (.37) = \$852 (Total Cost: \$3,156.48)	Tiffany Jackson	09/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LES - Four full day Wednesdays would be used for staff collaboration to complete ELA data driven decision making tasks. Two subs would be needed (\$110 per sub/day + \$20 fee = \$1100 for 4 days)	Tiffany Jackson	09/01/2023	06/07/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - GLPS Planning: Grade Level Problem Solving Teams will meet 3 times per year to analyze Acadience Reading data and determine reading strategies for tier 1 implementation. Staff will meet during team meeting time. Staff planning time to plan the GLPS meeting, gather data, and prepare materials. Funding: half day sub at \$55 x 3 days = \$170 or 3-hour stipend 3 times per year (\$16 stipend x 3 hours x 3 events x 0.37 FICA) \$197.28.	Martin Aldrich	10/01/2023	05/31/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Data Analysis and Problem Solving; MTSS Coach will provide staff with instructional data reports and facilitate PLC every 4-6 weeks. Instructional adjustment decisions will be made by the grade level/department teams. (Wildcat Time - during common PLC time or ERD)	Martin Aldrich	09/01/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - GLPS Planning: Grade Level Problem Solving Teams will meet 3 times per year to analyze behavior data and NWEA data to determine reading	Ashley Whalen	10/01/2023	05/31/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
strategies for tier 1 implementation. Staff will meet during team meeting time. Staff planning time to plan the GLPS meeting, gather data, and prepare materials during half day PD time.				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Family Engagement P/T Conferences: All staff will have between 10.1.23 and 4.1.24 to communicate with parents regarding their child's academic and behavioral progress at contracted conference times; and will connect at other times via phone, email, or face to face if parents cannot attend at the scheduled time. No cost.	Ashley Whalen	10/01/2023	04/01/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Title I Home/School Compacts: School staff will review the Home/School Compacts with each parent at the Fall Parent/Teacher Conferences to share the expectations for staff, students, and parents and get commitment from the parents on supporting their child at home.	Ashley Whalen	10/01/2023	10/31/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Parents on the Continuous Improvement	Ashley Whalen	09/01/2023	06/07/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Team: The principal will invite and include at least one parent to be on the school/district level improvement team to provide feedback on school level programs, processes, communication, etc...				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Building Level Data Review; Building Principal will facilitate grade level/ department meetings three times a year (fall, winter, spring) using academic assessment reports to monitor student growth, aggregate/subgroup goals, and instructional needs (98b). (AC, PLC Time, PD Day, Early Release.)	Ashley Whalen	09/01/2023	05/31/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LMS: Instructional School Leadership Team (SLT) (now known as CIT, Continuous Improvement Team) will meet every 6-8 weeks (Sept, Nov, Jan, March, May) during the day with substitute teachers to review processes, data results, and instructional needs. 6 subs x 5 sessions x \$130/sub = \$3,900.	Martin Aldrich	09/01/2023	05/31/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				

## (5/6): Collective Responsibility

**Owner:** Sara Shriver

**Start Date:** 06/30/2023

**Due Date:** 06/07/2025

**Summary:** A culture of collective responsibility that is collegial, collaborative, and professional that promotes student learning, professional learning, and system-level learning through the intentional development of norms, values, and beliefs.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Title II Part A (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

Method

- Other

Audience

- Staff

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - Literacy Coach to provide early literacy strategies to all classroom teachers through modeling lessons, observations and feedback, data dialogues, and reporting. .5 FTE salary \$33,539 + \$21,539 = \$55,076	Tiffany Jackson	07/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LES - Literacy Coach and district trainers will train new staff on the Explicit Instruction strategy, 2 full days and will be including the new teachers from the MS. PD days and ERD will be used.	Tiffany Jackson	08/24/2023	03/21/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LES - LES: Acadience Training will be provided to the new teachers by the literacy coach. After school	Tiffany Jackson	08/24/2023	03/01/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
training for 8 staff x \$16/hour x 3 hours = \$384 x .37 \$143 = \$527 Literacy Coach stipend 1 x \$20 x 3 = \$60 x .37 \$23 = \$83 Total = \$444 salary and \$166 benefits.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - LES: Cereal City Science Training for 9 teacher on Sciencet kits aligning to state standards. (9 X \$90 registration = \$810 Plus 9 subs X \$150.70 = \$1,350.63 per day for subs Total Cost \$2160.63) The training is virtaul: 3 staff will participate in November, 3 in February, and 3 in March)	Tiffany Jackson	11/01/2023	03/30/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - Explicit Instruction will be used by curriculuar area staff throughout the school year. Explict Instruction refresher training during staff PD time in the Fall.	Martin Aldrich	08/01/2023	10/16/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - EBLI is used to introduce vocabulary in all classrooms. Addtional EBLI strategies are strongly encouraged for classroom activities as well. EBLI refresher training during staff PD time in the Fall.	Martin Aldrich	08/01/2023	10/16/2023	COMPLETE
<b>Activity Buildings:</b>				



Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - SQ3R strategies will be used in social studies and science curricular areas. Minimum usage is once a month. SQ3R refresher training during staff PD time in the Fall.	Martin Aldrich	08/01/2023	10/16/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Writing Frames will be used by curricular area staff with gradual release throughout the school year. Writing Frames refresher training during staff PD time in the Fall.	Martin Aldrich	08/01/2023	10/16/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - Continuous Improvement Team (CIT) will meet 6-8 times (Aug, Sept, Nov, Dec, Jan, March, May, June) during the day with substitute teachers to review processes, data results, and instructional needs. 5 subs x 7 sessions x \$130/sub = \$4550.	Ashley Whalen	07/01/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LMS - ISD Staff will train all staff on the new Acadience digital tool on half day PD on or before December 6, 2023.	Martin Aldrich	08/01/2023	12/06/2023	OVERDUE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - EBLI Training for New	Martin	07/01/2023	06/07/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Staff: EBLI training for 5 staff members who have not been trained This training was not able to occur when approved in the 2022-2023 school year, and is therefore in place for 2023-2024. It is an on-going training August - June: 5 staff x \$3,000 = \$15,000. Contract Attached.	Aldrich			
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Building Level Data Review; MTSS Coach will facilitate grade level/ department meetings three times a year (fall, winter, spring) using academic assessment reports to monitor student growth, aggregate/subgroup goals, and instructional needs (98b). (Wildcat Time, PLC Time, PD Day, Early Release.)	Martin Aldrich	09/01/2023	05/31/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Literacy Coach: Literacy coaching for 4th grade teachers will occur on a daily basis using the observations/feedback loops, modeling instructional lessons, resource selection, and reviewing student work/ assessment data to adjust instruction. (.2 FTE) (Salary \$13,730.73 + Benefits \$8,573.53 = Total \$22,304.26)	Martin Aldrich	07/01/2023	06/07/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - 5D+ Training for New Teachers to District: 2 hour modules offered during PD time by in house trainer	Ashley Whalen	08/14/2023	11/30/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Evidence-based instructional strategies planning: Writing frames refresher for all staff. Staff will plan and prepare training activities for in-house staff PD on an early release day in the fall. 3-hour stipend (\$16 stipend x 3 hours x 0.37 FICA) \$65.76 x 2 staff = \$131.52	Ashley Whalen	09/01/2023	12/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - No Red Ink PD for ELA teachers to attend 2 live, virtual training sessions between August and December = \$1,100. Description attached.	Ashley Whalen	08/14/2023	12/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - NWEA PD: Onsite (3-hour session, up to 30 participants) MAP Growth-Applying Reports: Essential Reports for Teachers- \$1980.00; Onsite (3-hour session, up to 30 participants) "	Ashley Whalen	08/14/2023	02/01/2024	APPROACHING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				

Activity	Owner	Start Date	Due Date	Status
LHS - NWEA PD: Map Growth- Applying Reports: Student Goal Setting; \$1980.00; Virtual (3-hour session, up to 30 participants)	Ashley Whalen	08/14/2023	02/01/2024	APPROACHING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - NWEA PD: MAP Growth- Informing Instruction: Responsive Planning for Instruction- \$1260.00 (2 hour session, up to 30 participants)	Sara Shriver	08/14/2023	02/01/2024	APPROACHING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - MASSP Virtual training on DLN: A practical Approach to Working with NWEA Data Self paced virtual modules- Registration for HS Staff PD- \$30.00 - August 1 - December 15, 2023.	Ashley Whalen	08/14/2023	12/01/2023	OVERDUE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				

## (6/6): 23g Expanded Learning Time

**Owner:** Sara Shriver

**Start Date:** 10/18/2023

**Due Date:** 06/30/2028

**Summary:** EdTrust defines expanded learning time (ELT) as programs or strategies implemented to increase the amount of instruction and learning students experience. ELT strategies include afterschool, summer, and in-school programs. The evidence suggests that extended learning time programs, including extended school day (ESD), extended school year (ESY), and expanded learning opportunities (ELO) programs that provide academic services during out-of-school time hours, can be effective in improving a range of educational outcomes for students. Findings also suggest that extended learning time programs may be more advantageous for low-income, low-performing, ethnic minority or otherwise disadvantaged students.

**Buildings:** All Active Buildings

**Total Budget:** \$145,078.00

- Other State Funds (State Funds)

### Communication:

#### Method

- School Board Meeting
- Email Campaign
- District Website Update
- Social Media

#### Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Kindergarten Bootcamp Teachers: LES will host a KBC for students to proactively prepare them with basic Kindergarten readiness skills prior to the start of school July/Augut for 13 days (includes 1 day of planning) x 2 teachers x 5hrs x \$60/hr = \$7,800 x .37 benefits = \$2,886 Total: \$10,686 (Summer 2025)	Tiffany Jackson	07/01/2025	09/30/2025	UPCOMING
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
Kindergarten Bootcamp Paraprofessionals: LES will host a Kindergarten	Tiffany Jackson	07/01/2025	09/30/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
<p>Bootcamp for students to proactively prepare them with basic Kindergarten readiness skills prior to the start of school. 12 days of Bootcamp July/August . 2 paraprofessionals working under the direct supervision of the teacher x 12 days x \$25/hour x 5 hours a day = Salary \$3,000 x .37 benefits = \$1,110 = Total \$4110 (Summer 2025)</p>				
<p><i>Activity Buildings:</i></p> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
<p>SS Paraprofessionals: The district will implement Summer School Program for identified students in Grades K-12 to address learning loss in reading and mathematics due to COVID. (July/August 16 days) There will be 5 paraprofessionals to support teaching and social/emotional behaviors under the direct guidance of a certified teacher/admin. 5 staff x \$25/hour x 5 hours/day x 16 days = \$10,000 plus benefits at .37 = \$3,700 = Total = \$13,700 (Summer 2025)</p>	Kelly Nielsen	07/01/2025	09/30/2025	UPCOMING
<p><i>Activity Buildings:</i> All Buildings in Implementation Plan</p>				
<p>SS Coordinator: A summer school program Coordinator will be hired to oversee the program implementation, evaluation, and record keeping. 125 hours x \$75/hour = \$9,375, plus benefits</p>	Kelly Nielsen	07/01/2025	09/30/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
x .37 = \$3469 Total = \$12,844 (Summer 2025 July/August)				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
SS Teachers: The district will implement Summer School Program for identified students in Grades K-12 to address learning loss in reading and mathematics due to COVID. (July/August 17 days, which includes 1 planning day) 6 staff x 17 days x 5 hours/day x \$50/hour = \$25,500 plus benefits x .37 = \$9,435 Total = \$34,935 (Summer 2025)	Kelly Nielsen	07/01/2025	09/30/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
23g Program Manager: A program manager (Sara Shriver) will oversee the 23g grant program coordinator to ensure implementation, monitoring, and evaluation of the 23g summer school program. Sara has experience in state and federal program design, implementation, and evaluation. (Summer 2025)	Sara Shriver	07/01/2025	09/30/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AS Program Teachers for identified students in grades 1-12 for up to 54 days each semester for a total of up to 55 days + 1 planning day = 55 days. Up to 6 teachers (2 LES, 2 LMS, 2 LHS) x 55 days x 2 hours/day x \$50/hour = \$33,000	Sara Shriver	10/01/2024	05/31/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
plus benefits .37 = \$12,210 = \$45,210.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AS Program Paraprofessional working under the direct instruction of a certified teacher to Provide support to identified students in ELA and Math. Up to 2 paraprofessionals per building 6 x 54 days x 1.5 hours/day x \$25/hour = \$12,150 plus benefits .37 = \$4,496 = Total = \$16,646.	Sara Shriver	10/01/2024	05/31/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AS Program Supplies/ Materials: to be purchased by classroom teachers to differentiate instruction in ELA and Math for summer school. Leveled books, math manipulatives, learning games, project materials, etc... \$249 x 5 teachers (2 LES, 2 LMS, 1 LHS) = \$1245.	Sara Shriver	10/01/2024	05/31/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AS Coordinator: An after school program Coordinator will be hired to oversee the program implementation, evaluation, and record keeping. Up to 125 hours x \$60/hour = \$7,500, plus benefits x .37 = \$2775 Total = \$10,275.	Sara Shriver	10/01/2024	05/31/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
SS Program Supplies/ Materials: to be purchased	Sara Shriver	07/01/2024	09/30/2025	UPCOMING



Activity	Owner	Start Date	Due Date	Status
by classroom teachers to differentiate instruction in ELA and Math for summer school. Leveled books, math manipulatives, learning games, project materials, etc.. \$247 x 7 teachers (4 LES, 2 LMS, 1 LHS) = \$1729.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

## Math Goal

**Status:** ACTIVE

**Statement:** Our goal is to provide staff collaboration time to identify and implement Tier 1 evidence-based strategies in order to improve math MSTEP and PSAT results by 18% or 3-4% annually by 06/30/2028.

**Created Date:** 06/03/2021

**Target Completion Date:** 06/30/2028

**Data Set Name:** LCS Math Data

Name	Data Source
2023 Perception Data Triangulated	Google Survey Form
2023 Grades 3-8 MSTEP and PSAT Trends	Munetrix
2023 LHS grade 11 SAT Trends	MiSchoolData

**Data Story Name:** LCS Math Data Story

**Initial Data Analysis:** MSTEP, PSAT, and SAT Trends - The MSTEP, PSAT, and SAT trends for students in grades 3-11, show decreases in Math proficiency overall, however, Grade 3 students have met the state target of 47.55%. No other grade level is at or exceeding the State Target of 47.55%.

**Process Data -** Process data from spring of 2023 reveals that the district staff rated the level of implementation on the 26 identified evidence-based processes. The lowest four categories of implementation rated by staff included:

1. E - Learning Environment - The learning environment for staff and students provides a culture of high academic and behavioral standards with classroom management techniques that are shared and enforced with all staff, students, and parents.
2. F - Instructional Reflection - Staff are given regularly scheduled time (at least 3 times a year) for collaborating with colleagues, using formative and summative data, to reflect on student learning, and adjust instruction and resources throughout the year as needed.
3. J - Student Involvement in the Assessment Process - Students in the school have opportunities to learn the expectations and criteria for their learning, receive feedback from staff on their learning, how to self-assess, track, and ways to improve their own learning.
4. T - Collective Responsibility - Staff take an active role in creating and leading professional learning. Staff hold one another responsible to implement what was agreed upon from the professional learning.

**Perception Data -** There were two top areas identified at District Excellence in that need to be addressed across the district, based on the perception survey results, which are:

1. My teacher and I talk about how I'm doing in school. (58.2% of students Agree or Strongly Agreed)
2. I have time to collaborate with my colleagues to conduct data analysis on student work and assessment results. (45.6% of teachers Agree or Strongly Agreed)

*Initial Initiative Inventory and Analysis:* 1. Progress Monitoring using NWEA as a formative assessment is done in all grades K-12 three times a year as part of the MTSS process.

2. MTSS, Literacy, and Instructional Coaches have been hired in the last couple of years to provide teachers with feedback from lesson plans, to classroom instruction, to resources, to assessment data results and facilitation of next steps (data-based decision making)

3. Additional school nurse time, SSW, and behavioral interventionist time was added to address SEL.

4. Through ESSER III, the district was able to implement two years of a Summer Curriculum Camp, which supported staff's understanding and the expectation of implementing a guaranteed and viable aligned curriculum identifying standards to be taught, scope and sequence, content vocabulary, instructional strategies, resources and assessments.

5. During the Day Interventions, Extended Day, Extended Semester, and Summer Program to address learning loss, students falling behind their peers, and those not mastering the state standards at a proficient or advanced level.

6. The staff are being provided time for collaboration several different ways: Early release Wednesdays each month, District Provided Professional Development, After School PD with committee compensation, and summer PD with committee compensation. Staff also have the opportunity to request grade level/ and content team release time with substitutes to conduct data analysis and review student work/progress.

7. Each building team has identified non-negotiable, instructional literacy strategies/ activities/resources that must be used in ELA lessons on a weekly, daily, and/or monthly basis.

*Gap Analysis:* Our K-12 district Math results are not yet at 47.55%, which is the desired State Target. When averaged all together Grades 3-11 state assessment proficiencies, the district is at 31.61%, which is 15.94% below the state target.

On the 2023 MSTEP, each grade level proficiency was as follows:

Grade 3 = 47.7%

Grade 4 = 25%

Grade 5 = 32.9%

Grade 6 = 20.8%

Grade 7 = 26.7%

On the 2023 PSAT, each grade level proficiency was as follows:

Grade 8 = 35.5%

On the 2023 SAT, each grade level proficiency was as follows:

Grade 11 = 32.7%

*District Data Story Summary:* The district has instructional leaders in place at each building level to support staff with aligning systems across the district. (Principals, Instructional Coaches, and or MTSS Coaches.)

The district has a continuous improvement team (District Excellence) that meets quarterly to continue the work of systems alignment.

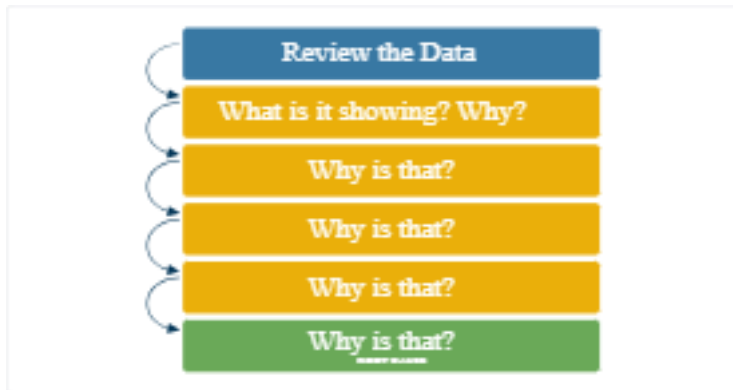
In looking at achievement data, the district anticipates being able to meet the state targets in our new long-range plan in MICIP. (47.55% by 2028, unless the target changes before

then)

Curricular documents have been created, updated, shared, and reviewed with all staff for clarity and understanding in expectations and instructional practice. The documents are also placed on the district's website for accessibility for parents and community members. The district has adopted new curricular resources in recent years.

## Analysis:

### Root Cause



### Five Whys

- Why: Tier 1 instructional strategies have not been implemented with fidelity across the district.
- Why: The building teams have not established an accountability system to ensure the Tier I instructional strategies are being implemented.
- Why: High staff turnover rates for new administrators, teachers, counselors, school social workers, instructional coaches/MTSS coaches, and paraprofessionals have required continual professional development to be done each year on the identified Tier I Instructional strategies before staff can fully implement them.
- Why: Due to the teacher and administrator shortage in Michigan, the district is having a hard time retaining staff and when needed, finding replacements due to being a small rural district and other districts being able to offer a variety of additional opportunities.

**Challenge Statement:** If LCS prioritizes staff collaboration time on identifying non-negotiable, evidence-based, Tier 1 instructional strategies, then our Math M-STEP scores will increase and meet the MDE 47.55% target.

## Strategies:

### (1/6): MTSS Framework (General)

**Owner:** Kelly Nielsen

**Start Date:** 08/30/2021

**Due Date:** 06/07/2025

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

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Title I Part A (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

**Method**

- Other
- Presentations

**Audience**

- Staff

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - LES: 1 certified staff member will attend the Early Math Leadership Institute on August 14-16 in Traverse City at the Grand Traverse Resort. The district covers the cost of dinner and mileage. \$40 (2 dinner meal expenses); 65.5 cents per mile x 186 miles = \$121.83 = \$161.83.	Tiffany Jackson	08/14/2023	08/16/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LES - Math Coach to provide math strategies to	Tiffany Jackson	07/01/2023	06/07/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Grade 3 classroom teachers through modeling lessons, observations and feedback, data dialogues, and reporting. Up to 3 hours a week x 30 weeks = 90 hours @\$50/hour = \$4500 - only \$4291 in NexSys until CO time.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - Section 31a At-Risk Interventionist: Students in grades 4 - 7 will receive supplemental academic support to close the achievement gap and raise the proficiency for all students. Certified Interventionists will be providing the Tier II support to identified Title I students based on the entrance criteria and prioritizing those furthest away from mastering the state standards in ELA and Math. (1 FTE) (Salary \$69,340.00 + Benefits \$42,681.52 = Total \$112,021.52)	Martin Aldrich	07/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Intervention Supplies/Materials Section 31a: Interventionist will purchase supplemental materials and consumables for use during intervention time up to \$500 for consumables, manipulatives, app licensing, take home books,	Martin Aldrich	08/01/2023	10/01/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
and other resources needed to supplement the core instruction.				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Imagine Math Licensing for intervention staff to use with identified students who need supplemental differentiated math lessons. \$2000 for 40 licenses.	Martin Aldrich	07/01/2023	10/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - Special Education Accommodations Data entry for fall PSAT deadline Aug 14- hourly rate \$16 x 8 hours = \$128 x 1.37 = \$175.36	Ashley Whalen	08/01/2023	08/14/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Supplemental Math Resource: Math iXL, which is an on-line app for supplemental Math accelerated and remediated Tier 1 learning - for grades 8-12	Ashley Whalen	08/01/2023	09/15/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Algebra 1 Math Intervention Lab Class subscription to Flippedmath.com for student-led learning, videos, real-world examples, assessments and reteaching. \$150	Ashley Whalen	08/01/2023	12/01/2023	OVERDUE

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS: Between 8.1.23 and 10.1.23, Science/Math teachers will purchase STEM resources to use to supplement and enhance the science and math curriculum lessons. Resources will include: Mouse traps, basswood sheets for crafts, 50 pack clear plastic rulers, clear sticks, masking tape, silver disks= 375.54 + free shipping.	Ashley Whalen	08/01/2023	09/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LES - Elementary math applications to use as supplemental resources in all grades K-3. Dream Box licenses - (\$2250)	Tiffany Jackson	08/01/2023	09/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				



## (2/6): Family Engagement Tied to Learning

**Owner:** Kelly Nielsen

**Start Date:** 08/30/2021

**Due Date:** 06/07/2025

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

**Buildings:** All Active Buildings

**Total Budget:** \$6,500.00

- Title I Part A (Federal Funds)
- Title IV Part A, Effective Use of Technology (Federal Funds)
- General Fund (Other)

### Communication:

Method	Audience
<ul style="list-style-type: none"> <li>• Other</li> <li>• Presentations</li> <li>• Social Media</li> </ul>	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Parents</li> </ul>

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - Parent Activity: In October, parents will receive online links to watch the enVisions math videos prior to a in-person math event. Staff will purchase supplies and materials to share with families to model how to use at home. 336 students x \$3.00 = approximately \$1,000.	Tiffany Jackson	10/02/2023	10/10/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				

Activity	Owner	Start Date	Due Date	Status
LMS - Family Engagement Communication: School Newsletter once each marking period providing parents with at home educational strategies and examples, as well as school communications. 3-hour stipend (\$16 stipend x 3 hours x 0.37 FICA) \$65.76 for first marking period, then (\$16 stipend x 2 hours x 0.37 FICA x 3 marking periods) \$131.52 = \$197.28 x 2 staff members = \$394.56	Martin Aldrich	09/01/2023	06/01/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				

### (3/6): Guaranteed and Viable Curriculum

**Owner:** Sara Shriver

**Start Date:** 08/16/2022

**Due Date:** 06/07/2025

**Summary:** A “guaranteed” curriculum is often defined as a mechanism through which all students have an equal opportunity (time and access) to learn rigorous content. This requires a school-wide (or district-wide) agreement and common understanding of the essential content that all students need to know, understand, and be able to do. The word “all” needs emphasis; a guaranteed curriculum promotes equity, giving all children equal opportunity to learn essential content, and to provide this opportunity, curricular materials and instructional approaches must be grounded in research, implemented with fidelity, and must include vertical as well as horizontal alignment. For a curriculum to be “viable,” there must be adequate time for teachers to teach the content and for students to learn the content. A viable curriculum eliminates the supplementary or “nice to know” content. Teachers must have the flexibility to meet student needs through different methods of content delivery, helping students dive deeper into their passions. At its essence, a GVC represents the core non-negotiables of student learning. It’s what schools and teachers commit to providing for all students.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Other Federal Funds (Federal Funds)
- General Fund (Other)

**Communication:**

Method

- Other
- District Website Update

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - Building Principal and Summer Curriculum Camp Participants will share curriculum documents with all grade level teachers to use for implementing a guaranteed and viable curriculum.	Tiffany Jackson	08/15/2023	09/01/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LMS - Building Principal and	Martin	08/15/2023	09/01/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
Summer Curriculum Camp Participants will share curriculum documents with all grade level teachers to use for implementing a guaranteed and viable curriculum.	Aldrich			
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - Building Principal and Summer Curriculum Camp Participants will share curriculum documents with all grade level teachers to use for implementing a guaranteed and viable curriculum.	Ashley Whalen	08/15/2023	09/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
District - Curriculum Camp: Summer 2023 July 31, August 1, August 4 to develop and/or review I Can statements, content area vocabulary, content units, scope and sequence, resources, and assessments for purpose of aligning the K-12 curriculum and putting it on line for all stakeholder, most importantly staff.	Sara Shriver	07/31/2023	08/04/2023	COMPLETE
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

#### (4/6): Data-Based, Decision Making

**Owner:** Kelly Nielsen

**Start Date:** 06/30/2023

**Due Date:** 06/07/2025

**Summary:** Performance management is the process used to guide all levels of teams (district, building, and teacher teams) within the district in data collection to monitor, make decisions, communicate, and, if needed, problem-solve (using district-identified problem-solving protocol) to increase student academic and non-academic performance.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Title II Part A (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

#### **Communication:**

**Method**

- Other

**Audience**

- Staff

#### **Strategy Implementation Plan Activities**

Activity	Owner	Start Date	Due Date	Status
LES - Four full day Wednesdays would be used for staff collaboration to complete Math data driven decision making tasks. Two subs would be needed (\$110 per sub/day + \$20 fee = \$1100 for 4 days)	Tiffany Jackson	09/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				

## (5/6): Collective Responsibility

**Owner:** Kelly Nielsen

**Start Date:** 06/30/2023

**Due Date:** 06/07/2025

**Summary:** A culture of collective responsibility that is collegial, collaborative, and professional that promotes student learning, professional learning, and system-level learning through the intentional development of norms, values, and beliefs.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Title II Part A (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)

### Communication:

Method

- Other

Audience

- Staff

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - Math Coach to provide math strategies to Grade 3 classroom teachers through modeling lessons, observations and feedback, data dialogues, and reporting. Up to 3 hours a week x 30 weeks = 90 hours @\$50/hour = \$4500 - only \$4291 in NexSys until CO time.	Tiffany Jackson	07/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LMS- Math Coaching for 4th and 5th grade teachers will occur on a weekly basis using the observation/ feedback loops, modeling instructional lessons, resource selection, and reviewing student work/ assessment data to adjust instruction. Contracted services for 3 hours/week for 30 weeks @ \$50/hour	Martin Aldrich	07/01/2023	06/07/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
\$4500				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Staff Training enVisions Math: Staff will participate in a virtual training in July-August to learn and be able to implement the new enVisions Math resources. (Paid for by ESSER III)	Martin Aldrich	07/01/2023	09/01/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - Michigan Science Teachers Association Conference- 2/29/24 to 3/2/24@Lansing Center, Lansing MI- 3 teachers, 1 Admin x \$200 registration= \$800, 2 rooms x 2 nights x \$200/room= \$800; meals- \$45/day for food x 4 people= \$180 x 3 days= \$540 Total = \$2140.	Ashley Whalen	02/29/2024	03/02/2024	UPCOMING
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Staff Training CPM Math: Staff will participate in a virtual training in July-August to learn and be able to implement the new CPM Math resources. (Paid for by ESSER III)	Ashley Whalen	07/01/2023	09/01/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LES - Staff Training enVisions Math: Staff will participate in a virtual training in July-August to learn and be able to	Tiffany Jackson	07/01/2023	09/01/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
implement the new enVisions Math resources. (Paid for by ESSER III)				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				



## (6/6): 23g Expanded Learning Time

**Owner:** Sara Shriver

**Start Date:** 10/26/2023

**Due Date:** 06/30/2028

**Summary:** EdTrust defines expanded learning time (ELT) as programs or strategies implemented to increase the amount of instruction and learning students experience. ELT strategies include afterschool, summer, and in-school programs. The evidence suggests that extended learning time programs, including extended school day (ESD), extended school year (ESY), and expanded learning opportunities (ELO) programs that provide academic services during out-of-school time hours, can be effective in improving a range of educational outcomes for students. Findings also suggest that extended learning time programs may be more advantageous for low-income, low-performing, ethnic minority or otherwise disadvantaged students.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Other State Funds (State Funds)

### Communication:

#### Method

- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter
- Social Media

#### Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Kindergarten Bootcamp Teachers: LES will host a KBC for students to proactively prepare them with basic Kindergarten readiness skills prior to the start of school July/Augut for 13 days (includes 1 day of planning) x 2 teachers x 5hrs x \$60/hr = \$7,800 x .37 benefits = \$2,886 Total: \$10,686 (Summer 2025)	Sara Shriver	07/01/2025	09/30/2025	UPCOMING
<b>Activity Buildings:</b> All Buildings in Implementation Plan				
Kindergarten Bootcamp Paraprofessionals: LES will host a Kindergarten	Sara Shriver	07/01/2025	09/30/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
<p>Bootcamp for students to proactively prepare them with basic Kindergarten readiness skills prior to the start of school. 12 days of Bootcamp July/August . 2 paraprofessionals working under the direct supervision of the teacher x 12 days x \$25/hour x 5 hours a day = Salary \$3,000 x .37 benefits = \$1,110 = Total \$4110 (Summer 2025)</p>				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
<p>SS Paraprofessionals: The district will implement Summer School Program for identified students in Grades K-12 to address learning loss in reading and mathematics. (July/August 12 days - 3 days a week for 4 weeks) There will be 5 paraprofessionals to support teaching and social/emotional behaviors under the direct guidance of a certified teacher/admin. 5 staff (2 LES, 2 LMS, 1 LHS) x \$25/hour x 5 hours/day x 12 days = \$7500 plus benefits at .37 = \$2775 = Total = \$10,275 (Summer 2025)</p>	Sara Shriver	07/01/2025	09/30/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
<p>SS Teachers: The district will implement Summer School Program for identified students in Grades K-12 to address learning loss in reading and mathematics due to COVID.</p>	Sara Shriver	07/01/2025	09/30/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
(July/August 13 days, which includes 1 planning day - 4 weeks - 3 days a week) 6 staff (2 LES, 2 LMS, 2 LHS) x 13 days x 5 hours/day x \$60/hour = \$23,400 plus benefits x .37 = \$8,658 Total = \$32,058 (Summer 2025)				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
SS Coordinator: A summer school program Coordinator will be hired to oversee the program implementation, evaluation, and record keeping. 125 hours x \$75/hour = \$9,375, plus benefits x .37 = \$3469 Total = \$12,844 (Summer 2025 July/August)	Sara Shriver	07/01/2025	09/30/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
23g Program Manager: A program manager (Sara Shriver) will oversee the 23g grant program coordinator to ensure implementation, monitoring, and evaluation of the 23g summer school program. Sara has experience in state and federal program design, implementation, and evaluation. (Summer 2025)	Sara Shriver	10/01/2024	09/30/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
SS Program Supplies/ Materials: to be purchased by classroom teachers to differentiate instruction in ELA and Math for summer school. Leveled books, math manipulatives,	Sara Shriver	07/01/2025	09/30/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
learning games, project materials, etc.. \$247 x 7 teachers (4 LES, 2 LMS, 1 LHS) = \$1729.				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AS Program Teachers for identified students in grades 1-12 for up to 54 days each semester for a total of up to 55 days + 1 planning day = 55 days. Up to 6 teachers (2 LES, 2 LMS, 2 LHS) x 55 days x 2 hours/day x \$50/hour = \$33,000 plus benefits .37 = \$12,210 = \$45,210.	Sara Shriver	09/30/2024	05/30/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AS Program Paraprofessional working under the direct instruction of a certified teacher to Provide support to identified students in ELA and Math. Up to 2 paraprofessionals per building 6 x 54 days x 1.5 hours/day x \$25/hour = \$12,150 plus benefits .37 = \$4,496 = Total = \$16,646.	Sara Shriver	09/30/2024	05/30/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AS Program Supplies/ Materials: to be purchased by classroom teachers to differentiate instruction in ELA and Math for summer school. Leveled books, math manipulatives, learning games, project materials, etc... \$249 x 5 teachers (2 LES, 2 LMS, 1 LHS) = \$1245.	Sara Shriver	09/30/2024	05/30/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
AS Coordinator: An after school program Coordinator will be hired to oversee the program implementation, evaluation, and record keeping. Up to 125 hours x \$60/hour = \$7,500, plus benefits x .37 = \$2775 Total = \$10,275.	Sara Shriver	09/30/2024	05/30/2025	UPCOMING
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

## Well Rounded Education Goal

**Status:** ACTIVE

**Statement:** By June of 2028, the district will reduce the number of chronically absent students by 20% as measured by attendance data tracking in Munetrix (from MSDS).

By June of 2028, the district will reduce the number of major behavior referrals by 20% as reported and tracked in the SWIS data system.

The district will offer at least one enrichment opportunity annually to provide an opportunity for students to have a well rounded education.

**Created Date:** 02/22/2023

**Target Completion Date:** 06/30/2028

**Data Set Name:** K-12 ED Trends

Name	Data Source
Chronically Absent trends 2023	Munetrix
Behavior Data Trends LCS	SWIS
LCS ED Trends 2.22.23	Munetrix

**Data Story Name:** K-12 Well Rounded Education

**Initial Data Analysis:** The data is showing that the school district has more than half of the students (55%) that qualify for Free/Reduced meals, a trend that has continued for the last 7 years or longer.

The data is showing there has been an increase in major behavior referrals at the High School and Middle School levels, while there has been a decrease at the elementary level. The data is showing there has been a significant increase in the number of students who are chronically absent across the district.

**Initial Initiative Inventory and Analysis:** All students are ensured a top notch Tier I learning experience, and several opportunities for tiered levels of interventions for identified students, as well as enriching experiences to provide them with a well rounded educational experience.

The district has been implementing an MTSS coaching/intervention model with schoolwide behavior expectations and incentives to manage student behaviors.

The district is following the county truancy process. The counselors, principals, and building secretaries work together to implement this process.

**Gap Analysis:** The current reality for interventions and enriching experiences for the students is limited to the core content learning, and the traditional access to physical education, music, and/or art classes.

The desired reality is to create enriching classes at each building that may not have been offered in the past, with the access to new resources to enhance their experiences and provide a well rounded educational experience.

There has been turnover in the MTSS coaching/intervention positions that has led to inconsistency in the MTSS process. There has also been a large turnover in staff across the district, and therefore the implementation status of the MTSS process has been interrupted.

The district is working on a consistent process for identifying and tracking students who are chronically absent. MTSS coaches can start to be involved in the process of getting students reengaged in school. Lastly, the district is trying to secure a Parent Liaison to work with reducing barriers for families to get their kids in school every day.

*District Data Story Summary:* Currently, Lakeview Community Schools has 55% free and reduced students attending in the district. In the past, there has been little or no enriching opportunities, and limited intervention options for students to support their learning or engage them in non-traditional enrichments.

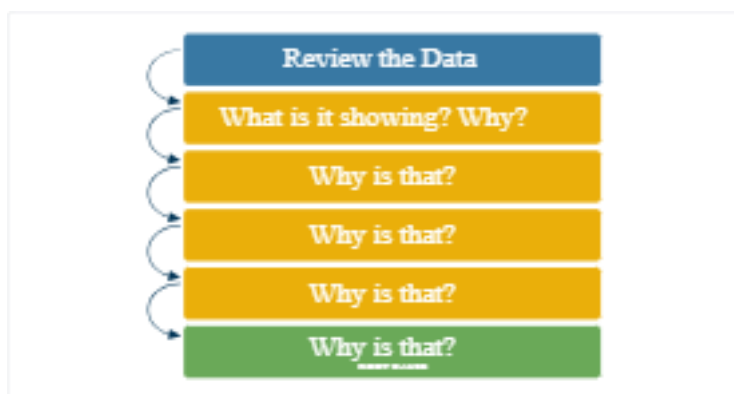
The district is using the ESSER III funds to offer a variety of intervention options for students who need them, as well as at least one new or enhanced enrichment class or club to provide all students with opportunities for participation in engaging and fun class or club. These classes, clubs, interventions, and such will offer students resources they may not be able to afford, which are needed for the traditional classes such as musical instruments in band or PE equipment for physical fitness. Adding career relevant courses, and offering transportation and meals for these intervention and enrichment activities will breakdown the barriers for participation for the students of poverty.

The district is working hard to recruit and maintain staff for a consistent approach to MTSS Implementation.

If students are in school, they can engage in learning and achievement will increase.

## Analysis:

### Root Cause



### Five Whys

- Why: The district's general fund budget has not allowed for ample enrichment activities for students.  
The district does not yet have a consistent process for identifying and addressing chronic absenteeism.  
The district is just starting to formalize the MTSS process K-12.
- Why: The district has seen a turnover in staff at every level from administrators to teachers to support staff, thus resulting in the inconsistency of reporting and implementing MTSS processes.
- Why: Staff turnover has been due to retirements, leaving education, and transitioning to other districts because of the teacher/administrator shortage and other districts being able to pay more, closer to their home, better incentives.
- Why: Staff shortage = inconsistent processes and procedures.

*Challenge Statement:* If the district can increase engagement through attendance and positive behaviors, then the students will have opportunities to experience a well rounded academic and enriched education.



## Strategies:

(1/5): Whole School, Whole Community, Whole Child Framework (WSCC)

Owner: Kelly Nielsen

Start Date: 02/22/2023

Due Date: 06/30/2025

**Summary:** "All educators want to improve the work they do for students, their families, and the community. Whether it's instruction, school climate, leadership, family engagement, or any of the other issues schools face on a daily basis, all educators need tools to help them improve their actions and methods. A whole child approach, which ensures that each student is healthy, safe, engaged, supported, and challenged, sets the standard for comprehensive, sustainable school improvement and provides for long-term student success. The Whole Child approach is an effort to transition from a focus on narrowly defined academic achievement to one that promotes the long-term development and success of all children."

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Other Federal Funds (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)

## Communication:

Method

- Other

Audience

- Staff

## Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LHS: Purchase of Band equipment for conductor to enhance band program and to allow for F/R students who can't afford instruments access to participate in band. Conductors Stand/Desk. \$775 plus S/H 10% \$77 = \$852 Quote attached.	Ashley Whalen	08/01/2023	12/01/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview High School</li> </ul>				
LHS: Purchase of Band equipment for conductor to enhance band program and to allow for F/R students who can't afford instruments access to participate in band. Bass	Ashley Whalen	08/01/2023	10/01/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
Clarinet \$2500. Free Shipping Quote Attached.				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS: Purchase of Band equipment for conductor to enhance band program and to allow for F/R students who can't afford instruments access to participate in band. Sousaphone \$9425. Free Shipping Quote Attached.	Ashley Whalen	08/01/2023	12/01/2023	OVERDUE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS: Purchase of Band equipment for conductor to enhance band program and to allow for F/R students who can't afford instruments access to participate in band. Baritone Saxophone \$6300 Free Shipping Quote Attached.	Ashley Whalen	08/01/2023	10/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Adobe Creative Suite for Graphic design class, district licenses (500)= \$2,460	Ashley Whalen	08/01/2023	09/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS: Purchase of Conductors Podium/Rail to provide greater visibility, as well as, engagement between students and the conductor during band class/performances. \$1368 plus S/H 10% \$137 = \$1505	Ashley Whalen	08/01/2023	12/01/2023	OVERDUE

Activity	Owner	Start Date	Due Date	Status
Quote attached.				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LMS: The school added a new vocal music course/ teacher as an enrichment to enhance access to music education. Supplies and Materials such as sheet music, basic musical instruments, and/or themed musical productions not to exceed \$1504. Nothing tech related.	Martin Aldrich	07/01/2023	10/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				

## (2/5): MTSS - PBIS (Behavior)

**Owner:** Kelly Nielsen

**Start Date:** 06/20/2023

**Due Date:** 06/30/2025

**Summary:** The behavior components of a Multi-Tiered System of Supports (PBIS) is a three-tiered framework that integrates data, systems and practices to improve outcomes. The data, systems and practices necessary to implement the behavior components of MTSS are defined by the PBIS Tiered Fidelity Inventory and aligned to MDE's five essential components of MTSS.

**Buildings:** All Active Buildings

**Total Budget:** \$500.00

- At Risk (31-A) (State Funds)

### Communication:

Method

- Email Campaign
- Social Media

Audience

- Staff
- Parents

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES: Between 7.1.23 and 10.1.23, the MTSS Coach will purchase incentives for student rewards. Students will be rewarded during student assemblies for achieving the positive behavior expectations. \$1500 (MICIP MTSS PBIS)	Tiffany Jackson	07/01/2023	12/01/2023	OVERDUE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LES - MTSS Interventionist will provide small group and 1:1 behavior expectations to identified students, help establish behavior plans, collaboration with classroom teachers on implementing and monitoring the behavior plans, as well as collecting behavior data and leading child study meetings. Communication with	Tiffany Jackson	09/01/2023	06/07/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
parents of student caseloads occurs. .5 FTE salary \$32,400 + benefits \$20,492 = \$52,892.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES: Between 7.1.23 and 10.1.23, the MTSS Coach will purchase PBIS Attendance Incentives: Student attendance data will be collected and analyzed to identify students who are at school on time and will be included in a drawing each K-3 grade level for a \$25 Pizza gift card during the months of Sept., Jan., and March . 4 grade levels x \$25 x 3 = \$300.	Tiffany Jackson	09/01/2023	12/01/2023	OVERDUE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LES - Between 7.1.23 and 9.1.23, the MTSS Coach will work with the Principal to review and update the MTSS Behavior Handbook and Parent Guide using the MDE and other district examples. 1 staff x \$20/ hour x 12 hours = \$240 x .37 = \$89 = Total \$329. (Committee Chair pay)	Tiffany Jackson	09/01/2023	10/01/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - PBIS Expectations: The MTSS Coach/Principal will review the PBIS expectations with staff, students, and parents at the	Martin Aldrich	08/16/2023	08/17/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
beginning of the year at the Back to School PD/Open House.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - PBIS Reminder Refreshers: The MTSS Coach/Principal will review the PBIS process with all staff on identifying, addressing, and follow up on behavior concerns at the beginning of each semester and after winter and spring breaks during a staff meeting, PD Day, or Early Release.	Martin Aldrich	09/01/2023	04/10/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - MTSS Behavior Interventionist: Will work with identified students and families with behavior expectations, plans, rewards, and consequences. (1 FTE) (Salary \$63679 + Benefitis \$29,422 = Total \$93,101)	Martin Aldrich	07/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - PBIS Incentives: Between 7.1.23 and 10.1.23, the MTSS Coach/Principal will purchase allowable incentives to reward students who meet the PBIS goals. \$1500.	Martin Aldrich	09/01/2023	12/01/2023	COMPLETE
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - PBIS Classroom	Ashley	08/14/2023	04/30/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Acknowledgements-Implement a Point/Ticket system	Whalen			
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - PBIS Expectations: The MTSS Coach/Principal will review the PBIS expectations with staff, students, and parents at the beginning of the year at the Back to School PD/Open House.	Ashley Whalen	08/14/2023	09/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - PBIS Reminder Refreshers: The MTSS Coach/Principal will review the PBIS process with all staff on identifying, addressing, and follow up on behavior concerns at the beginning of each semester and after winter and spring breaks during a staff meeting, PD Day, or Early Release.	Ashley Whalen	09/01/2023	04/10/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Student Planners: Woodburn Press High School Student Planner, to use for students who need support with organization and time management. 50 planners x 2.48/planner = 124.00 + 11.16 shipping, Total 135.16.	Ashley Whalen	08/14/2023	10/31/2023	OVERDUE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				

Activity	Owner	Start Date	Due Date	Status
LHS - PBIS Incentives: Between 9.1.23 and 10.1.23, the MTSS Coach/Principal will purchase allowable incentives to reward students who meet the PBIS goals. \$1500.	Ashley Whalen	08/01/2023	12/01/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				



### (3/5): Family Engagement Tied to Learning

**Owner:** Kelly Nielsen

**Start Date:** 06/30/2023

**Due Date:** 06/30/2025

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

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- General Fund (Other)
- At Risk (31-A) (State Funds)

#### **Communication:**

Method	Audience
• Other	• Staff
• Email Campaign	• Parents
• District Website Update	
• Social Media	

#### **Strategy Implementation Plan Activities**

Activity	Owner	Start Date	Due Date	Status
LES - Family Event on March 14, 2024 will be held to provide resources on behavior support, scheduling, food habits, dentists, eye dr., etc. which includes community resources. Gas gift cards and games for families will be incentive door prizes for attendance. Incentives per grade level = \$125 x 4 grade levels = \$500	Tiffany Jackson	03/01/2024	03/31/2024	UPCOMING

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - Parent Engagement Family Night Door Prizes: Staff will provide parents with a Family Night event to support parents with understanding and using PowerSchool for grades and attendance, Mental Health Supports, Nutrition, and homework support. Incentive drawings for parent attendance participation not to exceed more than \$300. Examples could be airpods, gas cards for gas only, local grocery store gift card for groceries only; gift cards to local restaurants; gift cards to clothing stores, etc... School will also reach out to community partners for donations.	Martin Aldrich	10/01/2023	12/01/2023	OVERDUE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Parent Engagement Family Night Staff Stipends: Staff will provide parents with a Family Night event to support parents with understanding and using PowerSchool for grades and attendance, Mental Health Supports, Nutrition, and homework support. Up to 25 staff x 2 hours x \$16/ hour = \$800 plus benefits (.37) = \$296 Total of \$1096	Martin Aldrich	10/01/2023	12/01/2023	OVERDUE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				

Activity	Owner	Start Date	Due Date	Status
LMS - Parent Engagement Family Night Dinner: Staff will provide parents with a Family Night event to support parents with understanding and using PowerSchool for grades and attendance, Mental Health Supports, Nutrition, and homework support. Dinner for 100 families x \$10 per family = \$1000	Martin Aldrich	10/01/2023	12/01/2023	OVERDUE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Community Partners: Establish community partners/recognize them at the PRIDE assemblies. Staff will contact businesses to arrange for a representative to attend the events/ present them with partnership certificates. 2-hour stipend (\$16 stipend x 2 hours x 0.37 FICA x 4 times per year) \$176.	Martin Aldrich	09/01/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - Annual Staff Training on Effective Parent Engagement: Staff will participate in a training on effective parent engagement in the first month of school in a staff meeting in September.	Martin Aldrich	09/01/2023	11/08/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - Parent Engagement Family Night Door Prizes: Staff will provide parents	Ashley Whalen	01/01/2024	04/01/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
with a Family Night event to support parents with understanding and using PowerSchool for grades and attendance, Mental Health Supports, Nutrition, and homework support. Incentive drawings for parent attendance participation not to exceed more than \$300. Examples could be airpods, gas cards for gas only, local grocery store gift card for groceries only; gift cards to local restaurants; gift cards to clothing stores, etc... School will also reach out to community partners for donations.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - 2nd Semester Parent/Family Night (replicate open house sessions, use data to see where the gaps are to address with parents): Invite community partners such as MCC, Trades, Montcalm Care Network-SEL. 8 certified staff x \$16/hour x 3 hours x \$.37 benefits=526.08	Ashley Whalen	01/15/2024	03/30/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LMS: Principal will purchase S'MORES license to use to create the marking period newsletters for parent communication and engagement. \$100	Martin Aldrich	10/09/2023	12/01/2023	COMPLETE

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				

#### (4/5): Collective Responsibility

**Owner:** Kelly Nielsen

**Start Date:** 06/30/2023

**Due Date:** 06/30/2025

**Summary:** A culture of collective responsibility that is collegial, collaborative, and professional that promotes student learning, professional learning, and system-level learning through the intentional development of norms, values, and beliefs.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- General Fund (Other)
- At Risk (31-A) (State Funds)

#### Communication:

**Method**

- Other

**Audience**

- Staff

#### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - MTSS Coach will provide teachers with grade level data and lead dialogues to address student behavior needs. Model lessons and implementation of behavior plans in classrooms. Training for staff on classroom management. Development of the MTSS handbook. Mentee/Mentor work with new staff on behavior expectations. .5 FTE salary \$32,400 + benefits \$20,492 = \$52,892.	Tiffany Jackson	09/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LES - Between 7.1.23 and 9.1.23, the MTSS Coach will provide training to the MTSS team and get feedback on the MTSS Behavior Handbook and Parent Guide. 8 staff x \$16/ hour x 3 hours = \$384 x .37	Tiffany Jackson	07/01/2023	12/01/2023	OVERDUE

Activity	Owner	Start Date	Due Date	Status
\$142 = \$526. (Committee Pay)				
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Elementary School</li> </ul>				
LMS - The staff will contract with a Cognitive Behavior Coach (CBC) to observe current procedures \$500, gather and analyze data \$500, and provide training to the whole staff on behavior expectations and consequences in Nov., Dec., and Jan. \$1500. Contract uploaded. Total Cost: \$2500	Martin Aldrich	08/22/2023	01/31/2024	APPROACHING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - The contracted Cognitive Behavior Coach (CBC) will also provide shoulder to shoulder training in November - January with the new MTSS Coach on building the MTSS System processes for the school (\$1500). Contract uploaded. Total Costs \$1500	Martin Aldrich	08/22/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS - The contracted Cognitive Behavior Coach (CBC) will provide on site coaching 12 days throughout the year to empower teachers and students to gain control of their thinking, planning and dialogue strategies.	Martin Aldrich	08/22/2023	06/07/2024	ONTARGET
<i>Activity Buildings:</i>				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LHS - 2024 MASSP EdCon Conference-Grand Traverse Resort, Traverse City, MI 2 admin will attend 3 day conference- Registration \$425 x 2= \$850, hotel \$200 x 2 nights x 2 rooms= \$800, 3 dinners x \$20 x 2 people= \$120, Total= \$1770.	Ashley Whalen	06/01/2024	06/30/2024	UPCOMING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - Michigan School Counseling Conference Nov 13 and 14 in Kalamazoo: 1 counselor x \$200 registration=\$200, 2 dinners x \$20=\$40, 1 hotel room x 1 night x \$200=\$200, Total: \$440	Ashley Whalen	11/13/2023	11/14/2023	OVERDUE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
District - Adaptive Schools Training 4 full days x \$2500 = \$10,000 Up to 30 teachers will participate in June-August of 2023. Quote attached.	Kelly Nielsen	06/30/2023	07/14/2023	COMPLETE
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
LHS - 1 administrators will participate in the School ADvance Administrator Evaluation training on Friday, August 11. 1 @ \$225. Total Costs = \$225	Sara Shriver	07/01/2023	08/11/2023	COMPLETE
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS: 4 teachers will attend the MAISD PLC training by	Ashley Whalen	09/01/2023	04/01/2024	ONTARGET



Activity	Owner	Start Date	Due Date	Status
Solution Tree on September 14, November 7, January 25, and March 11. Registration 4 teachers x \$375 = \$1500 Remainder out of CO				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LHS - On March 13-15, 2024, 2 teachers will attend the MACUL Conference in Grand Rapids, to learn new technology techniques for enhancing classroom instruction and student engagement. Registration 2 x \$300 = \$600 total; Remainder to be paid with CO.	Ashley Whalen	03/01/2024	03/31/2024	UPCOMING
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview High School</li> </ul>				
LMS: 4 teachers will attend the MAISD PLC training by Solution Tree on September 14, November 7, January 25, and March 11. Registration 4 teachers x \$375 = \$1500 Remainder out of CO.	Martin Aldrich	09/01/2023	04/01/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				

## (5/5): Data-Based, Decision Making

**Owner:** Kelly Nielsen

**Start Date:** 06/30/2023

**Due Date:** 06/30/2025

**Summary:** Performance management is the process used to guide all levels of teams (district, building, and teacher teams) within the district in data collection to monitor, make decisions, communicate, and, if needed, problem-solve (using district-identified problem-solving protocol) to increase student academic and non-academic performance.

**Buildings:** All Active Buildings

**Total Budget:** \$1.00

- Title II Part A (Federal Funds)
- General Fund (Other)

### Communication:

Method

- Other

Audience

- Staff

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
LES - Two full day Wednesdays would be used for staff collaboration to complete behavior data driven decision making tasks. Two subs would be needed (\$110 per sub/day + \$20 fee = \$130 x 2 subs x 2 days = \$520).	Tiffany Jackson	09/01/2023	06/07/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Lakeview Elementary School</li> </ul>				
LMS: Behavior School Leadership Team (BSLT) will meet every 6-8 weeks (Oct, Nov, Jan, March, May) after the school day to review processes, data results, and behavioral needs. 6 staff x 5 sessions x 1 hour/session x \$16/hour = \$480 x .37 = \$177.6 = \$657.60. (Title IV Category B)	Martin Aldrich	09/01/2023	05/31/2024	ONTARGET
<b>Activity Buildings:</b>				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				
LMS: Behavior School Leadership Team (BSLT) will meet every 6-8 weeks (Oct, Nov, Jan, March, May) after the school day to review processes, data results, and behavioral needs. 1 chair x 5 sessions x 1 hour/session x \$20/hour = \$100 x .37 = \$37 = \$137. (Title IV Category B)	Martin Aldrich	06/30/2023	05/31/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Lakeview Middle School</li> </ul>				