

# MICIP Portfolio Report

## Harper Woods, The School District of the City of

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### Goals Included

#### Active

- Harper Woods School District - ELA M-STEP, PSAT 8,...
- Improve Math M-STEP, MI-ACCESS, PSAT 8, SAT
- School District Attendance Goal 2023 - 2024

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### Buildings Included

#### Open-Active

- Beacon Elementary School
- Harper Academy
- Harper Woods High School
- Harper Woods Middle School
- Harper Woods Virtual
- Tyrone Elementary 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

##### Monitoring & Adjusting

###### Activity Status

###### Monitoring Notes by Strategy

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###### Impact Notes

###### Interim Target Measures

###### Adjustment Notes

##### Evaluation Status

###### End Target Measures

###### Impact Questions & Responses

###### Responses

## Evidence

# MICIP Portfolio Report

## Harper Woods, The School District of the City of

### Harper Woods School District - ELA M-STEP, PSAT 8,...

**Status:** ACTIVE

**Statement:** Harper Woods School District will increase student proficiency on M-STEP, PSAT 8, MI-ACCESS, and SAT by 10% by June 2025.

**Created Date:** 06/26/2023

**Target Completion Date:** 08/29/2025

**Data Set Name:** Harper Woods School District Goal - Increase ELA Proficiency

Name	Data Source
District - Harper Woods Schools, ELA 2022 mischooldata	MiSchoolData
End of Year NWEA Data - ELA Growth K - 11, June 2023	District Determined
2023 - 2024 High School Goal - ELA	District Determined
Harper Woods Virtual - Grade 11 and 12 Evidence Based Reading Proficiency	District Determined
HWVA SAT with Essay - 2022	District Determined
HWVA Exact Path - Reading and Math Growth 2022 - 2023 School Year	District Determined
HW Middle School State Assessment Data - Spring 2022	District Determined
High School Passing Rates ELA and Math January 2023 and June 2023	Acadience
Resource Review Allocation - HW Schools ELA, June 2023	District Determined

**Data Story Name:** Harper Woods School District Goal - ELA Proficiency on MSTEP, PSAT, SAT

**Initial Data Analysis:** Harper Woods School District provides a comprehensive education

program to students in pre-school through grade 12 to almost 2600 students. There are four brick and mortar schools in the district consisting of Beacon Elementary School which serves students in kindergarten through second grade, Tyrone Elementary School which serves students in third through fifth grades, Harper Woods Middle School serving students in sixth through eighth grades, and Harper Woods High School serving students in ninth through twelfth grades. In addition, there are two schools that provide virtual educational programs to students that include Harper Woods Virtual Academy serving elementary, middle, and high school students and Harper Academy serving students in ninth through twelfth grades.

Student achievement in grades 3 to 8 on state assessments run well below state average in English Language Arts. Based on 2022 mischool.org data, an average, 12.28% of students in grades 3 to 8 are proficient in ELA. For this testing period, less than 5% of third graders were proficient in ELA. In comparison, 11% of students are proficient in Evidence Based Reading and Writing on the SAT.

The local assessment that Harper Woods School District uses is NWEA MAP. For the 2022 - 2023 school year first, second, seventh, ninth, tenth, and eleventh grades made one year of growth on NWEA MAP (Conditional Growth Percentile Report, 1.0 year = 50%).

Kindergarten, fourth, sixth, and eighth grades demonstrated low growth on the NWEA MAP reading assessment when comparing beginning of the year to end of the year progress.

The prior year MICIP goal (2022 - 2023) was for 50% of students to meet or exceed their RIT goal projection for reading. Students in grades nine, ten, eleven, and seven met the goal for reading. First and second grades were very close in meeting this goal with 48%, respectively meeting or exceeding their RIT goal projection for reading.

It is important to note that growth in third, fourth, and fifth grade decreased on the end of the year assessment when compared to the previous year. Growth at kindergarten was very low which was similar to end of year NWEA MAP testing for 2022. All other grades showed growth in reading.

*Initial Initiative Inventory and Analysis:* Harper Woods School District implements a variety of initiatives designed to improve student achievement in reading, writing, speaking, and listening. A secondary reading specialist is in place to provide support to teachers with reading instruction in grades six through twelve. Each elementary school has a reading specialist to work with teachers as well as to provide targeted instruction to low achieving students. An academic engagement officer is assigned to the high school to assist with increasing student achievement in the core academic areas.

Teachers implement tiered instruction to the degree possible within the classroom setting but there is no formal Multi-Tiered Systems of Support (MTSS) program in place to provide help and support to struggling learners. While the high school offered an after school credit recovery program, tutoring beyond the regular school day was sporadic or non-existent. Schools reported a lack of availability of staff to work in after school programs. A curriculum committee was put into place for the 2022 - 2023 school year to review curriculum resources as well as to provide an informal analysis of curriculum alignment. It was determined that support is needed at some grades to fully use curriculum resources and most grades need help and assistance with curriculum alignment to core academic learning standards. K - 5 teachers have IReady and 6 - 8 have IXL software programs to provide support and enrichment to students.

*Gap Analysis:* Academic achievement on M-STEP, PSAT 8, and SAT in English Language Arts is well below the target established by the State of Michigan. The average proficiency for ELA for grades 3 to 8 and eleven is 12% and the Michigan target for ELA is 60%.

*District Data Story Summary:* The majority of Harper Woods School District students are economically disadvantaged and are African American. These subgroups account for the majority of school district students. While achievement is far below the State of Michigan target for ELA, students typically perform at least one to two grades below level beginning in the early elementary years. This gap typically widens as students get older with many students entering ninth grade being up to four years behind in reading. This gap contributes to the low proficiency levels in reading and writing at all tested grade levels. It is evident that limited support is provided to assist students struggling with basic skills in reading and writing. Schools are unable to consistently meet the needs of struggling students. A lack of training and personnel changes have prevented implementation of a structured Multi Tired Systems of Support (MTSS) across all schools and grade levels. Additionally, a full curriculum audit at the elementary and secondary levels needs to take place to ensure that academic learning standards that are tested are embedded into the curriculum and are being taught with fidelity.

A resource allocation review was completed to address the implementation of district-wide systems to provide the necessary support for struggling students. It was determined that systems are not in place to provide the necessary intervention to students at each school. Utilizing the information collected, the Resource Allocation Review team considered any inequities in resource allocation that needed to be addressed and developed a plan to ensure available resources were made for all Harper Woods Schools to support the equitable delivery of ELA instruction that is aligned to Michigan Academic Learning Standards and effective implementation of a formal MTSS program to improve student achievement. Additionally, any strategy for acquiring additional resources such as grants, additional coaches, and trained staff was included in the improvement plan.

Harper Woods School District completed an academic inquiry focused on the delivery of ELA instruction for all students as well as various subgroups and specifically reviewed initiatives in place for struggling students. A further review of Multi-Tiered Systems of Support (MTSS) strategies showed inconsistent implementation of MTSS at all levels. The inquiry demonstrated a need to align academic learning standards to curriculum resources and to review and align the ELA curriculum to the standards assessed on M-STEP, MI-ACCESS, PSAT, and SAT.

During the continuous improvement planning for Harper Woods Schools, the team considered the questions listed under Conducting a Meaningful RAR. The team decided to review the allocation and utilization of resources specific to MTSS program implementation, professional development, progress monitoring, and training. The team also reviewed the allocation for the process of conducting a curriculum audit and securing resources needed to improve ELA proficiency.

Below is an outline of the activities the continuous improvement team completed:

1. Completed a needs assessment inquiry focused on reading and writing instruction for Harper Woods School District. The needs assessment reviewed curriculum resources, standards alignment, MTSS protocols, and intervention strategies.
  - a. The team reviewed multiple data points relating to ELA achievement at the elementary,

middle, and high school levels. The team analyzed data and had subsequent questions about the delivery of ELA instruction and the supports available for struggling students. Additional questions were considered regarding resource allocation, fidelity of implementation, and evidence of on-going progress monitoring. The team recorded responses to questions about resource allocation and utilization. The following is an example of some of the questions the team considered.

i. In what way is the school allocating resources to support ELA instruction?

1. The financial officer provided financial data from sources that include:

- a. General Funds
- b. Section 31A
- c. Title I, Title II-A, Title IV-A
- d. ESSER funds

e. Consultant contracts

2. The Harper Woods Chief Academic Officer provided staffing data that included:

- a. ELA teachers at the elementary, middle, and high school
- b. Staff breakdown of certified teachers, mentors, tutors and academic support personnel
- c. Student to staff ratios
- d. Professional development for ELA by teacher, mentor, tutors, and academic support personnel

ii. The team considered if the allocated resources were adequate to implement current strategies designed to support teachers ELA instruction.

2. Determine a possible root cause – MICIP Resources were used to identify root cause for lack of ELA proficiency for Harper Woods students.

a. The team considered if current strategies, implemented with fidelity, were designed to address the identified root cause.

b. If not, the team considered the various resources needed to address the identified root cause.

3. Utilizing the information collected, the Resource Allocation Review team considered any inequities in resource allocation that needed to be addressed and developed a plan to ensure available resources were made for all Harper Woods Schools to support the equitable delivery of ELA instruction that is aligned to Michigan Academic Learning Standards and effective implementation of a formal MTSS program to improve student achievement. Additionally, any strategy for acquiring additional resources such as grants, additional coaches, and trained staff was included in the improvement plan.

## Analysis:

### Root Cause



### Five Whys

- Why: Harper Woods Schools are performing well below the state average on M-STEP, PSAT 8, and SAT. An analysis of local data show that student achievement in reading typically is below grade level. While students at the elementary grades may be one to two years behind, high school students may be up to four years behind their current grade. The gap starts out small due to a lack of basic reading skills but widens as students get older and concepts become more difficult.
- Why: Students struggle with basic skills in reading and writing due to a lack of foundational skills and supports necessary to provide appropriate intervention to meet the needs of all struggling students.
- Why: There is a committee currently studying Multi-Tiered Systems of Support for Harper Woods School District. There is no formal Multi Tiered Systems of Support (MTSS) in place to support students struggling with reading and writing. There is an inconsistent implementation of tiered instruction for struggling students.
- Why: Teachers lack training in MTSS and curriculum support to ensure that all grade level academic standards are being taught with fidelity.
- Why: High turnover at schools and the placement of long-term substitute teachers affected training of teachers in best practices to teach reading, writing, speaking and listening and to provide research based interventions to struggling students.

**Challenge Statement:** Challenge Statement #1: Harper Woods School District needs to allocate resources to develop a structured Multi-Tiered Systems of Support program for ELA and to fully align academic learning standards to ensure that all standards are taught at each grade level with fidelity.

## Strategies:

(1/7): MTSS - Literacy (Reading)

Owner: Michael Carrauthers

Start Date: 06/26/2023

Due Date: 08/29/2025

**Summary:** The reading components of a Multi-Tiered System of Supports include systems to address the continuum of reading needs across the student body, evidence-based practices focused on the Big Ideas of Reading designed to improve reading outcomes for all students, and data use and analysis. These components are further defined in the Reading Tiered Fidelity Inventory, Elementary-Level Edition, and Secondary Level Edition and aligned to MDE's five essential components of MTSS.

**Buildings:** All Active Buildings

**Total Budget:** \$707,885.00

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

## Communication:

### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter

### Audience

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

## Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
MTSS Implementation - Tiered Instruction and Structured Intervention	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				
Leader and Teacher Training on MTSS Systems	Steven McGhee	09/05/2023	10/31/2023	COMPLETE
<b>Activity Buildings:</b> All Buildings in Implementation Plan				
Reading Specialist - Interventionist; Harper Woods Middle School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<b>Activity Buildings:</b>				



Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Harper Woods Middle School</li> </ul>				
Academic Engagement Officer / Reading Specialist - Harper Woods High School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				
Creation of MTSS team at each building	Steven McGhee	09/05/2023	11/11/2023	COMPLETE
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Reading Specialist - Interventionist, Tyrone Elementary School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Tyrone Elementary School</li> </ul>				
Reading Specialist Interventionist - Beacon Elementary School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> </ul>				
Data Coach - Harper Woods Virtual Academy	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods Virtual</li> </ul>				
After School Tutoring for High School - Harper Woods High School After School Tutoring for grades 9 to 12 for mathematics and literacy. (\$40 per hour x 870 hours = \$34,800 / 5 teachers) = \$6,960 each.	Steven McGhee	11/01/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				
After School Tutoring - K to 5 Elementary - After school tutoring for students performing below grade	Michael Carrauthers	06/26/2023	08/29/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
level in reading and math for grades K - 5. Ten teachers for 2.5 hours two days a week for 30 weeks @ \$40 per hour.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Tyrone Elementary School</li> </ul>				
After School Tutoring 6 - 8 Middle school after school tutoring for ELA, mathematics, science, and social studies. Six teachers, two days a week for 2.5 hours x 30 weeks x \$40 per hour= \$18,000	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods Middle School</li> </ul>				
After School Tutoring K - 12 - Tutoring for Harper Woods Virtual Academy high school students struggling core academic subjects. Four teachers @ \$21.50 per hour x 6 hours per week x 30 weeks = 720 hours for \$28,800	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods Virtual</li> </ul>				
Academic Engagement Officer	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Harper Woods High School</li> <li>Harper Woods Middle School</li> <li>Tyrone Elementary School</li> </ul>				
Credit Recovery	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b>				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Harper Woods High School</li> <li>Harper Woods Virtual</li> </ul>				
Elementary Summer School 2024 K - 5; Elementary School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Tyrone Elementary School</li> </ul>				
Middle School Summer School 2024 - Middle School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods Middle School</li> </ul>				
High School Summer School 2024 High School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				
Elementary Summer School Program 2025 -K to 5 Elementary School Summer School program to include 4 teachers (ELA, Math,	Steven McGhee	04/02/2024	06/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Tyrone Elementary School</li> </ul>				
Middle School Summer School Program 2025; Middle School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods Middle School</li> </ul>				
High School Summer School Program 2025 - 2025 High School Summer School program to include 6 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				

## (2/7): Curriculum Planning

**Owner:** Steven McGhee

**Start Date:** 06/26/2023

**Due Date:** 06/28/2024

**Summary:** Curriculum planning supports districts and schools by supporting teachers to implement curriculum in ways that supports all students to reason and problem solve. Within each lesson, teachers identify and modify tasks (as outlined by the National Council of Teachers of Mathematics) to support students' exploration, collaboration, and reasoning and problem solving related to the identified learning target. As tasks are identified/modified, they are housed within a district-level curriculum document that supports all teachers within the district to implement the district adopted text in ways that aligns with standards- and evidence-based instruction in mathematics.

**Buildings:** All Active Buildings

**Total Budget:** \$250,000.00

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

### Communication:

#### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
K - 8 Curriculum Audit Reading	Steven McGhee	06/26/2023	06/28/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Beacon Elementary School</li> <li>• Harper Woods Middle School</li> <li>• Harper Woods Virtual</li> <li>• Tyrone Elementary School</li> </ul>				
9 - 12 Curriculum Audit - Reading	Steven McGhee	06/26/2023	06/28/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Harper Academy</li> </ul>				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Harper Woods High School</li> <li>Harper Woods Virtual</li> </ul>				
K - 8 Curriculum Alignment	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<p><i>Activity Buildings:</i></p> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Harper Woods Middle School</li> <li>Harper Woods Virtual</li> <li>Tyrone Elementary School</li> </ul>				

### (3/7): Guaranteed and Viable Curriculum

**Owner:** Steven McGhee

**Start Date:** 07/21/2023

**Due Date:** 06/28/2024

**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:** \$250,000.00

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

#### **Communication:**

Method	Audience
<ul style="list-style-type: none"> <li>• MI School Data</li> <li>• School Board Meeting</li> <li>• Email Campaign</li> <li>• Presentations</li> <li>• District Website Update</li> </ul>	<ul style="list-style-type: none"> <li>• Community-at-Large</li> <li>• Educators</li> <li>• Staff</li> <li>• School Board</li> <li>• Parents</li> </ul>

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

Activity	Owner	Start Date	Due Date	Status
Curriculum Audit	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				
Curriculum Committee Review of Standards Alignment	Steven McGhee	07/21/2023	06/28/2024	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				

Activity	Owner	Start Date	Due Date	Status
Selection of Curriculum Resources	Steven McGhee	07/21/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Professional Development - Literacy	Steven McGhee	07/21/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				



## (4/7): 23g Tutoring

**Owner:** Steven McGhee

**Start Date:** 03/04/2024

**Due Date:** 06/28/2025

**Summary:** Tutoring, defined as supplemental one-on-one or small group instruction, can be a powerful tool for accelerated learning. Tutoring is an effective intervention because tutoring:

- customizes learning to target a student's immediate learning needs.
- provides additional instructional time by aligning the tutoring activities to current classroom activities.
- offers more engagement, rapid feedback, and less distractions in one-on-one and small group environments.
- creates meaningful mentor relationships.

### Buildings

- Beacon Elementary School
- Harper Woods High School
- Harper Woods Middle School
- Harper Woods Virtual
- Tyrone Elementary School

**Total Budget:** \$119,100.00

- Other Local Funds (Other)
- Other State Funds (State Funds)

### Communication:

#### Method

- School Board Meeting
- Presentations
- District Website Update
- Brochure

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Middle School Tutoring for Students grades 6 - 8; Middle school after school tutoring for ELA, mathematics, science, and social studies. Six teachers, two days a week for 2.5 hours x 30 weeks x \$40 per hour= \$18,000	Michael Carrauthers	03/04/2024	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Harper Woods Middle School</li> </ul>				
Harper Woods High School	Michael	03/04/2024	06/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
After School Tutoring for grades 9 to 12 for mathematics and literacy. (\$40 per hour x 870 hours = \$34,800 / 5 teachers) = \$6,960 each.	Carrauthers			
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				
Harper Woods Virtual Academy Tutoring - Tutoring for Harper Woods Virtual Academy high school students struggling core academic subjects. Four teachers @ \$21.50 per hour x 6 hours per week x 30 weeks = 720 hours for \$28,800	Hannah Jaber	03/04/2024	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods Virtual</li> </ul>				
Elementary Tutoring for K - 5 Students; Elementary - After school tutoring for students performing below grade level in reading and math for grades K - 5. Ten teachers for 2.5 hours two days a week for 30 weeks @ \$40 per hour. \$37,500	Michael Carrauthers	09/08/2024	06/28/2025	UPCOMING
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Tyrone Elementary School</li> </ul>				

## (5/7): 23g Intensive, Individualized Support

**Owner:** Michael Carrauthers

**Start Date:** 03/04/2024

**Due Date:** 08/29/2025

**Summary:** A trained adult advocate can help students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. An advocate is a student's "go-to person" for the resources and support needed to graduate, and typically provides these supports for the entire time a student is enrolled in the school, or, at a minimum, for a full school year. Advocates can be school staff or not employed by the school district. Advocates can identify unmet needs and provide or coordinate more intense, individualized support to help students get back on track for graduation.

### Buildings

- Beacon Elementary School
- Harper Woods High School
- Harper Woods Middle School
- Tyrone Elementary School

**Total Budget:** \$164,000.00

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

### Communication:

#### Method

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

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
K - 12 Academic Engagement Officer - Academic Engagement Officer to provide support to students who are in the lowest 25% of achievement for reading and mathematics.	Steven McGhee	03/04/2024	08/29/2025	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				

## (6/7): 23g Personalized Learning Environments

**Owner:** Steven McGhee

**Start Date:** 03/04/2024

**Due Date:** 06/28/2025

**Summary:** A personalized learning environment creates a sense of belonging and fosters a school climate where students and teachers get to know one another and can provide academic, social, and behavioral encouragement. Reforms aimed at creating smaller school environments have been found to be associated with more positive student achievement, school climate, school attendance, and graduation rates. Efforts can include team teaching, 9th grade academies, thematically based small learning communities, or smaller classes.

### Buildings

- Harper Woods Virtual

**Total Budget:** \$100,000.00

- Other Local Funds (Other)
- Other State Funds (State Funds)

### Communication:

#### Method

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

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Harper Woods Virtual Academy - Academic and non-academic support mentors to meet with students who are in the lowest 25% of achievement in mathematics and reading. Mentors will also provide opportunities to coordinate mental health support with community partners for those students and families that have the greatest need.	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				

## (7/7): 23g Expanded Learning Time

**Owner:** Michael Carrauthers

**Start Date:** 03/22/2024

**Due Date:** 08/29/2025

**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:** \$233,950.00

- General Fund (Other)
- Other State Funds (State Funds)

### Communication:

#### Method

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

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Elementary Summer School 2024 K - 5; Elementary School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	03/22/2024	08/10/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Beacon Elementary School</li> <li>• Tyrone Elementary School</li> </ul>				
Elementary Summer School 2025; Elementary Summer	Michael Carrauthers	04/02/2025	08/29/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
School 2024 K - 5; Elementary School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.				
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Tyrone Elementary School</li> </ul>				
Middle School Summer School 2024 - 2024 Middle School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	03/22/2024	08/10/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods Middle School</li> </ul>				
Middle School Summer School 2025 - Middle School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	04/02/2025	08/29/2025	UPCOMING
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>Harper Woods Middle School</li> </ul>				
High School Summer School 2024 - High School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	03/22/2024	08/10/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				
High School Summer School 2025 - High School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	04/10/2025	08/29/2025	UPCOMING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				
Summer School 2024 Supplies and Materials - 2024 Summer School - Supplies and materials for summer school including paper, pencils, pens, folders, notebooks, printer cartridges, calculators, batteries, and markers. (\$8.30 per student x 900 students)	Michael Carrauthers	03/22/2024	08/29/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Harper Woods High School</li> <li>Harper Woods Middle School</li> <li>Tyrone Elementary School</li> </ul>				
Summer School 2025 Supplies and Materials - 2025 Summer School - Supplies and materials for summer school including paper, pencils, pens, folders, notebooks, printer cartridges, calculators, batteries, and markers. (\$8.30 per student x 900 students)	Michael Carrauthers	04/02/2025	06/28/2025	UPCOMING
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> </ul>				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Harper Woods High School</li> <li>Harper Woods Middle School</li> <li>Tyrone Elementary School</li> </ul>				

### Monitoring and Adjusting:

#### Evaluate Goal: Interim Target Measures

Measure	Owner	Due Date	Status
Increase by 10% for End of Year NWEA Data - ELA Growth K - 11, June 2023		06/28/2025	COMPLETE
Increase by 2% for HWVA Exact Path - Reading and Math Growth 2022 - 2023 School Year		06/28/2025	COMPLETE
Increase by 10% for High School Passing Rates ELA and Math January 2023 and June 2023		06/28/2025	COMPLETE

#### Impact Notes

Date	Note	Author
12/13/2023	Harper Woods Virtual Academy Middle School Data - Data comparison from spring 2023 to fall 2023 progress on Exact Path.	Steven McGhee

#### Adjust Notes:

No Data Available

#### Activity Status:

##### MTSS - Literacy (Reading) Activities

Activity	Owner	Start Date	Due Date	Status
MTSS Implementation - Tiered Instruction and Structured Intervention	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Leader and Teacher Training on MTSS Systems	Steven McGhee	09/05/2023	10/31/2023	COMPLETE
Reading Specialist - Interventionist; Harper Woods Middle School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Academic Engagement Officer / Reading Specialist	Steven McGhee	09/05/2023	06/28/2024	ONTARGET



Activity	Owner	Start Date	Due Date	Status
- Harper Woods High School				
Creation of MTSS team at each building	Steven McGhee	09/05/2023	11/11/2023	COMPLETE
Reading Specialist - Interventionist, Tyrone Elementary School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Reading Specialist Interventionist - Beacon Elementary School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Data Coach - Harper Woods Virtual Academy	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
After School Tutoring for High School - Harper Woods High School After School Tutoring for grades 9 to 12 for mathematics and literacy. (\$40 per hour x 870 hours = \$34,800 / 5 teachers) = \$6,960 each.	Steven McGhee	11/01/2023	06/28/2025	ONTARGET
After School Tutoring - K to 5 Elementary - After school tutoring for students performing below grade level in reading and math for grades K - 5. Ten teachers for 2.5 hours two days a week for 30 weeks @ \$40 per hour.	Michael Carrauthers	06/26/2023	08/29/2025	ONTARGET
After School Tutoring 6 - 8 Middle school after school tutoring for ELA, mathematics, science, and social studies. Six teachers, two days a week for 2.5 hours x 30 weeks x \$40 per hour= \$18,000	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
After School Tutoring K - 12 - Tutoring for Harper Woods Virtual Academy high school students struggling	Steven McGhee	06/26/2023	06/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
core academic subjects. Four teachers @ \$21.50 per hour x 6 hours per week x 30 weeks = 720 hours for \$28,800				
Academic Engagement Officer	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Credit Recovery	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Elementary Summer School 2024 K - 5; Elementary School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Middle School Summer School 2024 - Middle School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
High School Summer School 2024 High School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Elementary Summer School Program 2025 -K to 5 Elementary School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days	Steven McGhee	04/02/2024	06/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
per week for six weeks @ \$40 per hour.				
Middle School Summer School Program 2025; Middle School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
High School Summer School Program 2025 - 2025 High School Summer School program to include 6 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Steven McGhee	06/26/2023	06/28/2025	ONTARGET

#### *Curriculum Planning Activities*

Activity	Owner	Start Date	Due Date	Status
K - 8 Curriculum Audit Reading	Steven McGhee	06/26/2023	06/28/2024	ONTARGET
9 - 12 Curriculum Audit - Reading	Steven McGhee	06/26/2023	06/28/2024	ONTARGET
K - 8 Curriculum Alignment	Steven McGhee	09/05/2023	06/28/2024	ONTARGET

#### *Guaranteed and Viable Curriculum Activities*

Activity	Owner	Start Date	Due Date	Status
Curriculum Audit	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Curriculum Committee Review of Standards Alignment	Steven McGhee	07/21/2023	06/28/2024	ONTARGET
Selection of Curriculum Resources	Steven McGhee	07/21/2023	06/28/2024	ONTARGET
Professional Development -	Steven	07/21/2023	06/28/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Literacy	McGhee			

### 23g Tutoring Activities

Activity	Owner	Start Date	Due Date	Status
Middle School Tutoring for Students grades 6 - 8; Middle school after school tutoring for ELA, mathematics, science, and social studies. Six teachers, two days a week for 2.5 hours x 30 weeks x \$40 per hour= \$18,000	Michael Carrauthers	03/04/2024	06/28/2025	ONTARGET
Harper Woods High School After School Tutoring for grades 9 to 12 for mathematics and literacy. (\$40 per hour x 870 hours = \$34,800 / 5 teachers) = \$6,960 each.	Michael Carrauthers	03/04/2024	06/28/2025	ONTARGET
Harper Woods Virtual Academy Tutoring - Tutoring for Harper Woods Virtual Academy high school students struggling core academic subjects. Four teachers @ \$21.50 per hour x 6 hours per week x 30 weeks = 720 hours for \$28,800	Hannah Jaber	03/04/2024	06/28/2025	ONTARGET
Elementary Tutoring for K - 5 Students; Elementary - After school tutoring for students performing below grade level in reading and math for grades K - 5. Ten teachers for 2.5 hours two days a week for 30 weeks @ \$40 per hour. \$37,500	Michael Carrauthers	09/08/2024	06/28/2025	UPCOMING

### 23g Intensive, Individualized Support Activities

Activity	Owner	Start Date	Due Date	Status
K - 12 Academic Engagement Officer - Academic Engagement Officer to provide support to students who are in the lowest 25% of achievement for reading and mathematics.	Steven McGhee	03/04/2024	08/29/2025	ONTARGET

### 23g Personalized Learning Environments Activities

Activity	Owner	Start Date	Due Date	Status
Harper Woods Virtual Academy - Academic and non-academic support mentors to meet with students who are in the lowest 25% of achievement in mathematics and reading. Mentors will also provide opportunities to coordinate mental health support with community partners for those students and families that have the greatest need.	Steven McGhee	03/04/2024	06/28/2025	ONTARGET

### 23g Expanded Learning Time Activities

Activity	Owner	Start Date	Due Date	Status
Elementary Summer School 2024 K - 5; Elementary School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	03/22/2024	08/10/2024	ONTARGET
Elementary Summer School 2025; Elementary Summer School 2024 K - 5; Elementary School Summer School program to include 4	Michael Carrauthers	04/02/2025	08/29/2025	UPCOMING

Activity	Owner	Start Date	Due Date	Status
teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.				
Middle School Summer School 2024 - 2024 Middle School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	03/22/2024	08/10/2024	ONTARGET
Middle School Summer School 2025 - Middle School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	04/02/2025	08/29/2025	UPCOMING
High School Summer School 2024 - High School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	03/22/2024	08/10/2024	ONTARGET
High School Summer School 2025 - High School Summer School program to include 4 teachers (ELA, Math, Science, Social Studies for 6.5 hours per day, four days per week for six weeks @ \$40 per hour.	Michael Carrauthers	04/10/2025	08/29/2025	UPCOMING
Summer School 2024 Supplies and Materials - 2024 Summer School -	Michael Carrauthers	03/22/2024	08/29/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Supplies and materials for summer school including paper, pencils, pens, folders, notebooks, printer cartridges, calculators, batteries, and markers. (\$8.30 per student x 900 students)				
Summer School 2025 Supplies and Materials - 2025 Summer School - Supplies and materials for summer school including paper, pencils, pens, folders, notebooks, printer cartridges, calculators, batteries, and markers. (\$8.30 per student x 900 students)	Michael Carrauthers	04/02/2025	06/28/2025	UPCOMING

### Monitoring Notes

#### Monitoring Notes: 23g Expanded Learning Time

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

#### Monitoring Notes: 23g Intensive, Individualized Support

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

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### Monitoring Notes: 23g Personalized Learning Environments

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

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### Monitoring Notes: 23g Tutoring

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

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### Monitoring Notes: Curriculum Planning

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

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### Monitoring Notes: Guaranteed and Viable Curriculum

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*



Date	Note	Author						
01/29/2024	High School Focus Standards 2023 - 2024 based on beginning of the year NWEA MAP testing for grades 9, 10, 11	Steven McGhee						
<i>Evidence Data Set for 'High School Foc...'</i>								
	<table> <tr> <th>Date</th><th>Data Name</th><th>Provider</th></tr> <tr> <td>01/29/2024</td><td>High School NWEA Focus Standards from Beg of Year testing 2023 - 2024</td><td>High School NWEA Focus Standards - Beginning of the Year^J 2023 - 2024.docx</td></tr> </table>	Date	Data Name	Provider	01/29/2024	High School NWEA Focus Standards from Beg of Year testing 2023 - 2024	High School NWEA Focus Standards - Beginning of the Year^J 2023 - 2024.docx	
Date	Data Name	Provider						
01/29/2024	High School NWEA Focus Standards from Beg of Year testing 2023 - 2024	High School NWEA Focus Standards - Beginning of the Year^J 2023 - 2024.docx						
01/29/2024	Beacon Elementary School Focus Standards - NWEA Fall 2023 Testing Cycle	Steven McGhee						
<i>Evidence Data Set for 'Beacon Elementa...'</i>								
	<table> <tr> <th>Date</th><th>Data Name</th><th>Provider</th></tr> <tr> <td>01/29/2024</td><td>Beacon NWEA Focus Standards - Beginning of the Year 2023 - 2024</td><td>BEACON ELEMENTARY SCHOOL NWEA FOCUS STANDARDS - Beginning of Year 2023-2024 Focus Standards.docx</td></tr> </table>	Date	Data Name	Provider	01/29/2024	Beacon NWEA Focus Standards - Beginning of the Year 2023 - 2024	BEACON ELEMENTARY SCHOOL NWEA FOCUS STANDARDS - Beginning of Year 2023-2024 Focus Standards.docx	
Date	Data Name	Provider						
01/29/2024	Beacon NWEA Focus Standards - Beginning of the Year 2023 - 2024	BEACON ELEMENTARY SCHOOL NWEA FOCUS STANDARDS - Beginning of Year 2023-2024 Focus Standards.docx						
01/29/2024	PSAT 8 Focus Standards alignment - College Board	Steven McGhee						
<i>Evidence Data Set for 'PSAT 8 Focus St...'</i>								
	<table> <tr> <th>Date</th><th>Data Name</th><th>Provider</th></tr> <tr> <td>01/29/2024</td><td>PSAT 8 Focus Standards for EBRW and mathematics</td><td>GRADE 8 FOCUS STANDARDS - PSAT 8, DECEMBER 2023.docx</td></tr> </table>	Date	Data Name	Provider	01/29/2024	PSAT 8 Focus Standards for EBRW and mathematics	GRADE 8 FOCUS STANDARDS - PSAT 8, DECEMBER 2023.docx	
Date	Data Name	Provider						
01/29/2024	PSAT 8 Focus Standards for EBRW and mathematics	GRADE 8 FOCUS STANDARDS - PSAT 8, DECEMBER 2023.docx						
01/29/2024	Harper Woods Middle School Standards Alignment, Spring, MSTEP 2023	Steven McGhee						
<i>Evidence Data Set for 'Harper Woods MI...'</i>								
	<table> <tr> <th>Date</th><th>Data Name</th><th>Provider</th></tr> <tr> <td>01/29/2024</td><td>MSTEP Target Analysis - Grades 6 and 7</td><td>MSTEP Target Analysis - Grades 6 and 7^J Spring 2023.xlsx</td></tr> </table>	Date	Data Name	Provider	01/29/2024	MSTEP Target Analysis - Grades 6 and 7	MSTEP Target Analysis - Grades 6 and 7^J Spring 2023.xlsx	
Date	Data Name	Provider						
01/29/2024	MSTEP Target Analysis - Grades 6 and 7	MSTEP Target Analysis - Grades 6 and 7^J Spring 2023.xlsx						
01/29/2024	MSTEP / NWEA Focus Standards - Tyrone Elementary School 2023 - 2024	Steven McGhee						
<i>Evidence Data Set for 'MSTEP / NWEA Fo...'</i>								

Date	Note	Author						
<table> <tr> <th>Date</th><th>Data Name</th><th>Provider</th></tr> <tr> <td>01/29/2024</td><td>Tyrone MSTEP and NWEA Standards Alignment</td><td>Tyrone - Summary MSTEP and NWEA Standards.xlsx</td></tr> </table>			Date	Data Name	Provider	01/29/2024	Tyrone MSTEP and NWEA Standards Alignment	Tyrone - Summary MSTEP and NWEA Standards.xlsx
Date	Data Name	Provider						
01/29/2024	Tyrone MSTEP and NWEA Standards Alignment	Tyrone - Summary MSTEP and NWEA Standards.xlsx						
01/29/2024	Standards Alignment - Harper Virtual Academy 2023 - 2024	Steven McGhee						
<i>Evidence Data Set for 'Standards Align...'</i> <table> <tr> <th>Date</th><th>Data Name</th><th>Provider</th></tr> <tr> <td>01/29/2024</td><td>MSTEP Target Analysis - Harper Virtual Academy MSTEP</td><td>MSTEP-TargetAnalysis-Harper Virtual Academy MSTEP ELA 3 to 7.xlsx</td></tr> </table>			Date	Data Name	Provider	01/29/2024	MSTEP Target Analysis - Harper Virtual Academy MSTEP	MSTEP-TargetAnalysis-Harper Virtual Academy MSTEP ELA 3 to 7.xlsx
Date	Data Name	Provider						
01/29/2024	MSTEP Target Analysis - Harper Virtual Academy MSTEP	MSTEP-TargetAnalysis-Harper Virtual Academy MSTEP ELA 3 to 7.xlsx						
01/29/2024	January 18, District MICIP Agenda	Steven McGhee						
<i>Evidence Data Set for 'January 18, Dis...'</i> <table> <tr> <th>Date</th><th>Data Name</th><th>Provider</th></tr> <tr> <td>01/29/2024</td><td>District MICIP Meeting Agenda</td><td>January 18 Agenda.docx</td></tr> </table>			Date	Data Name	Provider	01/29/2024	District MICIP Meeting Agenda	January 18 Agenda.docx
Date	Data Name	Provider						
01/29/2024	District MICIP Meeting Agenda	January 18 Agenda.docx						

*Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?*

Date	Note	Author						
01/29/2024	January 18, 2024 MICIP meeting notes - Curriculum alignment activities listed by school.	Steven McGhee						
<i>Evidence Data Set for 'January 18, 202...'</i> <table> <tr> <th>Date</th><th>Data Name</th><th>Provider</th></tr> <tr> <td>01/29/2024</td><td>January 18 District MICIP Meeting Minutes</td><td>January 18 MICIP Meeting Minutes - Harper Woods SD.docx</td></tr> </table>			Date	Data Name	Provider	01/29/2024	January 18 District MICIP Meeting Minutes	January 18 MICIP Meeting Minutes - Harper Woods SD.docx
Date	Data Name	Provider						
01/29/2024	January 18 District MICIP Meeting Minutes	January 18 MICIP Meeting Minutes - Harper Woods SD.docx						

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

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Monitoring Notes: MTSS - Literacy (Reading)

*Implementation with Fidelity - What progress are we making on implementing the*

selected strategy as intended? What is the evidence?

Date	Note	Author
12/21/2023	District MTSS Presentation, December 20, 2022	Steven McGhee
<i>Evidence Data Set for 'District MTSS P...'</i>		
Date	Data Name	Provider
12/21/2023	Harper Woods High School MTSS Update, December 2023	Harper Woods High School MTSS Update - December 2023.pdf
12/21/2023	Tyrone Elementary School MTSS Update, December 2023	Steven McGhee
<i>Evidence Data Set for 'Tyrone Elementa...'</i>		
Date	Data Name	Provider
12/21/2023	Tyrone MTSS Update - December 2023; District Presentation	Tyrone MTSS Update - December 2023.pdf
12/21/2023	Harper Woods Virtual Academy MTSS Update, December 2023	Steven McGhee
<i>Evidence Data Set for 'Harper Woods Vi...'</i>		
Date	Data Name	Provider
12/21/2023	Harper Woods Virtual Academy MTSS Update - December 2023	Harper Woods Virtual Academy MTSS Presentation, December 21, 2023.pdf
12/21/2023	Harper Woods Middle School MTSS Update - December 2023	Steven McGhee
<i>Evidence Data Set for 'Harper Woods Mi...'</i>		
Date	Data Name	Provider
12/21/2023	Harper Woods Middle School MTSS Update, Dec 2023	Harper Woods Middle School MTSS Update, Dec 2023.pdf
12/21/2023	Beacon Elementary School MTSS Update, December 2023	Steven McGhee
<i>Evidence Data Set for 'Beacon Elementa...'</i>		

Date	Note	Author
12/21/2023	Beacon MTSS Update December 2023	Beacon MTSS Update 12-21-2023.pdf
12/13/2023	Harper Virtual Academy - MTSS Form being used to identify students needing Tier II intervention for reading and mathematics.	Steven McGhee
<i>Evidence Data Set for 'Harper Virtual ...'</i>		
12/13/2023	HWVA - MTSS Data Form	HWVA - draft and revisions to MTSS Forms (1).pdf
11/01/2023	Harper Woods MTSS teams representing each school received training from Wayne RESA on Thursday, October 26th relating to tiered instruction, progress monitoring, and intervention strategies. Each school shared their progress to date and reviewed common forms used to place schools in the MTSS process.	Steven McGhee
<i>Evidence Data Set for 'Harper Woods MT...'</i>		
11/01/2023	MTSS Leadership Meeting Power point	10.26.23 Harper Woods MTSS Leadership Meeting.pdf

*Scale / Reach - What progress are we making on reaching the intended populations?  
What is the evidence?*

Date	Note	Author
12/07/2023	Harper Woods Virtual Academy - CSI Meeting, November 9, 2023	Steven McGhee
<i>Evidence Data Set for 'Harper Woods Vi...'</i>		
12/07/2023	Harper Woods Virtual CSI Meeting Update, November 9, 2023	HWVA CSI Meeting 11-09-23.pdf
12/07/2023	Individual building agendas for November 7, 2023 MTSS Professional Development	Steven McGhee

Date	Note	Author
<i>Evidence Data Set for 'Individual buil...'</i>		
Date	Data Name	Provider
12/07/2023	November 7, 2023 MTSS - Professional Development, Building Agendas	MTSS Meeting Agendas, Nov 7, 2023.pdf

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?*

Date	Note	Author
12/13/2023	CSI Plan implementation status as of 10-30-23	Steven McGhee
<i>Evidence Data Set for 'CSI Plan implem...'</i>		
Date	Data Name	Provider
12/13/2023	CSI Plan Implementation Status	10-30-23 CSI SIP Plan Harper Woods Virtual.pdf
12/07/2023	Building level overview of MTSS capacity with progress through October 26, 2023.	Steven McGhee
<i>Evidence Data Set for 'Building level ...'</i>		
Date	Data Name	Provider
12/07/2023	MTSS Building Pulse - October 26, 2023	MTSS Progress - HW October 26 District Meeting.pdf

### *Evaluation Status:*

#### *Evaluate Goal: End Target Measures*

Measure	Due Date	Status
Decrease by 10% for High School Passing Rates ELA and Math January 2023 and June 2023	06/28/2024	ONTARGET
Increase by 2% for HWVA Exact Path - Reading and Math Growth 2022 - 2023 School Year	06/28/2024	ONTARGET
Increase by 10% for 2023 -	08/01/2024	ONTARGET

Measure	Due Date	Status
2024 High School Goal - ELA		
Increase by 10% for District - Harper Woods Schools, ELA 2022 mischooldata	06/28/2025	ONTARGET
Increase by 10% for End of Year NWEA Data - ELA Growth K - 11, June 2023	06/28/2025	ONTARGET
Increase by 10% for Harper Woods Virtual - Grade 11 and 12 Evidence Based Reading Proficiency	06/28/2025	ONTARGET

### Evaluate Goal: Impact Questions and Responses

#### ***Fidelity - How well did we engage in our plan as intended?***

No Data Available

#### ***Scale/Reach - How well did we reach the intended target population?***

No Data Available

#### ***Capacity - How well did we support progress towards our goal?***

No Data Available

#### ***Impact - How did student outcomes improve?***

No Data Available

## Improve Math M-STEP, MI-ACCESS, PSAT 8, SAT

**Status:** ACTIVE

**Statement:** Harper Woods School District will increase achievement 10% in math on M-STEP, MI-ACCESS, PSAT 8, SAT by June 2025.

**Created Date:** 06/26/2023

**Target Completion Date:** 08/29/2025

**Data Set Name:** Harper Woods School District Goal - Math 2023

Name	Data Source
Math Proficiency on MSTEP - 3 to 8 2022	MiSchoolData
End of Year NWEA MAP Data - Math, June 2023	District Determined
2023 - 2024 HW High School MICIP Goals - Math	District Determined
Harper Woods High School, Passing Rates - Semester 1 and 2 Math and ELA	District Determined
HWVA - Data for Math and Reading, Exact Path	District Determined
HW Middle School - State Assessment Data, Spring 2022	District Determined
Tyrone M-STEP 2022, chart	District Determined
I-Ready Math , Tyrone, June 2023	District Determined
IREADY - Beacon, June 2023	District Determined
Harper Woods High School Reading and Math SAT 2022	District Determined
Harper Woods Virtual - Reading and Math Proficiency 2023	District Determined

**Data Story Name:** Harper Woods School District Goal - Math 2023

**Initial Data Analysis:** Harper Woods School District provides a comprehensive education program to students in pre-school through grade 12 to almost 2600 students. There are four brick and mortar schools in the district consisting of Beacon Elementary School serves students in kindergarten through second grade, Tyrone Elementary School serves

students in third through fifth grades, Harper Woods Middle School serves students in sixth through eighth grades, and Harper Woods High School serves students in ninth through twelfth grades. In addition, there are two schools that provide virtual educational programs to students that include Harper Woods Virtual Academy serving elementary, middle, and high school students and Harper Academy serving students in ninth through twelfth grades.

Student achievement in grades 3 to 8 on state assessments run well below state average in mathematics. Based on 2022 mischool.org data, an average, 4% of students in grades 3 to 8 are proficient in mathematics. In comparison, less than 5% of Harper Woods High School, Harper Woods Virtual Academy, and Harper Academy are proficient on SAT math standards. Two percent of eighth graders were proficient on the PSAT 8 in mathematics. The state target for mathematics on the Michigan School Index is 47.55%

The local assessment that Harper Woods School District uses is MAP NWEA Measure of Academic Progress (MAP). For the 2022 - 2023 school year second, seventh, and eleventh grades made one year of growth on NWEA MAP (Conditional Growth Percentile Report, 1.0 year = 50%). Kindergarten, third and fourth grades demonstrated very low growth on the NWEA MAP mathematics assessment when comparing beginning of the year to end of the year progress.

The prior year MICIP goal (2022 - 2023) was for 50% of students to meet or exceed their RIT goal projection for mathematics. Students in grades two and seven met the goal for math. Forty one percent of tenth graders met or exceeded their RIT goal projection and 45% of eleventh graders met the projection.

Math has been and continues to be most challenging for all Harper Woods School District grade levels. The focus area where most students struggle is in standards related to geometry.

*Initial Initiative Inventory and Analysis:* Harper Woods School District implements a variety of initiatives designed to improve student achievement in mathematics. A math specialist is in place to provide support to teachers with math instruction in grades three through five. An academic engagement officer is assigned to the high school to assist with increasing student achievement in the core academic areas. A new curriculum resource was implemented for kindergarten through fifth grade students during the 2022 - 2023 school year.

Teachers implement tiered instruction to the degree possible but there is no formal Multi-Tiered Systems of Support program in place to provide help and support to struggling learners. While the high school offered an after school credit recovery program, tutoring beyond the regular school day was sporadic or non-existent. Schools reported a lack of availability of staff to work in after school programs.

A curriculum committee was put into place for the 2022 - 2023 school year to review curriculum resources as well as to provide an informal analysis of curriculum alignment. It was determined that support is needed at some grades to fully use curriculum resources and most grades need help and assistance with curriculum alignment to core academic learning standards. K - 5 teachers have IReady and 6 - 8 have IXL software programs to provide support and enrichment to students.

*Gap Analysis:* Academic achievement on M-STEP, PSAT 8, and SAT in mathematics is well below the target established by the State of Michigan. The average proficiency for math for



grades 3 to 8 and eleven is less than 3% for 2022 and the Michigan target for mathematics is 47.55%.

*District Data Story Summary:* The majority of Harper Woods School District students are economically disadvantaged and are African American. These subgroups account for the majority of school district students. Thirteen percent of Harper Woods School District students receive special education services. While achievement is far below the State of Michigan target for math, students typically perform at least one to two grades below level beginning in the early elementary years. This gap typically widens as students get older with many students entering ninth grade being up to four years behind in math. This gap contributes to the low proficiency levels in mathematics at all tested grade levels. It is evident that limited support is provided to assist students struggling with basic skills in mathematics. Schools are unable to consistently meet the needs of struggling students. A lack of training and personnel changes have prevented implementation of a structured Multi Tired Systems of Support (MTSS) across all schools and grade levels. Additionally, a full curriculum audit at the elementary and secondary levels needs to take place to ensure that academic learning standards that are tested are embedded into the curriculum and are being taught with fidelity.

Harper Woods School District completed an academic inquiry focused on the delivery of mathematics instruction for all students as well as various subgroups and specifically reviewed initiatives in place for struggling students. A further review of Multi-Tiered Systems of Support (MTSS) strategies showed inconsistent implementation of MTSS at all levels. The inquiry demonstrated a need to align academic learning standards to curriculum resources and to review and align the math curriculum to the standards assessed on M-STEP, MI-ACCESS, PSAT, and SAT.

During the continuous improvement planning for Harper Woods Schools, the team considered the questions listed under Conducting a Meaningful Resource Allocation Review. The team decided to review the allocation and utilization of resources specific to MTSS program implementation, professional development, progress monitoring, and training. The team also reviewed the allocation for the process of conducting a curriculum audit and securing resources needed to improve mathematics proficiency.

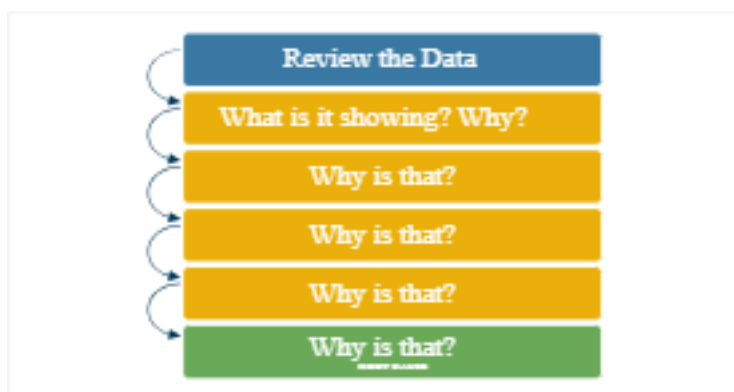
Below is an outline of the activities the continuous improvement team completed:

1. Completed a needs assessment inquiry focused on math instruction for Harper Woods School District. The needs assessment reviewed curriculum resources, standards alignment, MTSS protocols, and intervention strategies.
  - a. The team reviewed multiple data points relating to mathematics achievement at the elementary, middle, and high school levels. The team analyzed data and had subsequent questions about the delivery of mathematics instruction and the supports available for struggling students. Additional questions were considered regarding resource allocation, fidelity of implementation, and evidence of on-going progress monitoring. The team recorded responses to questions about resource allocation and utilization. The following is an example of some of the questions the team considered.
    - i. In what way is the school allocating resources to support math instruction?
      1. The financial officer provided financial data from sources that include:
        - a. General Funds
        - b. Section 31A

- c. Title I, Title II-A, Title IV-A
- d. ESSER funds
- e. Consultant contracts
2. The Harper Woods Virtual Chief Academic Officer provided staffing data that included:
  - a. Math teachers at the elementary, middle, and high school
  - b. Staff breakdown of certified teachers, mentors, tutors and academic support personnel
  - c. Student to staff ratios
  - d. Professional development for m by teacher, mentor, tutors, and academic support personnel
- ii. The team considered if the allocated resources were adequate to implement current strategies designed to support teachers math instruction.
2. Determine a possible root cause – MICIP Resources were used to identify root cause for lack of math proficiency for Harper Woods students.
  - a. address the identified root cause.
  - b. If not, the team considered the various resources needed to address the identified root cause.
3. Utilizing the information collected, the Resource Allocation Review team considered any inequities in resource allocation that needed to be addressed and developed a plan to ensure available resources were made for all Harper Woods Schools to support the equitable delivery of mathematics instruction that is aligned to Michigan Academic Learning Standards and effective implementation of a formal MTSS program to improve student achievement. Additionally, any strategy for acquiring additional resources such as grants, additional coaches, and trained staff was included in the improvement plan.

## Analysis:

### Root Cause



### Five Whys

- Why: Harper Woods Schools are performing well below the state average on M-STEP, PSAT 8, and SAT. An analysis of local data show that student achievement in math typically is below grade level. While students at the elementary grades may be one to two years behind, high school students may be up to four years behind their current grade. The gap starts out small due to a lack of basic math skills but grows wider as

students get older and concepts become more difficult.

- Why: Students struggle with basic skills in reading and writing due to a lack of foundational skills and supports necessary to provide appropriate intervention to meet the needs of all struggling students.
- Why: There is a committee currently studying Multi-Tiered Systems of Support for Harper Woods School District. There is no formal Multi Tiered Systems of Support (MTSS) in place to support students struggling with mathematics. There is an inconsistent implementation of tiered instruction for struggling students.
- Why: Teachers do not have a deep understanding of Multi Tiered Systems of Support and lack the training for full implementation to provide Tier I, II, and III instruction and to implement intervention strategies for each level with fidelity.
- Why: High teacher turnover and placement of long term substitutes at all levels effected the ability for the school district to move forward with a structured MTSS program and with structured curriculum alignment of academic learning standards at each grade level to curriculum resources.

*Challenge Statement:* Challenge Statement #2: Harper Woods School District needs to allocate resources to implement a structure Multi Tiered Systems of Support program and to conduct a full curriculum alignment to the Michigan academic learning standards for mathematics.

## Strategies:

### (1/5): MTSS Framework (General)

**Owner:** Michael Carrauthers

**Start Date:** 06/26/2023

**Due Date:** 06/28/2025

**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:** \$707,885.00

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

### Communication:

#### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
MTSS	Steven McGhee	06/26/2023	06/29/2024	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				
MTSS Implementation and Tiered Instruction and Structured Intervention	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				

Activity	Owner	Start Date	Due Date	Status
Leader and Teacher Training on MTSS Systems	Steven McGhee	09/05/2023	10/31/2023	COMPLETE
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Math Interventionist - Tyrone Elementary School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> • Tyrone Elementary School				
Math Interventionist - Harper Woods Middle School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> • Harper Woods Middle School				
Creation of MTSS Team at each building	Steven McGhee	09/05/2023	11/11/2024	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Data Coach Harper Woods Virtual Academy	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> • Harper Woods Virtual				
After School Tutoring and Credit Recovery	Steven McGhee	11/01/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
After School Tutoring K - 5	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> • Beacon Elementary School • Tyrone Elementary School				
After School Tutoring - Middle School	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> • Harper Woods Middle School				
Credit Recovery High School 9 - 12	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> • Harper Woods High School				

Activity	Owner	Start Date	Due Date	Status
After School Tutoring K - 12	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods Virtual</li> </ul>				
Academic Engagement Officer - Elementary	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Beacon Elementary School</li> <li>Tyrone Elementary School</li> </ul>				
Academic Engagement Officer - Middle School	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods Middle School</li> </ul>				
Academic Engagement Officer - High School	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				
Extended Learning Time - Summer School	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

## (2/5): Curriculum Planning

**Owner:** Steven McGhee

**Start Date:** 06/26/2023

**Due Date:** 06/29/2024

**Summary:** Curriculum planning supports districts and schools by supporting teachers to implement curriculum in ways that supports all students to reason and problem solve. Within each lesson, teachers identify and modify tasks (as outlined by the National Council of Teachers of Mathematics) to support students' exploration, collaboration, and reasoning and problem solving related to the identified learning target. As tasks are identified/modified, they are housed within a district-level curriculum document that supports all teachers within the district to implement the district adopted text in ways that aligns with standards- and evidence-based instruction in mathematics.

**Buildings:** All Active Buildings

**Total Budget:** \$250,000.00

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

### Communication:

#### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Curriculum Planning	Steven McGhee	06/26/2023	06/29/2024	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				
9 - 12 Curriculum Alignment Math	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Harper Academy</li> <li>• Harper Woods High School</li> <li>• Harper Woods Virtual</li> </ul>				
K - 8 Curriculum Alignment Math	Steven McGhee	09/05/2023	06/28/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>• Beacon Elementary School</li> <li>• Harper Academy</li> <li>• Harper Woods Middle School</li> <li>• Tyrone Elementary School</li> </ul>				
Professional Development - Best Practice for Mathematics Instruction	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				



### (3/5): 23g Expanded Learning Time

**Owner:** Steven McGhee

**Start Date:** 03/04/2024

**Due Date:** 06/28/2025

**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

- Beacon Elementary School
- Harper Woods High School
- Harper Woods Middle School
- Harper Woods Virtual
- Tyrone Elementary School

**Total Budget:** \$250,880.00

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

#### Communication:

##### Method

- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter
- Local Newspaper

##### Audience

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

#### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
K - 5 After School Tutoring	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
<b>Activity Buildings:</b> <ul style="list-style-type: none"> <li>• Beacon Elementary School</li> <li>• Tyrone Elementary School</li> </ul>				
6 - 8 Harper Woods Middle School Tutoring	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
<b>Activity Buildings:</b>				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> <li>Harper Woods Middle School</li> </ul>				
Harper Woods High School 9 - 12 After School Tutoring	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods High School</li> </ul>				
Harper Woods Virtual Academy K - 12 Tutoring for Literacy and Mathematics	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> <li>Harper Woods Virtual</li> </ul>				
K - 12 Summer School to support Literacy and Mathematics	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
K- 12 Summer School Supplies	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

#### (4/5): 23g Intensive, Individualized Support

**Owner:** Steven McGhee

**Start Date:** 03/04/2024

**Due Date:** 08/29/2025

**Summary:** A trained adult advocate can help students who have fallen off track by providing individualized support to meet their academic, personal, and emotional needs. An advocate is a student's "go-to person" for the resources and support needed to graduate, and typically provides these supports for the entire time a student is enrolled in the school, or, at a minimum, for a full school year. Advocates can be school staff or not employed by the school district. Advocates can identify unmet needs and provide or coordinate more intense, individualized support to help students get back on track for graduation.

#### **Buildings**

- Beacon Elementary School
- Harper Woods High School
- Harper Woods Middle School
- Tyrone Elementary School

**Total Budget:** \$164,000.00

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

#### **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
K - 12 Academic Engagement Officer	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				

## (5/5): 23g Personalized Learning Environments

**Owner:** Michael Carrauthers

**Start Date:** 03/04/2024

**Due Date:** 08/29/2025

**Summary:** A personalized learning environment creates a sense of belonging and fosters a school climate where students and teachers get to know one another and can provide academic, social, and behavioral encouragement. Reforms aimed at creating smaller school environments have been found to be associated with more positive student achievement, school climate, school attendance, and graduation rates. Efforts can include team teaching, 9th grade academies, thematically based small learning communities, or smaller classes.

### Buildings

- Harper Woods Virtual

**Total Budget:** \$100,000.00

- General Fund (Other)
- Other Local Funds (Other)
- Other State Funds (State Funds)

### Communication:

#### Method

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

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
After School Mentoring to Support Reading and Mathematics based on Exact Path Interim Assessment Data to provide individual support to students in one on one setting. Individual mentors work to address learning deficits for reading and mathematics. Additional mental health supports are developed with community partners to provide support.	Steven McGhee	03/04/2024	08/29/2025	ONTARGET

**Activity Buildings:** All Buildings in Implementation Plan

### Monitoring and Adjusting:

### Evaluate Goal: Interim Target Measures

Measure	Owner	Due Date	Status
Increase by 10% for End of Year NWEA MAP Data - Math, June 2023		08/29/2025	COMPLETE
Increase by 5% for Harper Woods High School, Passing Rates - Semester 1 and 2 Math and ELA		08/29/2025	COMPLETE
Increase by 5% for HWVA - Data for Math and Reading, Exact Path		08/29/2025	COMPLETE
Increase by 10% for I-Ready Math , Tyrone, June 2023		08/29/2025	COMPLETE
Increase by 10% for IREADY - Beacon, June 2023		08/29/2025	COMPLETE

### Impact Notes

Date	Note	Author
12/13/2023	HWVA Middle School Data Comparison - Spring 2023 to fall 2023	Steven McGhee

### Adjust Notes:

No Data Available

### Activity Status:

#### MTSS Framework (General) Activities

Activity	Owner	Start Date	Due Date	Status
MTSS	Steven McGhee	06/26/2023	06/29/2024	ONTARGET
MTSS Implementation and Tiered Instruction and Structured Intervention	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Leader and Teacher Training on MTSS Systems	Steven McGhee	09/05/2023	10/31/2023	COMPLETE
Math Interventionist - Tyrone Elementary School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Math Interventionist - Harper Woods Middle School	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Creation of MTSS Team at each building	Steven McGhee	09/05/2023	11/11/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
Data Coach Harper Woods Virtual Academy	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
After School Tutoring and Credit Recovery	Steven McGhee	11/01/2023	06/28/2025	ONTARGET
After School Tutoring K - 5	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
After School Tutoring - Middle School	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Credit Recovery High School 9 - 12	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
After School Tutoring K - 12	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Academic Engagement Officer - Elementary	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Academic Engagement Officer - Middle School	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Academic Engagement Officer - High School	Steven McGhee	06/26/2023	06/28/2025	ONTARGET
Extended Learning Time - Summer School	Steven McGhee	06/26/2023	06/28/2025	ONTARGET

### Curriculum Planning Activities

Activity	Owner	Start Date	Due Date	Status
Curriculum Planning	Steven McGhee	06/26/2023	06/29/2024	ONTARGET
9 - 12 Curriculum Alignment Math	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
K - 8 Curriculum Alignment Math	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
Professional Development - Best Practice for Mathematics Instruction	Steven McGhee	09/05/2023	06/28/2024	ONTARGET

### 23g Expanded Learning Time Activities

Activity	Owner	Start Date	Due Date	Status
K - 5 After School Tutoring	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
6 - 8 Harper Woods Middle	Steven	03/04/2024	06/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
School Tutoring	McGhee			
Harper Woods High School 9 - 12 After School Tutoring	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
Harper Woods Virtual Academy K - 12 Tutoring for Literacy and Mathematics	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
K - 12 Summer School to support Literacy and Mathematics	Steven McGhee	03/04/2024	06/28/2025	ONTARGET
K- 12 Summer School Supplies	Steven McGhee	03/04/2024	06/28/2025	ONTARGET

### 23g Intensive, Individualized Support Activities

Activity	Owner	Start Date	Due Date	Status
K - 12 Academic Engagement Officer	Steven McGhee	03/04/2024	06/28/2025	ONTARGET

### 23g Personalized Learning Environments Activities

Activity	Owner	Start Date	Due Date	Status
After School Mentoring to Support Reading and Mathematics based on Exact Path Interim Assessment Data to provide individual support to students in one on one setting. Individual mentors work to address learning deficits for reading and mathematics. Additional mental health supports are developed with community partners to provide support.	Steven McGhee	03/04/2024	08/29/2025	ONTARGET

## Monitoring Notes

### Monitoring Notes: 23g Expanded Learning Time

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations?  
What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

### Monitoring Notes: 23g Intensive, Individualized Support

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations?  
What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

### Monitoring Notes: 23g Personalized Learning Environments

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations?  
What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

### Monitoring Notes: Curriculum Planning

*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?:*

No Data Available

*Scale / Reach - What progress are we making on reaching the intended populations?  
What is the evidence?:*

No Data Available

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?:*

No Data Available

### Monitoring Notes: MTSS Framework (General)



*Implementation with Fidelity - What progress are we making on implementing the selected strategy as intended? What is the evidence?*

Date	Note	Author
02/22/2024	Interim assessment report to Harper Woods School District - February 16, 2024	Steven McGhee
<i>Evidence Data Set for 'Interim assessm...'</i>		
Date	Data Name	Provider
02/22/2024	Harper Woods Interim Assessment - NWEA MAP, IReady, and Passing Rates	February 16^J 2024 Presentation Revised Feb 22, 2024.pdf
12/21/2023	Harper Woods High School MTSS Update, December 20th District Presentation	Steven McGhee
<i>Evidence Data Set for 'Harper Woods Hi...'</i>		
Date	Data Name	Provider
12/21/2023	Harper Woods High School MTSS Update - December 2023	Harper Woods High School MTSS Update - December 2023.pdf
12/21/2023	Harper Woods Virtual Academy, District MTSS Update - December 20, 2023	Steven McGhee
<i>Evidence Data Set for 'Harper Woods Vi...'</i>		
Date	Data Name	Provider
12/21/2023	Harper Woods Virtual Academy, MTSS Presentation, Dec 21, 2023	Harper Woods Virtual Academy MTSS Presentation, December 21, 2023.pdf
12/21/2023	Harper Woods Virtual Academy - MTSS Update, December 2023	Steven McGhee
<i>Evidence Data Set for 'Harper Woods Vi...'</i>		
Date	Data Name	Provider
12/21/2023	Harper Woods Virtual Academy - MTSS Presentation, December 20, 2023	Harper Woods Virtual Academy MTSS Presentation, December 21, 2023.pdf
12/21/2023	Harper Woods Middle School MTSS Update -	Steven

Date	Note	Author
	December 2023	McGhee
<i>Evidence Data Set for 'Harper Woods Mi...'</i>		
Date	Data Name	Provider
12/21/2023	Harper Woods Middle School MTSS Update, December 2023	Harper Woods Middle School MTSS Update, Dec 2023.pdf
12/21/2023	Tyrone Elementary School - MTSS Update, December 2023	Steven McGhee
<i>Evidence Data Set for 'Tyrone Elementa...'</i>		
Date	Data Name	Provider
12/21/2023	Tyrone MTSS Update - December 2023; District Update	Tyrone MTSS Update - December 2023.pdf
11/01/2023	Presentation to District and school MTSS teams from training overview provided by Wayne RESA on 10-26-23.	Steven McGhee
<i>Evidence Data Set for 'Presentation to...'</i>		
Date	Data Name	Provider
11/01/2023	MTSS Presentation - October 26	10.26.23 Harper Woods MTSS Leadership Meeting.pdf
11/01/2023	MTSS Leadership Meeting Power point	10.26.23 Harper Woods MTSS Leadership Meeting.pdf

*Scale / Reach - What progress are we making on reaching the intended populations?  
What is the evidence?*

Date	Note	Author
12/13/2023	HWVA MTSS Form - 2023 / 2024	Steven McGhee
<i>Evidence Data Set for 'HWVA MTSS Form ...'</i>		
Date	Data Name	Provider
12/13/2023	HWVA MTSS Form	HWVA - draft and revisions to MTSS Forms (1).pdf

*Capacity - What progress are we making on supporting implementation of the goal with*

sufficient resources? What is the evidence?

Date	Note	Author
12/13/2023	Building MTSS Team Members for 2023 - 2024 school year	Steven McGhee
Evidence Data Set for 'Building MTSS T...'		
Date	Data Name	Provider
12/13/2023	MTSS Team Members by Building	Harper Woods MTSS Team Members by Bldg 11-2023.pdf

## Evaluation Status:

### Evaluate Goal: End Target Measures

Measure	Due Date	Status
Increase by 10% for Math Proficiency on MSTEP - 3 to 8 2022	06/28/2025	ONTARGET
Increase by 10% for Harper Woods High School Reading and Math SAT 2022	06/28/2025	ONTARGET
Increase by 10% for Harper Woods Virtual - Reading and Math Proficiency 2023	06/28/2025	ONTARGET
Increase by 10% for End of Year NWEA MAP Data - Math, June 2023	06/28/2025	ONTARGET
Increase by 10% for HWVA - Data for Math and Reading, Exact Path	06/28/2025	ONTARGET

### Evaluate Goal: Impact Questions and Responses

**Fidelity - How well did we engage in our plan as intended?**

No Data Available

**Scale/Reach - How well did we reach the intended target population?**

No Data Available

**Capacity - How well did we support progress towards our goal?**

No Data Available

**Impact - How did student outcomes improve?**

No Data Available

## School District Attendance Goal 2023 - 2024

**Status:** ACTIVE

**Statement:** Harper Woods School District will increase on track student attendance by 15% at all schools by June 2025.

**Created Date:** 06/26/2023

**Target Completion Date:** 08/29/2025

**Data Set Name:** Harper Woods School District - Attendance June 2023

Name	Data Source
District Student Attendance - June 2023	District Determined
Resource Allocation Review - Attendance	District Determined

**Data Story Name:** Harper Woods School District - Attendance, June 2023

**Initial Data Analysis:** Harper Woods School District provides comprehensive educational programming to 2600 students in grades K - 12. The majority of students are enrolled in traditional brick and mortar schools. Over six hundred kindergarten through twelfth grade students receive education through virtual platforms at Harper Woods Virtual Academy and 120 high school students learn remotely at Harper Academy. All schools in the district are challenged with chronic attendance issues with data for the 2022 - 2023 school year showing the following off track chronic absence rates:

Beacon - 73%

Tyrone - 53%

Harper Woods Middle School - 58%

Harper Woods High School - 39%

Harper Woods Virtual Academy 38%

Harper Academy - 52%

**Initial Initiative Inventory and Analysis:** Harper Woods School District has a Board Policy for school attendance. The policy has specific interventions that should be put into place for students with poor attendance. The policy is not fully adhered to by all schools. To assist and support schools with attendance monitoring, Harper Woods School District uses Concentric, a private agency for intervention at various points leading up to home visits. The school district does work with the Wayne County Court System for referrals when student reach various levels of absences.

Social workers are in place at each brick and mortar school and work with stakeholders to engage families in the development of positive school attendance behaviors. At Harper Woods Virtual Academy, mentors work to add value to regular school attendance for students working in remote learning environments.

**Gap Analysis:** Over fifty percent (52%) of Harper Woods School District miss at least 10% of total days enrolled. The state target on the Michigan School Index is 92.37%.

**District Data Story Summary:** Harper Woods School District has policies and supports in

place for addressing chronic attendance issues. Despite these efforts, chronic attendance problems continue year after year. The highest incidence of off track attendance starts in the early elementary years with Beacon Elementary School students having 73% of off track attendance. On average, 52% of Harper Woods School District students have off track attendance for the 2022 - 2023 school year.

Harper Woods School District completed a non-academic inquiry focused on the implementation of on-track attendance initiatives for all students as well as various subgroups and specifically reviewed initiatives in place for struggling students. These subgroups included African American students, economically disadvantaged students, and special education students.

An in-depth review of all policies and protocols related to attendance took place. The analysis showed inconsistent implementation and follow up regarding students exhibiting behaviors related to chronic absences. The inquiry showed a need to provide additional supports related to the development of behaviors related to positive attendance and to provide additional support to monitor and follow up with students who have poor school attendance.

During the continuous improvement planning for Harper Woods School District, the team considered the questions listed under Conducting a Meaningful RAR. The team decided to review the allocation and utilization of resources specific to attendance policy implementation, professional development, progress monitoring, and training.

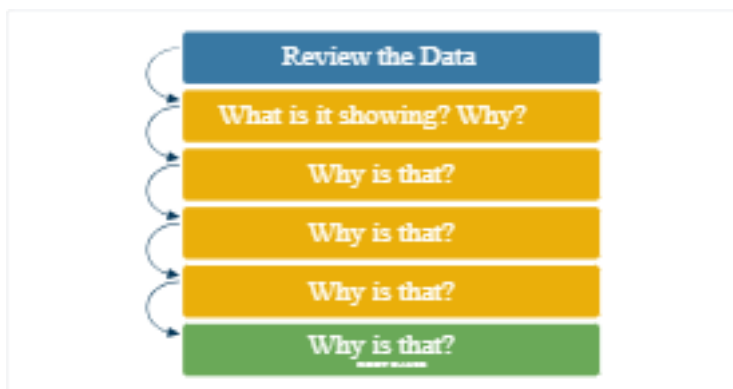
Below is an outline of the activities the continuous improvement team completed:

1. Completed a needs assessment inquiry focused on on-track and off track attendance for Harper Woods Schools. The needs assessment reviewed processes in place to track student attendance, communication with students, families, and guardians. Early warning programs were reviewed as well as referrals to outside agencies. Staff also completed an analysis of protocols related to early warning signs for students with chronic attendance issues.
  - a. The team reviewed multiple data points relating to attendance at each grade level. The team analyzed data and had subsequent questions about the implementation of attendance policies and programs as well as supports available for struggling students. Additional questions were considered regarding resource allocation, fidelity of implementation, and evidence of on-going progress monitoring. The team recorded responses to questions about resource allocation and utilization. The following is an example of some of the questions the team considered.
    - i. In what way is the school allocating resources to support to improve student attendance?
      1. The financial officer provided financial data from sources that include:
        - a. General Funds
        - b. Section 31A
        - c. Title I, Title II-A, Title IV-A
        - d. ESSER funds
        - e. Consultant contracts
      2. The Harper Woods Director of State and Federal Programs provided data that included:
        - a. Staff responsible to maintain school attendance records

- b. Quarterly audits of student attendance records
  - c. Record and number of attendance conferences conducted with students, parents, and guardians
  - d. Number of students referred to outside agencies
  - e. Professional development related to attendance by teacher, para professional, and support personnel
- ii. The team considered if the allocated resources were adequate to implement current strategies designed to support staff to improve student attendance.
2. Determine a possible root cause – MICIP Resources were used to identify root cause for lack of attendance for students attending Harper Woods schools.
    - a. The team considered if current strategies, implemented with fidelity, were designed to address the identified root cause.
    - b. If not, the team considered the various resources needed to address the identified root cause.
  3. Utilizing the information collected, the Resource Allocation Review team considered any inequities in resource allocation that needed to be addressed and developed a plan to ensure available resources were made for Harper Woods Schools to support the equitable delivery of initiatives necessary to improve on-track student attendance for all students. Additionally, any strategy for acquiring additional resources such as grants, attendance monitors, mentors, and trained staff was included in the improvement plan.

## Analysis:

### Root Cause



### Five Whys

- Why: Fifty two percent of Harper Woods School District students have off track student attendance. Students develop poor attendance behaviors early and continue to experience them as they move through elementary to middle and then to high school.
- Why: Challenges from the COVID19 global pandemic and economic challenges have place a lot of stress on families, these issues have impacted chronic attendance issues for the Harper Woods School District.
- Why: Current programs that include Board policies and private agency support are not making an appreciable change in attendance rates for the school district.
- Why: Additional resources may be needed to monitor student attendance for all Harper Woods schools.

**Challenge Statement:** Challenge Statement #3: Harper Woods School District needs to

allocate resources to provide support to students and families to improve chronic attendance issues.



## Strategies:

### (1/1): Early Warning Intervention and Monitoring System (EWIMS)

**Owner:** Hannah Jaber

**Start Date:** 06/26/2023

**Due Date:** 06/28/2025

**Summary:** EWIMS is a systematic approach to using data to identify students who are at risk of not graduating on time, assign students flagged as at risk to interventions, and monitor at-risk students' response to intervention. The EWIMS model provides schools with guidance to implement a seven-step process, supported by the use of an early warning data tool. The tool uses validated indicators, based on prior research, to flag students who are at risk of not graduating on time (Heppen & Therriault, 2008; Therriault, Heppen, O'Cummings, Fryer, & Johnson, 2010) and allows schools to assign students to interventions and monitor their progress. The indicators used to flag at-risk students in the tool are chronic absence (missed 10 percent of instructional time or more), course performance (failed any course, grade point average [GPA] below 2.0), behavioral problems (suspended once or more), and an off-track indicator (failed two or more semester-long or three or more trimester-long core courses or accumulated fewer credits than required for promotion to the next grade). The EWIMS model is intended to help schools efficiently use data to identify at-risk students and provide targeted supports.

**Buildings:** All Active Buildings

**Total Budget:** \$340,000.00

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

### Communication:

#### Method

- MI School Data
- School Board Meeting
- Email Campaign
- Presentations
- District Website Update
- Parent Newsletter

#### Audience

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

### Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Attendance Monitoring	Steven McGhee	09/05/2023	06/29/2024	ONTARGET
<b>Activity Buildings:</b> All Buildings in Implementation Plan				
Parent and Guardian Communication about on	Steven McGhee	09/05/2023	06/28/2024	ONTARGET

Activity	Owner	Start Date	Due Date	Status
and off-track attendance				
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Home Visits for Chronic Attendance Issues	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Referral to County Resources for Chronic Attendance Issues	Steven McGhee	09/05/2023	06/28/2024	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
Professional Development - Student Engagement, Parent & Family Involvement, Social and Emotional Learning	Steven McGhee	09/05/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				
After School Tutoring and Credit Recovery	Steven McGhee	11/01/2023	06/28/2025	ONTARGET
<i>Activity Buildings:</i> All Buildings in Implementation Plan				

### Monitoring and Adjusting:

#### Evaluate Goal: Interim Target Measures

Measure	Owner	Due Date	Status
Increase by 10% for District Student Attendance - June 2023		06/28/2024	ONTARGET

#### Impact Notes:

No Data Available

#### Adjust Notes:

No Data Available

#### Activity Status:

#### Early Warning Intervention and Monitoring System (EWIMS) Activities

Activity	Owner	Start Date	Due Date	Status
Attendance Monitoring	Steven McGhee	09/05/2023	06/29/2024	ONTARGET
Parent and Guardian Communication about on	Steven McGhee	09/05/2023	06/28/2024	ONTARGET



Date	Note	Author
	2023.	
<i>Evidence Data Set for 'EWIMS Professio...'</i>		
Date	Data Name	Provider
12/07/2023	EWIMS Professional Development Agenda, Sept. 28 and Oct. 12	Harper Woods EWIMS Training Agenda with links - Oct 12.docx

*Scale / Reach - What progress are we making on reaching the intended populations? What is the evidence?*

Date	Note	Author
12/07/2023	Chronic Attendance as of December 7, 2023 with 10+ absences and 25+ absences.	Steven McGhee
<i>Evidence Data Set for 'Chronic Attenda...'</i>		
Date	Data Name	Provider
12/07/2023	Chronic Attendance as of 12-7-2023	Chronic Attendance - December 7^J 2023.pdf

*Capacity - What progress are we making on supporting implementation of the goal with sufficient resources? What is the evidence?*

Date	Note	Author
12/07/2023	Attendance Agent Job Description for Harper Woods High School, Harper Woods Middle School, and Harper Woods Virtual Academy.	Steven McGhee
<i>Evidence Data Set for 'Attendance Agen...'</i>		
Date	Data Name	Provider
12/07/2023	Harper Woods School District Job Descriptions	Attendance Agent - Job Description 10-2023.docx

## Evaluation Status:

### Evaluate Goal: End Target Measures

Measure	Due Date	Status
Increase by 15% for District Student Attendance - June 2023	06/27/2025	ONTARGET

*Evaluate Goal: Impact Questions and Responses*

***Fidelity - How well did we engage in our plan as intended?***

No Data Available

***Scale/Reach - How well did we reach the intended target population?***

No Data Available

***Capacity - How well did we support progress towards our goal?***

No Data Available

***Impact - How did student outcomes improve?***

No Data Available