

## **Jefferson County School District**

### **Jefferson County Middle High School - Turnaround Option Plan 2016-2017**

#### **Option Plan: External Operator**

##### **Addendum**

###### **1. Role of the Institute for Student Achievement**

The Institute for Student Achievement (ISA) has been selected as the External Operator for Jefferson County Middle High School. ISA will partner with the school and district to provide students with the support they need to graduate ready for college or career. Its evidence-based approach is effective, sustainable and will be customized to address the school's unique culture and needs. ISA will provide intensive school, leadership and content coaching to transform the underperforming school into a high performing education community where students are given every opportunity to achieve to their fullest potential. ISA will collaborate with the school to create a customized comprehensive plan and implementation strategies designed specifically to meet the needs of the school and to facilitate sustainable practices. The planning and strategies will focus on three areas: (1) college prep teaching and learning, (2) building relationships and personalization and (3) continuous improvement.

ISA will begin leadership coaching immediately by providing a literacy coach for the school principal, assistant principal and district-level administrator. There will also be an immediate focus on literacy across the curriculum, with emphasis on providing a college-preparatory instructional program aligned to state standards. Strategies will include individual student counseling, visits to college campuses, support for completing college applications, preparation for college admission exams, guidance on scholarships and financial aid and parent information. Further, ISA will offer students opportunities to enroll in courses at local colleges and universities. Jefferson School District recently expanded students' access to college courses through an articulation agreement with Tallahassee Community College. Through this articulation agreement, students will have the opportunity to access courses that will lead to an Associate of Science degree. ISA will work with JCMHS to build a schedule that will structure time and resources allowing faculty to increase students' opportunities to get the assistance and support they need with homework, test preparation, internships and community service projects.

Recognizing the significance of teacher preparedness, ISA will foster a professional learning community that emphasizes collaboration to help the school develop standards of professional practice, build capacity, and establish a sense of collective responsibility for student achievement. This will be facilitated through (a) regularly scheduled school, leadership and content coaching to school leaders, teachers and counselors, (b) ISA Summer and Winter institutes, (c) ISA Leadership Network for the principal, and (d) ISA Counselor Network for the guidance counselor.

ISA will focus on building relationships and a culture where all faculty take responsibility for the academic, social and emotional development of the students. All students will have an adult

advocate/advisor who knows them well and acts as a support and mentor. Jefferson County School District will expand its current faith-based partnerships to engage the faith-based community members in the rebuilding of the school's culture. The focus on community will foster a caring, sage, and supportive environment for faculty and students. The teams and partnerships established will personalize the school environment and provide a support system/network to ensure that every student is achieving his or her goals and are on track for graduation. Parent engagement will be promoted where activities that are open, informative and relevant to the needs of both students and parents. Teachers and faculty will keep parents informed of student progress and will work together to support the students. The Jefferson County School District is committed to providing quarterly updates to both the Community Assessment Team, Title I Parent District Parent Advisory Committee and the School Board on the progress of the Turnaround Option Plan.

ISA will establish a team that meets regularly with the school and district to ensure that students are progressing academically, socially and emotionally. Both the organizational and program effectiveness will be assessed. Progress will be measured through peer observations, reviews of teacher assignments and corresponding student work and student performance data.

ISA has agreed to accelerate the academic coaching, learning leadership coaching and distributed counseling in order to begin implementation immediately. The district's support of the ISA partnership includes facilitation of professional development through the allocation of time and resources, both fiscal and human to ensure the school's success. Further, the district has identified and hired a school principal with a proven record of effectiveness in improving school performance. The individual selected for the role of principal at JCMHS has extensive experience in curriculum design, educational leadership, staff development and curriculum development. He understands the impact that poverty has on students and has most recently served as instructional leader at one of the highest poverty high school in Connecticut, raising its graduation rate from 65% to 70%. Because JCMHS has seen an excess of four (4) school administrators over a five year period, the superintendent of schools plans to propose an opportunity to offer a two-year contract to the school principal in an effort to facilitate retention of employment.

## **2. Funding for ISA**

The Jefferson County School district will utilize Title I School Improvement funds to support the implementation of ISA at Jefferson County Middle High School. In addition, the district will seek to secure the School Improvement Grant – IV (SIG-IV) and will use those funds to support implementation. Given the significant need demonstrated through school and district assessment data and the evidence-based school reform model that we have selected, we are confident that our application will be successful in the award process.

## **3. School Board Support**

The School Board Chair is a member of the Community Assessment Team and has received draft copies of the TOP as they have been developed. The entire School Board membership is aware

of the critical state of academics in the district and is willing to support all efforts to improve student achievement. The Board requests immediate information regarding any and all matters that impact teaching, learning and student performance, including personnel and funding. The Board further requests monthly updates on the implementation and progress of the TOP.

4. **Outcome Measures and Flexibility for Adjustments**

Outcome measures will include student performance data on ongoing progress monitoring tools, state assessment data and data from learning walks, teacher assignments and corresponding student responses and surveys administered to parents and community members. Adjustments will be made immediately upon the evaluation of progress, if necessary. Calendared activities will be adjusted to fit the needs identified during reviews and discussions, based on data.