

**Comprehensive Needs Assessment 2019-2020 District Report**

**District Name:**

**Madison County School Board**

Karen Pickles, Ph.D., Superintendent

* IDEA- Special Education
* School and District Effectiveness
* Title I, Part A-Improving the Academic Achievement of the Disadvantaged
* Title I, Part A - Foster Care Program
* [Title I,](mailto:askdoe@gadoe.org) Part A - Parent Engagement Program
* Title I, Part C - Education of Migratory Children
* Title I, Part D- Programs for Neglected or Delinquent Children
* Title II, Part A- Preparing, Training, and Recruiting High-Quality Teachers, Principals, and Other School Leaders
* Title III- Language Instruction for English Learners and Immigrant Students
* Title IV, Part A- Student Support and Academic Enrichment
* Title IV, Part B - 21st Century Community Learning Centers
* Title V, Part B - Rural Education Initiative
* Title IX, Part A - McKinney-Vento Education for Homeless Children and Youth Program
* Planning and Preparation
* Coherent Instructional System
* Effective Leadership
* Professional Capacity
* Family and Community Engagement
* Supportive Learning Environment
* Problem Solving Process and Selecting Interventions
* Improvement Planning – Systems and Processes
* Planning - Budgeting
* Submitting the Comprehensive LEA Improvement Plan (CLIP)



* Identifying Need- Root Causes, Drawing Conclusions, and Prioritizing



# District Name: Madison County School Board

Comprehensive Needs Assessment

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| [**3.3 Root Cause Analysis**](#_bookmark12) | [**76**](#_bookmark12) | Not completed |

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| ***Team Lead*** | |
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| ***Submission Log*** | |
| *Initial Submission* | 6/3/2019 |
| *Resubmission* |  |
| *Resubmission* |  |



# FLORIDA’S SYSTEMS OF CONTINUOUS IMPROVEMENT



### Systems to Improve (What to Improve)

**Coherent Instructional System:** The major system of the complex school organization that articulates and guides the “what” and “how” of instruction. This comprehensive system includes the processes related to:

* *Planning for quality instruction -* The structure of the instructional system in which the school defines what students should “know” and “do”, and determine how their students will show they “know” the content and can “do” a skill or performance task
* *Delivering quality instruction –* The structure of the instructional system that guides teachers in how they introduce content, practice its use along with the students, and then allow students to use the content on their own while providing students regular standards-based feedback to gain mastery of the content
* *Monitoring student progress-* The structure of the instructional system that methodically discovers if the students are getting the content, and what to do about it when they are getting it or are not getting it
* *Refining the instructional system -* The structure of the instructional system that examines how to improve the planning for quality instruction, delivering quality instruction, and monitoring student progress



**Effective Leadership:** A major system of the complex school organization that sets the direction for the district, ensures that the district staff and the school leaders are capable of meeting that direction, and makes sure the organization functions according to its mission. This system includes the processes related to:

* *Creating and maintaining a climate and culture conducive to learning*- the structure of the leadership system that ensures that the school allows both adults and children to put learning at the center of their daily activities
* *Cultivating and distributing leadership* - the structure of the leadership system that develops others to accomplish the group’s purpose and encourages the development of leadership across the organization
* *Ensuring high quality instruction in all classrooms* - the structure of the leadership system that reduces the variability in the quality of instruction across all schools and all classrooms
* *Managing the district and its resources* - the structure of the leadership system that ensures leaders effectively use all the resources at hand so that the district functions according to its mission
* *Driving improvement efforts* - the structure of the leadership systems that methodically, intentionally, and effectively improves the school’s major systems, structures, and processes

**Professional Capacity:** A major system of the complex district organization that develops a quality staff to reduce the variance of quality in instruction throughout the school. This system includes the processes related to:

* *Attracting staff* - the structure of the professional capacity system that is intentional in locating the teachers and leaders that are the best fit for the district and its schools to achieve its mission
* *Developing staff* –the structure of the professional capacity system that ensures the increasing quality of school staff’s knowledge and skills
* *Retaining staff* - the structure of the professional capacity system that ensures the quality staff is working in the context/ position that is most beneficial to student achievement
* *Ensuring staff collaboration* - the structure of the professional capacity system that reinforces the effective practice of constant collaboration to improve instructional quality in all school sand in all classrooms

**Family and Community Engagement:** A major system of the complex school organization that develops quality links between school professionals and the parents and community the school is intended to serve. This system includes the processes related to:

* *Welcoming all families and the community* – The structure of the family and community engagement system that ensures families and the community are active participants in the life of the schools within the school, and feel welcomed, valued, and connected to each other, to school staff, and to what students are learning and doing in the schools within the school
* *Communicating effectively with all families and the community* - The structure of the family and community engagement system that ensures families/the community and school staff engage in regular, two-way, meaningful communication about student learning
* *Supporting student success* - the structure of the family and community engagement system that ensures families, communities, school staff, and as appropriate district staff, continuously collaborate to support students’ learning and healthy development both at home and at school, and have regular opportunities to strengthen their knowledge and skills to do so effectively
* *Empowering families*- the structure of the family and community engagement system that ensures families are empowered to be advocates for their own and other children, to ensure that students are treated fairly and have access to learning opportunities that will support their success
* *Sharing leadership with families and the community* - the structure of the family and community engagement system that ensures families/the community and school staff are equal partners in decisions that affect children and families and together inform, influence, and create policies, practices, and programs
* *Collaborating with the community* - the structure of the family and community engagement system that ensures families and school staff collaborate with community members to connect students, families, and staff to expanded learning opportunities, community services, and civic participation



**Supportive Learning Environment:** A major system of the complex school organization that ensures students’ school participation and willingness to expend major effort on classroom learning. This system includes the processes related to:

* *Maintaining order and safety* - the structure of the supportive learning environment system that ensures that the basic needs of orderliness and safety are met
* *Developing and monitoring a system of supports* - the structure of the supportive learning environment system that provides comprehensive services to students to meet their unique, whole-child needs
* *Ensuring a student learning community* - the structure of the supportive learning environment system that ensures compliance with positive and healthy behavioral and academic norms

***Process to Improve (How to Improve)***

**Step 1: Identify Needs:** Consult many sources to determine what in the district needs improvement.

* Plan and prepare for the process
* Collect and analyze data
* Identify needs and conduct a root cause analysis

**Step 2: Select Interventions:** Research many sources to determine the solutions that have a good chance of meeting the identified district needs.

* Consider all the evidence for needed improvements
* Research possible interventions
* Determine if staff has the capacity to implement possible interventions

***Step 3: Plan Implementation:*** Develop a team and plan to implement the solutions that are most promising and can be carried out at the school.

* Identify roles and responsibilities of those implementing the intervention
* Develop a team that will deeply understand the intervention and of best ways to implement it
* Develop the implementation timeline
* Identify resources and supports needed for the implementation of the intervention
* Develop a set of information to be reviewed to track the implementation

***Step 4: Implement Plan:*** Carry out the plan to implement the promising solutions, making real-time adjustments where/when needed.

* Collect information to monitor the quality of supports being provided for the intervention
* Consider what additional information is needed to determine if intervention is working
* Assess the degree to which the implementation plan is being followed
* Identify ways to break down any barriers
* Build capacity of others to facilitate the improvement process now and in the future

***Step 5: Examine Progress:*** Determine whether the implementation of the promising solutions is meeting the originally identified needs of the school.

* Determine if the staff can formally study the effects of the intervention to share with others in the field
* Monitor implementation and progress against defined goals
* Define reasonable expectations for success
* Identify and track progress and performance
* Develop a plan for how knowledge about the intervention will be shared with others
* Use the evidence to determine whether the intervention should continue as is, be modified, or be discontinued



**PLANNING and PREPARATION**

# PLANNING and PREPARATION

## IDENTIFICATION of TEAM

The comprehensive needs assessment team consists of people who are responsible for working collaboratively throughout the needs assessment process. Ideal team members possess knowledge of programs, the capacity to plan and implement the needs assessment, and the ability to ensure stakeholder involvement. Documentation of team member involvement must be maintained by the district.

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| ***Position/Role*** | ***Name*** |
| Coordinator of Curriculum | Robin Hill |
| Director of ESE Services | Lori Newman |
| Superintendent | Shirley Joseph |
| Parent and Family Engagement Liaison | Linton Hart |
| Principal PreK-8 (MCCS) | Kim Dixon |
| Principal PreK-5 (LES) | Amanda Brown |
| Principal PreK-5 (GES) | Yolanda Smith |
| Principal PreK-5 (PES) | Amy Kendrick |
| Principal 9-12 (MCHS) | Geraldine Wildgoose |
| Coordinator of Safety and Transportation | Ben Killingsworth |
| Coordinator of Assessment | Barbara Pettiford, Ph.D. |
| Director of Human Capital | Sam Stalnaker |
| Chief Financial Officer | Andy Barnes |
| MEP Supervisor | Nicolas Gonzalez |
| Guidance | Catherine Fletcher |
| Faith Leader | ? |
| MIS Team Lead | Shane Roland/Isaac Goyette |

## IDENTIFICATION of STAKEHOLDERS

Stakeholders are those individuals with valuable experiences and perspective who will provide the team with important input, feedback, and guidance. Stakeholders must be engaged in the process in order to meet the requirements of participating federal programs. Documentation of stakeholder involvement must be maintained by the district.

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| ***Position/Role*** | ***Included?*** |
| Instructional coaches | N |
| Counselor | Y |
| Parent liaison | Y |
| Health care providers | N |
| Social workers | N |
| IHE leaders | N |
| Faith-based community leaders | Y |
| Technology experts | Y |
| Media specialists/librarians | N |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| ***Position/Role*** | ***Included?*** |
| Police (Safety Coordinator works closely with the local PD) | N |
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The team included the coordinators from all areas as well as principals from all schools. Additionally, faith based leaders were sought out as well as the guidance office from the high school.

How did the team ensure that the selection of stakeholders created an inclusive group with varied perspectives?

How will the team ensure that stakeholders are able to provide meaningful feedback throughout the needs assessment process?

Meetings are flexible and scheduled using surveys to determine the best times/dates to meet. Additionally, all stakeholders are encouraged to voice their concerns or needs for their areas. Further, the lead uses email and one-on-one meetings to ensure that everyone has their voice heard if unable to attend a meeting.



**PLANNING and PREPARATION**

## PROJECT MANAGEMENT

* + 1. ***TIMELINE***

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| ***Planning and Preparation*** | |
| *Begin* | March 28, 2019 |
| *Complete* | June 3, 2019 |

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| ***Data Collection and Analysis*** | |
| *Begin* | March 28, 2019 June 3, 2019 |
| *Complete* |

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| ***Needs Identification / RCA*** | |
| *Begin* | March 28, 2019  June 3, 2019 |
| *Complete* |

* + 1. ***MANAGINGTHETEAM’SWORK***

Lisa Roderick will be responsible for organizing and running the meeting. The team will meet three times from October to June. Each meeting will have an agenda that is followed and allows for each person to discuss the needs of the district and each school.

Who will be responsible for organizing and running meetings? How will the meetings be organized and run?

How frequently will the team meet? When will the team meet?

How will the team organize and coordinate the work that occurs between meetings?

The team will meet in October, January and March. After the completion of the needs assessment the team will meet quarterly to update the progress of the district.

The team will ensure that work is evenly divided and each area is used to complete their portions of the needs assessment. For instance, the Coordinator for Curriculum will ensure that all data is provided to the team each meeting and will monitor academic progress.



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

* 1. **DATA COLLECTION and ANALYSIS**
  2. **COHERENT INSTRUCTIONAL SYSTEM**

Analyze the district’s data (including sections 2.6 and 2.7) and answer the guiding questions to determine existing trends and patterns that support the identification of instructional needs. Complete a data-informed self-rating for each School Performance Standard (SPS).

***COHERENT INSTRUCTIONAL SYSTEM DATA***

|  |  |  |
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| **SPS- Instruction:** Provides a supportive and well-managed environment conducive to learning | | |
| ***Exemplary*** | A supportive and well-managed environment conducive to learning is evident throughout the schools. Students consistently stay on-task and take responsibility for their own actions. |  |
| ***Operational*** | A supportive and well-managed environment conducive to learning is evident in most classrooms. |  |
| ***Emerging*** | A supportive and well-managed environment conducive to learning is evident in some classrooms. |  |
| ***Not Evident*** | A supportive and well-managed environment conducive to learning is evident in few, if any, classrooms. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| **SPS - Instruction:** Creates an academically challenging learning environment | | |
| ***Exemplary*** | Nearly all teachers create an academically challenging, learning environment (e.g., higher-order thinking skills and processes, active student engagement, relevance, collaboration). Students consistently work independently and in teams to solve real-world problems that require advanced  effort, decision-making, and critical and creative thinking. |  |
| ***Operational*** | Most teachers create an academically challenging, learning environment (e.g., higher-order thinking skills and processes, active student engagement, relevance, collaboration). |  |
| ***Emerging*** | Some teachers create an academically challenging learning environment. |  |
| ***Not Evident*** | Few, if any, teachers create an academically challenging learning environment. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**DATA COLLECTION and ANALYSIS**

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| **SPS - Instruction:** Establishes and communicates clear learning targets and success criteria aligned to curriculum standards | | |
| ***Exemplary*** | Nearly all teachers establish and communicate clear learning targets and success criteria aligned to the required curriculum standards. Learning targets are evident throughout the lesson and in student work. Articulation of the learning targets is consistent and pervasive among like content areas and grade levels. |  |
| ***Operational*** | Most teachers establish and communicate clear learning targets and success criteria aligned to the required curriculum standards. Learning targets are evident throughout the lesson and in student  work. |  |
| ***Emerging*** | Some teachers establish and communicate clear learning targets and success criteria aligned to the required curriculum standards. |  |
| ***Not Evident*** | Few, if any teachers establish clear learning targets and success criteria aligned to the required curriculum standards. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| **SPS- Instruction:** Uses research-based instructional practices that positively impact student learning | | |
| ***Exemplary*** | Nearly all teachers pervasively demonstrate a repertoire of highly effective, research-based instructional practices that positively impact student learning (e.g., providing feedback, cooperative learning, advance organizers, questioning techniques, similarities and differences,  reinforcing effort, goal setting, summarizers, graphic representations, reciprocal teaching). |  |
| ***Operational*** | Most teachers demonstrate a repertoire of effective, research-based instructional practices that positively impact student learning (e.g., providing feedback, cooperative learning, advance organizers, questioning techniques, similarities and differences, reinforcing effort, goal setting,  summarizers, graphic representations, reciprocal teaching). |  |
| ***Emerging*** | Some teachers demonstrate a repertoire of effective, research-based instructional practices that positively impact student learning. |  |
| ***Not Evident*** | Few, if any, teachers demonstrate a repertoire of effective, research-based instructional practices that positively impact student learning. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS - Instruction:** Differentiates instruction to meet specific learning needs of students | | |
| ***Exemplary*** | Nearly all teachers differentiate instruction (e.g., using flexible grouping, making adjustments, providing choices based upon readiness levels, interests, or needs) to meet the specific learning needs of students. Nearly all teachers plan and implement multiple means of representation, engagement, action, and expression to meet the learning needs of students (UDL). Remediation, enrichment, and acceleration are pervasive practices. |  |
| ***Operational*** | Most teachers differentiate instruction (e.g., using flexible grouping, making adjustments, providing choices based upon readiness levels, interests, or needs) to meet the specific learning needs of students. Most teachers plan and implement multiple means of representation, engagement, action, and expression to meet the learning needs of students (UDL). |  |
| ***Emerging*** | Some teachers differentiate instruction to meet the specific learning needs of students. |  |
| ***Not Evident*** | Few, if any, teachers differentiate instruction to meet the specific learning needs of students. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| **SPS - Instruction:** Uses appropriate, current technology to enhance learning | | |
| ***Exemplary*** | The use by staff members and students of appropriate, current technology to enhance learning is an institutional practice (e.g., facilitate communication, collaboration, research, design, creativity,  problem-solving). |  |
| ***Operational*** | Most staff members and students use appropriate, current technology to enhance learning (e.g., facilitate communication, collaboration, research, design, creativity, problem-solving). |  |
| ***Emerging*** | Some staff members, students, or both use appropriate, current technology to enhance learning. |  |
| ***Not Evident*** | Few, if any, staff members or students use appropriate, current technology to enhance learning. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**DATA COLLECTION and ANALYSIS**

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| **SPS - Instruction:** Provides feedback to students on their performance on the standards or learning targets | | |
| ***Exemplary*** | Nearly all teachers use the language of the standards or learning targets to provide students with specific, timely, descriptive feedback on their performance. Nearly all teachers systematically elicit diagnostic information from individual students regarding their understanding of the standards or learning targets. |  |
| ***Operational*** | Most teachers use the language of the standards or learning targets to provide students with specific, timely, descriptive feedback on their performance. |  |
| ***Emerging*** | Some teachers use the language of the standards or learning targets to provide students with specific, descriptive feedback on their performance. |  |
| ***Not Evident*** | Few, if any, teachers use the language of the standards or learning targets to provide students with feedback on their performance, or the feedback that is provided is not specific, timely, or understandable. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| **SPS- Instruction:** Establishes a learning environment that empowers students to actively monitor their own progress | | |
| ***Exemplary*** | Nearly all students use tools (e.g., rubrics, checklists, exemplars) to actively monitor their own progress. Nearly all students develop a sense of personal responsibility and accountability by  engaging in record keeping, self-monitoring, sharing, exhibiting, and self-reflection. |  |
| ***Operational*** | Most students use tools (e.g., rubrics, checklists, exemplars) to actively monitor their own progress. |  |
| ***Emerging*** | Some students use tools to actively monitor their own progress. |  |
| ***Not Evident*** | Few, if any, students use tools to actively monitor their own progress. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS - Instruction:** Provides timely, systematic, data-driven interventions | | |
| ***Exemplary*** | Nearly all students are provided timely, systematic, data-driven interventions to support their learning needs. Interventions are designed to meet the needs of each student. The effectiveness of those interventions is consistently monitored and adjustments are made. |  |
| ***Operational*** | Most students are provided timely, systematic, data-driven interventions to support their learning needs. |  |
| ***Emerging*** | Some students are provided extra assistance or needed support in a timely manner. |  |
| ***Not Evident*** | Few, if any, students are provided extra assistance or effective support in a timely manner. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| **SPS- Curriculum:** Uses systematic, collaborative planning processes so that teachers can have a shared understanding of expectations for standards, curriculum, assessment, and instruction | | |
| ***Exemplary*** | A systematic, collaborative process is used proactively for curriculum planning. Nearly all teachers or groups of teachers, support staff, and leaders within the district have common expectations for standards, curriculum, assessment, and instruction. |  |
| ***Operational*** | A systematic, collaborative process is used regularly for curriculum planning. Most teachers or groups of teachers within the school have common expectations for standards, curriculum, assessment, and instruction. |  |
| ***Emerging*** | A collaborative process is used occasionally for curriculum planning. Some teachers or groups of teachers within the district have common expectations for standards, curriculum, assessment, and  instruction. |  |
| ***Not Evident*** | A collaborative process is rarely, if ever, used for curriculum planning. Few, if any, teachers or groups of teachers within the district have common expectations for standards, curriculum, assessment, and instruction. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**DATA COLLECTION and ANALYSIS**

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| **SPS - Curriculum:** Uses a process to review curriculum documents to ensure alignment to the intent and rigor of the standards and revises as needed | | |
| ***Exemplary*** | A process to review curriculum documents (e.g., curriculum maps, units, pacing guides, assessments, tasks, strategies, lessons) is implemented extensively. Collected data (e.g., performance data, student work, lesson and unit plans, formal and informal observations, learning walks, peer observations, action research) are consistently analyzed, and the curriculum  Documents are revised as needed in nearly all content areas or grade levels. |  |
| ***Operational*** | A process to review curriculum documents (e.g., curriculum maps, units, pacing guides, assessments, tasks, strategies, lessons) is implemented regularly. Collected data (e.g., performance data, student work, lesson and unit plans, formal and informal observations, learning walks, peer observations, action research) are analyzed, and the curriculum documents are revised as needed  in most content areas or grade levels, or both. |  |
| ***Emerging*** | A process to review curriculum documents is implemented occasionally.  Some teachers or groups of teachers within the district review curriculum documents to ensure alignment with the intent and rigor of the standards. |  |
| ***Not Evident*** | A process to review curriculum documents does not exist. Little, if any, review of curriculum documents takes place. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| **SPS- Assessment:** Uses a balanced system of assessments including diagnostic, formative, and summative to monitor learning and inform instruction | | |
| ***Exemplary*** | A balanced system of assessments, including diagnostic, formative, and summative assessments, is used pervasively to monitor learning and to inform instruction. A balanced system of assessments includes, but is not limited to, constructed response, writing prompts, performance tasks, and culminating projects. |  |
| ***Operational*** | A balanced system of assessments, including diagnostic, formative, and summative assessments, is used routinely to monitor learning and to inform instruction. |  |
| ***Emerging*** | A system of assessments is used sporadically to monitor learning and to inform instruction. |  |
| ***Not Evident*** | A system of assessments is rarely, if ever, used to monitor learning and to inform instruction. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS - Assessment :** Uses common assessments aligned with the required standards to monitor student progress, inform instruction, and improve teacher practices | | |
| ***Exemplary*** | Teachers consistently use common assessments aligned with the required standards in nearly all content areas, grade levels, or both for diagnostic, summative, and formative purposes. The data from the common assessments are analyzed down to the item level, and the results are used to inform instruction and improve teacher practices. |  |
| ***Operational*** | Teachers use common assessments aligned with the required standards in most content areas to monitor student progress, inform instruction, and improve teacher practices. |  |
| ***Emerging*** | Teachers use some common assessments aligned with the required standards in a few content areas with a limited amount of data analysis to monitor student progress, inform instruction, or improve teacher practices. |  |
| ***Not Evident*** | Teachers use few, if any, common assessments to monitor student progress, inform instruction, or improve teacher practices. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| **SPS- Assessment:** Implements a process to collaboratively analyze assessment results to adjust instruction | | |
| ***Exemplary*** | Teachers extensively use a systematic, collaborative process to analyze assessment results. Instruction is consistently adjusted based on the analysis of assessment results across all content  areas, grade levels, or both. |  |
| ***Operational*** | Teachers regularly use a collaborative process to analyze assessment results. Instruction is routinely adjusted based on the analysis of assessment results. |  |
| ***Emerging*** | Teachers occasionally use a collaborative process to analyze assessment results. Instruction is sometimes adjusted based on the analysis of assessment results. |  |
| ***Not Evident*** | A collaborative process to analyze assessment results does not exist. Instruction is rarely, if ever, adjusted based on the analysis of assessment results. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**DATA COLLECTION and ANALYSIS**

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| **SPS- Assessment :** Implements grading practices that provide an accurate indication of student progress on the required standards | | |
| ***Exemplary*** | The grading practices used by teachers across nearly all content areas, grade levels, or both, consistently provide an accurate indication of student progress on the required standards. |  |
| ***Operational*** | The grading practices used by teachers in most content areas, grade levels, or both provide an accurate indication of student progress on the required standards. |  |
| ***Emerging*** | The grading practices used by teachers in some content areas, grade levels, or both provide an accurate indication of student progress on the required standards. |  |
| ***Not Evident*** | The grading practices used by teachers rarely, if ever, provide an accurate indication of student progress on the required standards. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| **Teacher Keys Effectiveness System** |  |
| ***Standard*** | ***Score*** |
| **2. Instructional Planning:** The teacher plans using state and local school district curricula and standards, effective strategies, resources, and data to address the differentiated needs of all students. | OP |
| **3. Instructional Strategies:** The teacher promotes student learning by using research-based instructional strategies relevant to the content area to engage students in active learning and to facilitate the students’  acquisition of key knowledge and skills. | OP |
| **4. Differentiated Instruction:** The teacher challenges and supports each student’s learning by providing appropriate content and developing skills which address individual learning differences. | OP |
| **5. Assessment Strategies:** The teacher systematically chooses a variety of diagnostic, formative, and summative assessment strategies and instruments that are valid and appropriate for the content and student  population. | OP |
| **6.AssessmentUses:** The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, to inform instructional content and delivery methods, and to provide timely and constructive  feedback to both students and parents. | OP |
| **8. Academically Challenging Environment:** The teacher creates a student-centered, academic environment in which teaching and learning occur at high  levels and students are self-directed learners. | OP |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

|  |  |
| --- | --- |
| ***Additional data:*** What additional facts did the team identify that relate to a coherent instructional system? (Maybe informed by quantitative or qualitative sources.) | NA |
| What data sources were utilized to make the above determinations? |  |

* + 1. ***COHERENT INSTRUCTIONAL SYSTEM GUIDING QUESTIONS***

|  |  |
| --- | --- |
| ***Planning for quality instruction:*** What processes are in place to plan for quality instruction? Include processes to define both what students should “know” and “do”, as well as determine how students will demonstrate they “know” the content and can “do” a skill or performance task. Describe the effectiveness of the existing processes. | Madison County Schools use a combination of assessments to monitor student learning. Additionally, each school has their own policies and practices to ensure that students are able to demonstrate learning. Madison County Schools use i-Ready across the district to help monitor student progress as well as to help guide intervention decisions and teacher lesson planning. |
| What data sources were utilized to make the above determinations? | i-Ready |

|  |  |
| --- | --- |
| ***Delivering quality instruction:*** What processes are in place to provide guidance to teachers in the delivery of quality instruction? Describe the effectiveness of existing processes. | Each school principal does walk throughs of all classrooms several times a year. They also work in PLC groups either weekly or monthly depending upon the school principal’s decision. Madison has witnessed overall performance increases with the use of the PLC meetings that are taking place across the district. |
| What data sources were utilized to make the above determinations? | Walk throughs, teacher evaluations, i-Ready |



**DATA COLLECTION and ANALYSIS**

|  |  |
| --- | --- |
| ***Monitoring student progress:*** What processes are in place to monitor student progress? Describe the effectiveness of existing processes. | i-Ready data is monitored at the school and at the district level. Also, program assessments such as Level Literacy Instruction with the assessments that come with it to help monitor student progress in the classroom. |
| What data sources were utilized to make the above determinations? | Level Literacy Instruction assessments, top score for writing, i-Ready data |

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| ***Refining the instructional system:*** What processes are in place to monitor and improve the planning for and delivery of quality instruction and  the monitoring of student progress? Describe the effectiveness of existing processes. | Each PLC team meets with administration and keeps meeting minutes. This allows the administration to assists in helping teachers improve their own planning and monitoring of student progress. |
| What data sources were utilized to make the above determinations? | PLC meeting minutes |

* + 1. ***COHERENT INSTRUCTIONAL SYSTEM TRENDS AND PATTERNS***

|  |  |
| --- | --- |
| Summarize the coherent instructional system trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | Most of our teachers are working towards student progress. However, we noticed with the amount of new teachers in the 18-19 school year, there is more work to do with them to help them become more effective in the classroom. |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

* 1. **EFFECTIVE LEADERSHIP**

Analyze the school’s data and answer the guiding questions to determine existing trends and patterns that support the identification of leadership needs. Complete a data-informed self-rating for each School Performance Standard (SPS).

* + 1. ***EFFECTIVE LEADERSHIP DATA***

|  |  |  |
| --- | --- | --- |
| **SPS - Leadership:** Builds and sustains relationships to foster the success of students and staff | | |
| ***Exemplary*** | Administrators consistently build and sustain relationships to foster the success of students and staff. The school staff is fully engaged in relationship building through collaboration, internal and external communication, and building trust with staff, students, families, and community stakeholders. |  |
| ***Operational*** | Administrators regularly build and sustain relationships to foster the success of students and staff. |  |
| ***Emerging*** | Administrators sometimes build relationships to foster the success of students and staff. |  |
| ***Not Evident*** | Administrators seldom, if ever, build relationships to foster the success of students and staff. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| --- | --- | --- |
| **SPS- Leadership:** Initiates and manages change to improve staff performance and student learning | | |
| ***Exemplary*** | Administrators, the school leadership team, and other teacher leaders initiate and sustain change to improve staff performance and student learning. Administrators, the school leadership team, and other teacher leaders create a sense of urgency for change and effectively communicate a  common vision. |  |
| ***Operational*** | Administrators and the school leadership team initiate and sustain change to improve staff performance and student learning. The principal provides an appropriate balance of pressure and support to manage the change process for desired results. |  |
| ***Emerging*** | Administrators initiate change to improve staff performance and student learning but do not sustain the change, remove barriers, or both. |  |
| ***Not Evident*** | Administrators initiate few, if any, changes that impact staff performance and student learning. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**DATA COLLECTION and ANALYSIS**

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| **SPS- Leadership:** Uses systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices | | |
| ***Exemplary*** | The principal and other school leaders continually use systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices. The principal and other school leaders have a comprehensive knowledge and understanding of the best practices for  curriculum, assessment, instruction, and professional learning. |  |
| ***Operational*** | The principal and other school leaders often use systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices. |  |
| ***Emerging*** | The principal and other school leaders occasionally use systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices. |  |
| ***Not Evident*** | The principal and other school leaders rarely, if ever, use systems to ensure effective implementation of curriculum, assessment, instruction, and professional learning practices. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| --- | --- | --- |
| **SPS- Leadership:** Uses processes to systematically analyze data to improve student achievement | | |
| ***Exemplary*** | Extensive, comprehensive processes, including root cause analysis, are used consistently to analyze data (e.g., multiple sources of data: classroom, grade level, departmental, and subgroup, perception  data) to improve student achievement. |  |
| ***Operational*** | Numerous processes are used frequently to analyze data (e.g., multiple sources of data: classroom, grade level, departmental, and subgroup, perception data) to improve student achievement. |  |
| ***Emerging*** | Some processes are in place and used occasionally to analyze data to improve student achievement. |  |
| ***Not Evident*** | Few, if any, processes are in place to analyze data to improve student achievement. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| --- | --- | --- |
| **SPS- Leadership:** Builds leadership capacity through shared decision-making and problem-solving | | |
| ***Exemplary*** | Extensive structures exist for staff to engage in shared decision-making and problem-solving and to build their leadership capacities. Administrators collaborate consistently with staff members to  gather input. |  |
| ***Operational*** | Numerous structures exist for staff to engage in shared decision-making and problem-solving and to build their leadership capacities. |  |
| ***Emerging*** | Some structures exist for staff to engage in shared decision-making, problem-solving, or both. |  |
| ***Not Evident*** | Few, if any, structures exist for staff to engage in shared decision-making or problem-solving. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| --- | --- | --- |
| **SPS- Leadership:** Establishes and supports a data-driven school leadership team that is focused on student learning | | |
| ***Exemplary*** | A highly effective, proactive, and data-driven school leadership team is focused on student learning. The leadership team addresses nearly all areas of student and staff learning and school leadership, including the development, implementation, and regular monitoring of the school improvement plan. |  |
| ***Operational*** | A data-driven school leadership team is established with stakeholder representation (e.g., core and non-core teachers, certified support staff) and is focused on student learning. The school  leadership team meets regularly and uses norms and protocols to work effectively and efficiently. |  |
| ***Emerging*** | The school leadership team is established and has some stakeholder representation but is focused chiefly on school operations rather than student learning. |  |
| ***Not Evident*** | A school leadership team does not exist or does not have adequate stakeholder representation. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |



**DATA COLLECTION and ANALYSIS**

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| **SPS - Leadership :** Monitors and evaluates the performance of teachers and other staff using multiple data sources | | |
| ***Exemplary*** | Monitoring the performance of teachers and other staff through observations, surveys, data, and documentation is consistent and comprehensive, resulting in highly accurate performance evaluations. A comprehensive system is in place to provide teachers and staff with ongoing, accurate, timely, detailed, descriptive feedback related to their performance. Administrators use the evaluation process to identify role models, teacher leaders, or both. |  |
| ***Operational*** | Monitoring the performance of teachers and other staff regularly occurs using data or documentation, generally resulting in accurate performance evaluations. Teachers and staff receive accurate, timely, descriptive feedback related to their performance. |  |
| ***Emerging*** | Monitoring the performance of teachers and other staff is inconsistent, incomplete, or lacks data or documentation, sometimes resulting in inaccurate performance evaluations. Teachers and staff receive some descriptive feedback related to their performance. |  |
| ***Not Evident*** | Monitoring the performance of teachers and other staff rarely occurs or often results in inaccurate performance evaluations. Teachers and staff receive little or no descriptive feedback related to their performance. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| --- | --- | --- |
| **SPS - Leadership:** Provides ongoing support to teachers and other staff | | |
| ***Exemplary*** | A comprehensive support system that is timely and targeted to individual needs is provided to teachers and other staff. |  |
| ***Operational*** | Most support provided to teachers and other staff is targeted to individual needs. |  |
| ***Emerging*** | Some support provided to teachers and staff is targeted to individual needs. |  |
| ***Not Evident*** | Support to teachers and staff does not exist or is not targeted to individual needs. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS - Planning and Organization:** Shares a common vision/mission that defines school culture and guides the continuous improvement process | | |
| ***Exemplary*** | A common vision and mission have been collaboratively developed and communicated to nearly all stakeholders. The culture of the school has been deeply defined over time by the vision and mission, which are updated as needed. The daily work and practices of staff consistently demonstrate a sustained commitment to continuous improvement. |  |
| ***Operational*** | A common vision and mission have been developed through a collaborative process and communicated to most stakeholders. The vision and mission define the culture of the school and guide the continuous improvement process. |  |
| ***Emerging*** | A common vision and mission have been developed by some staff members but have not been effectively communicated so that they guide the continuous improvement process. |  |
| ***Not Evident*** | A common vision and mission have not been developed or updated or have been developed by a few staff members. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

|  |  |  |
| --- | --- | --- |
| **SPS - Planning and Organization:** Uses a data-driven and consensus-oriented process to develop and implement a school improvement plan that is focused on student performance | | |
| ***Exemplary*** | A school improvement plan has been developed using a data-driven and consensus-oriented process with input from nearly all stakeholders. The plan includes appropriate goals and strategies with a strong focus on increasing student performance. This process and plan consistently guide the work of the school staff. |  |
| ***Operational*** | A school improvement plan has been developed using a data-driven and consensus-oriented process with input from most plan stakeholders. The plan includes appropriate goals and strategies with a focus on increasing student performance. |  |
| ***Emerging*** | A school improvement plan has been developed with input from some stakeholders. The school improvement plan is based on incomplete data analysis with limited focus on student performance. |  |
| ***Not Evident*** | An up-to-date, data-driven school improvement plan focused on student performance is not in place. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |



**DATA COLLECTION and ANALYSIS**

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| **SPS - Planning and Organization:** Monitors implementation of the school improvement plan and makes adjustments, as needed | | |
| ***Exemplary*** | The goals and strategies of the school improvement plan are continually monitored by administrators, the school leadership team, and teacher leaders to evaluate the impact on student performance. Ongoing adjustments are made based on various performance, process, and  perception data. |  |
| ***Operational*** | The goals and strategies of the school improvement plan are regularly monitored by administrators and the school leadership team to evaluate the impact on student performance.  Adjustments are made to the plan, as needed, based on the analysis of data. |  |
| ***Emerging*** | The goals and strategies of the school improvement plan are occasionally monitored by administrators. |  |
| ***Not Evident*** | The goals and strategies of the school improvement plan are rarely, if ever, monitored. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| --- | --- | --- |
| **SPS - Planning and Organization:** Monitors the use of available resources to support continuous improvement | | |
| ***Exemplary*** | The use of available resources (e.g., personnel, time, facilities, equipment, materials) to support continuous improvement is consistently monitored. School schedules and processes are designed  to make effective use of personnel, time, materials, and equipment. |  |
| ***Operational*** | The use of available resources (e.g., personnel, time, facilities, equipment, materials) to support continuous improvement is frequently monitored. |  |
| ***Emerging*** | The use of available resources to support continuous improvement is inconsistently monitored. |  |
| ***Not Evident*** | The use of available resources to support continuous improvement is rarely, if ever, monitored. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS - Planning and Organization:** Develops, communicates, and implements rules, policies, schedules, and procedures to maximize student learning and staff effectiveness | | |
| ***Exemplary*** | Rules, policies, schedules, and procedures are developed with stakeholder input, effectively communicated, and consistently implemented throughout the school to maximize student learning and staff effectiveness. These rules, policies, schedules, and procedures are consistently reviewed  and revised as needed. |  |
| ***Operational*** | Rules, policies, schedules, and procedures are developed, communicated, and implemented throughout the school to maximize student learning and staff effectiveness. These rules, policies, schedules, and procedures are periodically reviewed and systematically revised as needed. |  |
| ***Emerging*** | Rules, policies, schedules, and procedures are developed but are not effectively communicated or are implemented inconsistently across the school. |  |
| ***Not Evident*** | Rules, policies, or procedures are not developed, are poorly communicated, or are ineffectively implemented. In some cases, rules, policies, schedules, or procedures are out of date or have become barriers to student learning or staff effectiveness. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| --- | --- | --- |
| **SPS - Planning and Organization:** Uses protocols to maintain the school campus and equipment providing a safe, clean, and inviting learning environment | | |
| ***Exemplary*** | Protocols (e.g., safety drills, tornado drills, inclement weather plans, current crisis plan, school- wide safety plan, maintenance protocols, facility-use protocols, functional custodial schedules) are used extensively to maintain the school campus and equipment providing a safe, clean, and inviting learning environment. A proactive maintenance process is in place, and repairs are completed in a satisfactory and timely manner, when needed. |  |
| ***Operational*** | Protocols (e.g., safety drills, tornado drills, inclement weather plans, current crisis plan, school- wide safety plan, maintenance protocols, facility-use protocols, functional custodial schedules) are used to maintain the school campus and equipment providing a safe, clean, and inviting learning environment. The school and campus are clean, well-maintained, inviting, and safe. |  |
| ***Emerging*** | Protocols are sometimes used to maintain the school campus and equipment.  The school and campus are partially clean, maintained, and inviting, but some safety issues exist. |  |
| ***Not Evident*** | Protocols do not exist or are rarely, if ever, used to maintain the school campus and equipment. The school and campus are not clean, maintained, or inviting, and safety issues exist. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |



**DATA COLLECTION and ANALYSIS**

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| --- | --- |
| **Teacher Keys Effectiveness System** |  |
| ***Standard*** | ***Score*** |
| **9. Professionalism:** The teacher exhibits a commitment to professional ethics and the school’s mission, participates in professional growth opportunities to support student learning, and contributes to the profession. | OP |

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| --- | --- |
| ***Additional data:*** What additional facts did the team identify that relate to effective leadership? (May be informed by quantitative or qualitative sources.) | NA |
| What data sources were utilized to make the above determinations? |  |

* + 1. ***EFFECTIVE LEADERSHIP GUIDING QUESTIONS***

|  |  |
| --- | --- |
| ***Creating and maintaining a climate and culture conducive to learning:*** What school processes are in place to support and ensure schools allow both adults and children to put learning  at the center of their daily activities?  Describe the effectiveness of existing processes. | Time structures are developed and maintained to ensure that there are minimal interruptions to any learning activities. |
| What data sources were utilized to make the above determinations? | District walk throughs |

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| ***Cultivating and distributing leadership:*** What processes are in place that support the development of leadership across the organization? Describe the effectiveness of existing processes. | Each school has a leadership team made up of grade level teachers and administrators. Their purpose is to give input into, not just academics, but also organizational goals. This enables teachers to have the opportunity to lead within their own school and share that experience with others. There are district curriculum teams as well, they review instructional materials and also work on curriculum alignment and standardized assessments. This also gives teachers a door to leadership roles. |
| What data sources were utilized to make the above determinations? | Meeting minutes from leadership teams |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| ***Ensuring high quality instruction in all classrooms:*** What processes are in place to reduce the variability in the quality of instruction across all schools and in all classrooms? Describe the effectiveness of existing processes. | The district curriculum team includes teachers from all schools and grade levels. This allows the team to take back the information and train new teachers on the instructional materials. Additionally, all school use the same curriculum and curriculum maps to help alleviate any variability across the district. |
| What data sources were utilized to make the above determinations? | PD offerings, curriculum team minutes, curriculum map |

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| ***Managing the district and its resources:*** What processes are in place to ensure that leaders use all resources in an effective and efficient manner that is aligned to the district’s mission? Describe the effectiveness of existing processes. | Our ADAM meetings where district administrators meet quarterly with each school leadership team to review data, discuss resource usage reports and conduct walk throughs of classroom. |
| What data sources were utilized to make the above determinations? | Agendas from the ADAM meetings |

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| --- | --- |
| ***Managing district improvement efforts:*** What processes are in place to support ongoing improvement of the district’s major systems, structures and processes? Describe the effectiveness of existing processes. | The district leadership team which meets regularly works on supporting each school in the district to improve and meet the goals of the district overall. |
| What data sources were utilized to make the above determinations? | Leadership meeting minutes |



**DATA COLLECTION and ANALYSIS**

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| ***Providing quality professional learning:*** What professional learning is provided currently for leaders in the areas of instruction and operation?  In what evidence-based professional learning, that would both support continuous education and increase student achievement, have leaders expressed interest? Describe the effectiveness of existing professional learning. | There are many conferences that administrators attend throughout the year. For instance, there is a district administrative retreat, Summer adult education symposium, NEFEC leadership academy as well as opportunities that are done through FDOE. Overall, the quality of the PD has been very high. Leaders come back with the information to share with others and it has assisted them in working closely with school principals on increased student achievement. |
| What data sources were utilized to make the above determinations? | Administrative meeting minutes |

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| --- | --- |
| ***Providing quality professional learning:*** What are the current identified professional learning needs for leaders? | Data analysis is an area that has been identified as a need for leaders. |
| What data sources were utilized to make the above determinations? | Data analysis has been requested by leadership. |

* + 1. ***EFFECTIVE LEADERSHIP TRENDS AND PATTERNS***

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| --- | --- |
| Summarize the effective leadership trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | The noted area of data analysis for further training was brought to the team’s attention. It is important that this need is met quickly and done in a way that will enable the leadership members to assist the school with reaching higher academic performance. |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

* 1. **PROFESSIONAL CAPACITY**

Analyze the school’s data and answer the guiding questions to determine existing trends and patterns that support the identification of professional capacity needs. Complete a data-informed self-rating for each School Performance Standard (SPS).

* + 1. ***PROFESSIONAL CAPACITY DATA***

|  |  |  |
| --- | --- | --- |
| **SPS- Leadership:** Builds leadership capacity through shared decision-making and problem- solving | | |
| ***Exemplary*** | Extensive structures exist for staff to engage in shared decision-making and problem-solving and to build their leadership capacities. Administrators collaborate consistently with staff members to  gather input. |  |
| ***Operational*** | Numerous structures exist for staff to engage in shared decision-making and problem-solving and to build their leadership capacities. |  |
| ***Emerging*** | Some structures exist for staff to engage in shared decision-making, problem-solving, or both. |  |
| ***Not Evident*** | Few, if any, structures exist for staff to engage in shared decision-making or problem-solving. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| --- | --- | --- |
| **SPS – Professional Learning :** Aligns professional learning with needs identified through analysis of a variety of data | | |
| ***Exemplary*** | Professional learning needs are identified and differentiated through a collaborative analysis process using a variety of data (e.g., student achievement data, examination of student work, process data, teacher and leader effectiveness data, action research data, perception data from students, staff, and families). Ongoing support is provided through differentiated professional learning. |  |
| ***Operational*** | Professional learning needs are identified through a collaborative analysis process using a variety of data (e.g., student achievement data, examination of student work, process data, teacher and leader  effectiveness data, action research data, perception data from students, staff, and families). |  |
| ***Emerging*** | Professional learning needs are identified using limited sources of data. |  |
| ***Not Evident*** | Professional learning needs are identified using little or no data. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**DATA COLLECTION and ANALYSIS**

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| **SPS – Professional Learning:** Establishes a culture of collaboration among administrators and staff to enhance individual and collective performance | | |
| ***Exemplary*** | Administrators and staff, as a foundational practice, consistently collaborate to support leadership and personal accountability and to enhance individual and collective performance (e.g., construct knowledge, acquire skills, refine practice, provide feedback). Teachers conduct action research and assume ownership of professional learning processes. |  |
| ***Operational*** | Administrators and staff routinely collaborate to improve individual and collective performance (e.g., construct knowledge, acquire skills, refine practice, provide feedback). |  |
| ***Emerging*** | Administrators and staff sometimes collaborate to improve individual and collective performance. |  |
| ***Not Evident*** | Administrators and staff rarely collaborate to improve individual and collective performance. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

**SPS - Professional Learning:** Defines expectations for implementing professional learning

|  |  |  |
| --- | --- | --- |
| ***Exemplary*** | Administrators, teacher leaders, or both consistently define expectations for the implementation of professional learning, including details regarding the stages of implementation and how monitoring will occur as implementation progresses. |  |
| ***Operational*** | Administrators, teacher leaders, or both regularly define expectations for the implementation of professional learning. |  |
| ***Emerging*** | Administrators, teacher leaders, or both occasionally define expectations for the implementation of professional learning. |  |
| ***Not Evident*** | Administrators, teacher leaders, or both rarely, if ever, define expectations for the implementation of professional learning. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS - Professional Learning:** Uses multiple professional learning designs to support the various learning needs of the staff | | |
| ***Exemplary*** | Staff members actively participate in job-embedded professional learning that engages collaborative teams in a variety of appropriate learning designs (e.g., collaborative lesson study, analysis of student work, problem solving sessions, curriculum development, coursework, action research, classroom observations, online networks). Professional learning includes extensive follow-up with descriptive feedback and coaching. |  |
| ***Operational*** | Staff members actively participate in professional learning, most of which is job- embedded, which includes multiple designs (e.g., collaborative lesson study, analysis of student work, problem-solving sessions, curriculum development, coursework, action research, classroom observations, online networks) to support their various learning needs. Professional learning includes follow-up with feedback and coaching. |  |
| ***Emerging*** | Some staff members are engaged in professional learning that makes use of more than one learning design to address their identified needs. |  |
| ***Not Evident*** | Staff members receive single, stand-alone professional learning events that are informational and mostly large-group presentation designs. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

|  |  |  |
| --- | --- | --- |
| **SPS - Professional Learning:** Allocates resources and establishes systems to support and sustain effective professional learning | | |
| ***Exemplary*** | Extensive resources (e.g., substitute teachers, materials, handouts, tools, stipends, facilitators, technology) and systems (e.g., conducive schedules, adequate collaborative time, model classrooms) are allocated to support and sustain effective professional learning. Opportunities to practice skills, receive follow-up, feedback, and coaching are provided to support the effectiveness of professional learning. |  |
| ***Operational*** | Adequate resources (e.g., substitute teachers, materials, handouts, tools, stipends, facilitators, technology) and systems (e.g., conducive schedules, adequate collaborative  time, model classrooms) are in place to support and sustain professional learning. |  |
| ***Emerging*** | Some resources and systems are allocated to support and sustain professional learning. |  |
| ***Not Evident*** | Few, if any, resources and systems are provided to support and sustain professional learning. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |



## DATA COLLECTION and ANALYSIS

|  |  |  |
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| **SPS - Professional Learning:** Monitors and evaluates the impact of professional learning on staff practices and student learning | | |
| ***Exemplary*** | Monitoring and evaluating the impact of professional learning on staff practices and increases in student learning occurs extensively. Evaluation results are used to identify and implement processes to extend student learning. |  |
| ***Operational*** | Monitoring and evaluating the impact of professional learning on staff practices and student learning occurs routinely. |  |
| ***Emerging*** | Monitoring and evaluating the impact of professional learning on staff practices occurs sporadically. |  |
| ***Not Evident*** | Monitoring and evaluating the impact of professional learning on staff practices occurs rarely, if ever. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

|  |  |
| --- | --- |
| **Teacher Keys Effectiveness System** |  |
| ***Standard Score*** | |
| **1.Professional Knowledge:** The teacher demonstrates an understanding of the curriculum, subject content, pedagogical knowledge, and the needs of students by providing relevant learning experiences. | OP |
| **9. Professionalism:** The teacher exhibits a commitment to professional ethics and the school’s mission, participates in professional growth opportunities to support student learning, and contributes to the  profession. | OP |
| **10. Communication:** The teacher communicates effectively with students, parents or guardians, district and school personnel, and other stakeholders in ways that enhance student learning. | EM |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

|  |  |
| --- | --- |
| ***Additional data:*** What additional facts did the team identify that relate to professional capacity? (May be informed by quantitative or qualitative sources.) | NA |
| What data sources were utilized to make the above determinations? |  |

* + 1. ***PROFESSIONAL CAPACITY GUIDING QUESTIONS***

|  |  |
| --- | --- |
| ***Attracting staff:*** What processes are in place to attract, identify, and retain effective teachers and leaders who are the best fit for the school? Describe the effectiveness of existing processes. | The district attends career fairs across the region. Though this is done it has not been the most effective strategy for the district. However, when funds are available we offer signing bonuses to teachers which in the past has helped to gain and retain effective teachers and leaders. The district has not rolled back the automatic salary steps that many districts have done in order to retain teachers. |
| What data sources were utilized to make the above determinations? | Retention rates, inexperienced teacher data, principal input |

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| ***Developing staff:*** What evidence-based processes are in place to ensure the increasing quality of the school staff’s knowledge and skills? Are existing processes effective in increasing both staff ’s knowledge/skills and student achievement? | Coaching plans for struggling and new teachers are done to help them become more knowledgeable and classroom savvy. Additionally, the curriculum coordinator evaluates data throughout the year to offer PD for teachers and leaders. This has been effective in helping teachers and leaders get the information they needed to become stronger in their respective areas. |
| What data sources were utilized to make the above determinations? | i-Ready, FSA scores, top score, classroom walk through data, coaching plans |

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| ***Retaining staff:*** What processes are in place to ensure that all school staff are working in the context/ position that is most beneficial to student achievement? Describe the effectiveness of existing processes. | The district has continued to keep the automatic step increase for effective and highly effective teachers to help retain the districts most effective teachers. It has been somewhat effective in keeping the most effective teachers in the district. |
| What data sources were utilized to make the above determinations? | Teacher retention statistics |



**DATA COLLECTION and ANALYSIS**

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| ***Staff collaboration:*** What processes are in place to ensure that effective collaboration is occurring across the district to advance student achievement? Describe the effectiveness of existing processes. | Our ADAM meetings where district administrators meet quarterly with each school leadership team to review data, discuss resource usage reports and conduct walk throughs of classroom. |
| What data sources were utilized to make the above determinations? | ADAM agendas |

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| ***Recruitment and retention concerns:*** Examine current and recent recruitment and retention data in the district by content areas, grade levels, and instructional support areas to pinpoint precise areas of concern. | Florida overall has a shortage of math, science and reading teachers. This is a concern in the district as well. |
| What data sources were utilized to make the above determinations? | Teacher retention data, teacher certification data |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

* + 1. ***PROFESSIONAL CAPACITY TRENDS AND PATTERNS***

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| --- | --- |
| Summarize the professional capacity trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | The district continues to struggle to attain and retain highly effective teachers, especially in math, science and reading. Overall this is a state issue not just a district issue. With less teachers coming out of the colleges in the nearby areas, it is a struggle for all rural district to attract and retain highly effective teachers. |



**DATA COLLECTION and ANALYSIS**

* 1. **FAMILY and COMMUNITY ENGAGEMENT**

Analyze the school’s data and answer the guiding questions to determine existing trends and patterns that support the identification of needs related to family and community engagement. Complete a data- informed self-rating for each School Performance Standard (SPS).

* + 1. ***FAMILY AND COMMUNITY ENGAGEMENT DATA***

|  |  |  |
| --- | --- | --- |
| **SPS - Family and Community Engagement:** Creates an environment that welcomes, encourages, and connects family and community members to the school | | |
| ***Exemplary*** | The school has a well-established, inviting learning environment that welcomes, encourages, and connects family and community members to the school. Numerous opportunities are given to family members to become actively engaged in school-related events and improvement efforts as participants, event managers, and workers. |  |
| ***Operational*** | The school has created an environment that welcomes, encourages, and connects family and community members to the school. |  |
| ***Emerging*** | The school has made some progress toward creating an environment that welcomes, encourages, and connects family and community members to the school. |  |
| ***Not Evident*** | The school has not created an environment that welcomes, encourages, or connects family and community members to the school. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |

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| --- | --- | --- |
| **SPS - Family and Community Engagement:** Establishes structures that promote clear and open communication between the school and stakeholders | | |
| ***Exemplary*** | Extensive structures that promote clear and open communication between the school and stakeholders have been effectively established and implemented. Structures are continuously  monitored for reliable and interactive communication. |  |
| ***Operational*** | Most structures that promote clear and open communication between the school and stakeholders have been effectively established and implemented. |  |
| ***Emerging*** | Some structures that promote clear and open communication between the school and stakeholders exist. |  |
| ***Not Evident*** | Few, if any, structures that promote clear and open communication between the school and stakeholders exist. |  |
| ***Data Sources*** |  |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS - Family and Community Engagement:** Establishes relationships and decision-making processes that build capacity for family and community engagement in the success of students | | |
| ***Exemplary*** | A wide variety of relationships and collaborative decision-making processes (e.g., business partnerships, school councils, parent or family organizations, academic and extra-curricular booster clubs, civic organizations, tutoring services, post-secondary partnerships) are pervasive in promoting student success and well-being. Expectations for family and community engagement are embedded in the culture and result in stakeholders being actively involved in decision-making. |  |
| ***Operational*** | Numerous relationships and decision-making processes (e.g., business partnerships, school councils, parent or family organizations, academic and extra-curricular booster clubs, civic organizations, tutoring services) effectively build capacity for family and community engagement in the success of students. |  |
| ***Emerging*** | Limited relationships and decision-making processes have been initiated by the school to build capacity for family and community engagement. |  |
| ***Not Evident*** | Relationships and decision-making processes for families and the community are non-existent, or those that do exist contribute minimally to student success. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| **SPS - Family and Community Engagement:** Communicates academic expectations and current student achievement status to families | | |
| ***Exemplary*** | The school staff provides families with ongoing, detailed academic expectations and/or graduation status (e.g., four-year graduation plans, syllabi, academic advisement protocols). Extensive communication related to the current achievement level of individual students is provided (e.g., progress reports, student-led parent conferences, report cards, reading level reports, state test reports, school-based assessment reports, online reporting system). |  |
| ***Operational*** | The school staff communicates academic expectations and/or graduation status (e.g., four- year graduation plans, syllabi, academic advisement protocols) throughout the year. Regular communication related to the current achievement level of individual students is provided (e.g.,  progress reports, parent conferences, report cards, reading level reports, state test reports, school -  based assessment reports, online reporting system). |  |
| ***Emerging*** | The school staff communicates some academic expectations at the start of the year. Some communication related to the current achievement level of individual students is provided. |  |
| ***Not Evident*** | The school staff does little to inform families of academic expectations. Little, if any, communication related to the current achievement level of individual students is provided. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |



**DATA COLLECTION and ANALYSIS**

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| **SPS - Family and Community Engagement:** Develops the capacity of families to use support strategies at home that will enhance academic achievement | | |
| ***Exemplary*** | The school continually develops the capacity (e.g., parent training, lunch and learn, make-it and take-it) of families to use support strategies at home that will enhance academic achievement. |  |
| ***Operational*** | The school frequently develops the capacity (e.g., parent training, lunch and learn, make-it and take-it) of families to use support strategies at home that will enhance academic achievement. |  |
| ***Emerging*** | The school occasionally develops the capacity of families to use support strategies at home that will enhance academic achievement. |  |
| ***Not Evident*** | The school seldom, if ever, develops the capacity of families to use support strategies at home that will enhance academic achievement. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| **SPS - Family and Community Engagement:** Connects families with agencies and resources in the community to meet the needs of students | | |
| ***Exemplary*** | Theschoolhasasystematicprocessinplacetoconnectfamilieswithanarrayofagenciesand resources (e.g., Y-Clubs, after-school programs, health and counseling services, community service agencies, civic organizations, tutoring services) to meet the needs of students. |  |
| ***Operational*** | The school regularly connects families to agencies and resources in the community (e.g., Y-Clubs, after-school programs, health and counseling services, community service agencies, civic organizations, tutoring services) to meet the needs of students. |  |
| ***Emerging*** | The school sometimes connects families to agencies and resources in the community to meet the needs of students. |  |
| ***Not Evident*** | The school does little to connect families with agencies and resources in the community to meet the needs of students. |  |
| ***Data Sources*** |  | |
| ***Comments (optional)*** |  | |

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| **Teacher Keys Effectiveness System** |  |
| ***Standard*** | ***Score*** |
| **10.Communication:** The teacher communicates effectively with students, parents or guardians, district and school personnel, and other stakeholders in ways that enhance student learning. | OP |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| --- | --- | --- |
| **Parent and Family Engagement Meetings** | | |
|  | ***2017-18*** | ***2018-19*** |
| *Meeting 1* | August | September |
| *Meeting 2* | October | October |
| *Meeting 3* | December | November |
| *Meeting 4* | February | February |
| *Meeting 5* | April | April |
| *Meeting 6* | May |  |
| *Meeting 7* |  |  |
| *Meeting 8* |  |  |
| *Meeting 9* |  |  |

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| ***Additional data:*** What additional facts did the team identify that relate to family and community engagement? (May be informed by quantitative or qualitative sources.) | NA |
| What data sources were utilized to make the above determinations? |  |

* + 1. ***FAMILY AND COMMUNITY ENGAGEMENT GUIDING QUESTIONS***

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| ***Welcoming all families and the community:*** What processes are in place to ensure that the school is making families and communities feel welcomed? Describe the effectiveness of the existing processes. | Improved communication and inviting the parents to different events at the school this year has led to an increase in engagement. Also, front desk personnel will be trained this summer in creating a welcoming environment for parents and visitors. |
| What data sources were utilized to make the above determinations? | 5 Essential Survey |

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| ***Communicating effectively with all families and the communities:*** What are the processes for ensuring effective communication with families and communities in the district? Describe the effectiveness of existing processes. | The district provides a communication tool to all the schools. Each school utilizes several different communication tools such as class DOJO, Skyward for grades, One Call and Facebook as well as the website that is maintained for the district and each school. Elementary schools still utilize backpack notes and agendas for parent communication. |
| What data sources were utilized to make the above determinations? | Parent usage reports from One Call, Class DOJO |



**DATA COLLECTION and ANALYSIS**

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| ***Supporting student success:*** What processes are in place to ensure the school is supporting student learning and healthy development both at home and at school?  Describe the effectiveness of existing processes. | Food Service sends home nutrition information with the lunch menus every month. The district partners with the county extension office to have someone come in and provide nutrition education in grades K-5. Parent nights are utilized to discuss student learning and ways that parents can support their students at home in their studies. |
| What data sources were utilized to make the above determinations? | Sign in sheets, lesson plans |

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| ***Empowering families:*** What processes are in place at the school to ensure that families are empowered to be advocates for their own and other children? Describe the effectiveness of existing processes. | SIT (School Intervention Team) meetings allow for parents to be a part of the decision making on behalf of their child. The team discusses with the parent academic, social and emotional goals that are set for the child. |
| What data sources were utilized to make the above determinations? | SIT meeting documentation |

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| ***Sharing leadership with families and the community:*** What processes are in place to ensure that family and communities are equal partners in the decisions that affect children in their schools? Describe the effectiveness of existing processes. | All parents are invited to be a part of the school advisory councils and teacher parent organizations. Additionally, each spring the district sends out the 5 Essential survey that allows parents to convey their feelings about school/parent involvement. |
| What data sources were utilized to make the above determinations? | 5 Essential Survey, meeting minutes from SAC and PTO |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| ***Collaborating with the community:*** What processes are in place to ensure the school effectively collaborates with community members to connect students, families and staff to expanded learning opportunities, community services, and civic participation? Describe the effectiveness of existing processes. | The district partners with the Suwannee River Regional Library System to offer learning extension activities to students and their families. This has been a very effective partnership for the district. We also partner with the county extension office to sponsor a speech contest, ecology day for the district, and provide 4-H activities at school sites. We also partner with other community partners to offer extension learning opportunities to students and their families. |
| What data sources were utilized to make the above determinations? | Number of students that participated in the various programs |

* + 1. ***FAMILY AND COMMUNITY ENGAGEMENT TRENDS AND PATTERNS***

Family and community engagement are getting much better. The outlying elementary schools tend to have more family and community engagement than the two larger schools that are in town. MCCS is working on gaining community and family support by bringing activities to the parents and having them within in the community instead of at the school location. MCHS still struggles, but has been focusing on student achievement and gaining more family support through this venue. The school did a signing day for those academic students who were accepted to college after the sports signing day. To help continue to grow these relationships each school will have a district liaison that will help them to plan and execute family and community engagement events throughout the year. This will help the schools locate and gain more family and community involvement.

Summarize the family and community engagement trends and patterns observed by the team while completing this section

of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs?



**DATA COLLECTION and ANALYSIS**

* 1. **SUPPORTIVE LEARNING ENVIRONMENT**

Analyze the school’s data and answer the guiding questions to determine existing trends and patterns that support the identification of needs related to a supportive learning environment. Complete a data- informed self-rating for each School Performance Standard (SPS). Student subgroups with a count of less than 15 are denoted by “TFS” (too few students).

* + 1. ***SUPPORTIVE LEARNING ENVIRONMENT DATA***

|  |  |  |
| --- | --- | --- |
| **SPS- Instruction:** Provides a supportive and well-managed environment conducive to learning | | |
| ***Exemplary*** | A supportive and well-managed environment conducive to learning is evident throughout the school. Students consistently stay on-task and take responsibility for their own actions. |  |
| ***Operational*** | A supportive and well-managed environment conducive to learning is evident in most classrooms. |  |
| ***Emerging*** | A supportive and well-managed environment conducive to learning is evident in some classrooms. |  |
| ***Not Evident*** | A supportive and well-managed environment conducive to learning is evident in few, if any, classrooms. |  |
| ***Data Sources*** | Walk throughs, teacher evaluation |  |
| ***Comments (optional)*** |  |  |

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| --- | --- | --- |
| **SPS Instruction:** Creates an academically challenging learning environment | | |
| ***Exemplary*** | Nearly all teachers create an academically challenging, learning environment (e.g., higher-order thinking skills and processes, active student engagement, relevance, collaboration). Students consistently work independently and in teams to solve real-world problems that require advanced  effort, decision-making, and critical and creative thinking. |  |
| ***Operational*** | Most teachers create an academically challenging, learning environment (e.g., higher-order thinking skills and processes, active student engagement, relevance, collaboration). |  |
| ***Emerging*** | Some teachers create an academically challenging learning environment. |  |
| ***Not Evident*** | Few, if any, teachers create an academically challenging learning environment. |  |
| ***Data Sources*** | Lesson plans, walk throughs, teacher evaluations |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS- Instruction:** Establishes a learning environment that empowers students to actively monitor their own progress | | |
| ***Exemplary*** | Nearly all students use tools (e.g., rubrics, checklists, exemplars) to actively monitor their own progress. Nearly all students develop a sense of personal responsibility and accountability by  engaging in record keeping, self-monitoring, sharing, exhibiting, and self-reflection. |  |
| ***Operational*** | Most students use tools (e.g., rubrics, checklists, exemplars) to actively monitor their own progress. |  |
| ***Emerging*** | Some students use tools to actively monitor their own progress. |  |
| ***Not Evident*** | Few, if any, students use tools to actively monitor their own progress. |  |
| ***Data Sources*** | Walk throughs |  |
| ***Comments (optional)*** |  |  |

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| --- | --- | --- |
| **SPS - School Culture:** Develops, communicates, and implements rules, practices, and procedures to maintain a safe, orderly learning environment | | |
| ***Exemplary*** | Rules, practices, and procedures that maintain a safe, orderly learning environment are proactively developed, communicated, and consistently implemented across the school. These rules, practices, and procedures are continually monitored and revised as needed. |  |
| ***Operational*** | Rules, practices, and procedures that maintain a safe, orderly learning environment are developed, communicated, and implemented. |  |
| ***Emerging*** | Rules, practices, and procedures are developed and communicated but are ineffective or inconsistently implemented across the school. |  |
| ***Not Evident*** | Rules, practices, and procedures that maintain a safe, orderly, learning environment are not developed nor updated or are poorly communicated. |  |
| ***Data Sources*** | Walk throughs |  |
| ***Comments (optional)*** |  |  |



**DATA COLLECTION and ANALYSIS**

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| **SPS - School Culture:** Establishes a culture of trust and respect that promotes positive interactions and a sense of community | | |
| ***Exemplary*** | Extensive evidence (e.g., positive and respectful interactions, appreciation of diversity, tolerance, understanding) exists that a culture of trust and respect has been established. A pervasive  commitment to promoting positive interactions and a sense of community is evident. |  |
| ***Operational*** | Evidence (e.g., positive and respectful interactions, appreciation of diversity, tolerance, understanding) exists that a culture of trust and respect has been established. A sustained  commitment to promoting positive interactions and a sense of community is evident. |  |
| ***Emerging*** | Some evidence exists that a culture of trust and respect has been established. A limited commitment to promoting positive interactions and a sense of community is evident. |  |
| ***Not Evident*** | Little or no evidence exists that a culture of trust and respect has been established. Unresolved conflicts interfere with a sense of community. |  |
| ***Data Sources*** | Walk throughs, 5 essential survey data | |
| ***Comments (optional)*** |  | |

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| **SPS - School Culture:** Establishes a culture that supports the college and career readiness of students | | |
| ***Exemplary*** | Extensive evidence (e.g., advisement, career counseling, transition coaching, high expectations) exists that the beliefs and practices of the school support the college and career readiness of students. The school culture supports addressing individual achievement needs and strengths to  prepare students for success. |  |
| ***Operational*** | Evidence (e.g., advisement, career counseling, transition coaching, high expectations) exists that the beliefs and practices of the school support the college and career readiness of students. |  |
| ***Emerging*** | Some evidence exists that the school supports the college and career readiness of students. |  |
| ***Not Evident*** | Little or no evidence exists that the school supports the college and career readiness of students. |  |
| ***Data Sources*** | CTE program data, lesson plans, walk throughs, CTE/Honor classroom teacher evaluations, number of dual enrollment student participation |  |
| ***Comments (optional)*** |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **SPS - School Culture:** Supports the personal growth and development of students | | |
| ***Exemplary*** | The school staff consistently provides a comprehensive system of support (e.g., counseling, mentoring, advisement, coaching, goal setting, time management, problem solving) to maximize  the personal growth and development of nearly all students. |  |
| ***Operational*** | The school staff regularly provides support (e.g., counseling, mentoring, advisement, coaching, goal setting, time management, problem solving) to enhance the personal growth and development of students. |  |
| ***Emerging*** | The school staff sporadically supports the personal growth and development of students. |  |
| ***Not Evident*** | The school staff does little to support the personal growth and development of students. |  |
| ***Data Sources*** | 5 essential survey |  |
| ***Comments (optional)*** | Lack of enough guidance counselors that have the ability to counsel, mentor, advise, coach, etc is an issue. |  |

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| **SPS- School Culture:** Recognizes and celebrates achievements and accomplishments of students and staff | | |
| ***Exemplary*** | The school community consistently recognizes and celebrates the achievements and accomplishments of students and staff. The celebrations are publicized within the school and to the  community and support the culture of the school. |  |
| ***Operational*** | The school community regularly recognizes and celebrates the achievements and accomplishments of students and staff. |  |
| ***Emerging*** | The school community periodically recognizes or celebrates the achievements or accomplishments of students and/or staff. |  |
| ***Not Evident*** | The school community rarely, if ever, recognizes or celebrates the achievements or accomplishments of students or staff. |  |
| ***Data Sources*** | Programs from each school that focuses on student achievements, school walk throughs |  |
| ***Comments (optional)*** |  |  |



**DATA COLLECTION and ANALYSIS**

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| **SPS - Planning and Organization:** Shares a common vision/mission that defines school culture and guides the continuous improvement process | | |
| ***Exemplary*** | A common vision and mission have been collaboratively developed and communicated to nearly all stakeholders. The culture of the school has been deeply defined over time by the vision and mission, which are updated as needed. The daily work and practices of staff consistently demonstrate a sustained commitment to continuous improvement. |  |
| ***Operational*** | A common vision and mission have been developed through a collaborative process and communicated to most stakeholders. The vision and mission define the culture of the school and guide the continuous improvement process. |  |
| ***Emerging*** | A common vision and mission have been developed by some staff members but have not been effectively communicated so that they guide the continuous improvement process. |  |
| ***Not Evident*** | A common vision and mission have not been developed or updated or have been developed by a few staff members. |  |
| ***Data Sources*** | Vision mission statements posted in each school, walk through data | |
| ***Comments (optional)*** |  | |

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| --- | --- |
| **Teacher Keys Effectiveness System** |  |
| ***Standard*** | ***Score*** |
| **1. Professional Knowledge:** The teacher demonstrates an understanding of the curriculum, subject content, pedagogical knowledge, and the needs of students by providing relevant learning experiences. | OP |
| **2. Instructional Planning:** The teacher plans using state and local school district curricula and standards, effective strategies, resources, and data to address the differentiated needs of all students. | EM |
| **3. Instructional Strategies:** The teacher promotes student learning by using research-based instructional strategies relevant to the content area to engage students in active learning and to facilitate the students’ acquisition of key knowledge and skills. | EM |
| **4. Differentiated Instruction:** The teacher challenges and supports each student’s learning by providing appropriate content and developing skills which address individual learning differences. | OP |
| **5. Assessment Strategies:** The teacher systematically chooses a variety of diagnostic, formative, and summative assessment strategies and instruments that are valid and appropriate for the content and student population. | EM |
| **6.AssessmentUses:** The teacher systematically gathers, analyzes, and uses relevant data to measure student progress, to inform instructional content and delivery methods, and to provide timely and constructive feedback to both students and parents. | EM |
| **7. Positive Learning Environment:** The teacher provides a well-managed, safe, and orderly environment that is conducive to learning and encourages respect for all. | EM |
| **8. Academically Challenging Environment:** The teacher creates a student-centered, academic environment in which teaching and learning occur at high levels and students are self-directed learners. | EM |
| **9. Professionalism:** The teacher exhibits a commitment to professional ethics and the school’s mission, participates in professional growth opportunities to support student learning, and contributes to the  profession. | OP |
| **10.Communication:** The teacher communicates effectively with students, parents or guardians, district and school personnel, and other stakeholders in ways that enhance student learning. | OP |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Discipline - Suspension (%)**  **In-School Suspension Out-of-School Suspension**  ***10 Days Greater than 10 Days Greater than or Fewer 10 Days or Fewer 10 Days*** | | | | | | | | |
|  | ***2017-18*** | ***2018-19*** | ***2017-18*** | ***2018-19*** | ***2017-18*** | ***2018-19*** | ***2017-18*** | ***2018-19*** |
| ***Racial/Ethnic Subgroups*** |  |  |  |  |  |  |  |  |
| *American Indian School* | NA | NA | NA | NA | NA | Na | NA | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *Asian/Pacific Islander School* | NA | NA | NA | NA | NA | NA | NA | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *Black School* | 19 | NA | 4 | NA | 12 | NA | 4 | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *Hispanic School* | 1 | NA | 0 | NA | 1 | NA | 0 | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *White School* | 5 | NA | 2 | NA | 4 | NA | 1 | NA |
| *State* | 1 | NA | 0 | NA | 1 | NA | 0 | NA |
| *Multi-Racial School* | NA | NA | NA | NA | NA | NA | NA | NA |
| ***Other Subgroups*** |  |  |  |  |  |  |  |  |
| *Economically School* | 20 | NA | 3 | NA | 15 | NA | 2 | NA |
| *Disadvantaged State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *English Language Learners School* | 1 | NA | 0 | NA | 0 | NA | 0 | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *Foster School* | NA | NA | NA | NA | NA | NA | NA | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *Homeless School* | 2 | NA | 2 | NA | 2 | NA | 1 | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *Migrant School* | 1 | NA | 0 | NA | 1 | NA | 0 | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |
| *Students with Disabilities School* | 10 | NA | 2 | NA | 6 | NA | 2 | NA |
| *State* | NA | NA | NA | NA | NA | NA | NA | NA |



## DATA COLLECTION and ANALYSIS



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| --- | --- |
| ***Small Student Subgroups:*** Use local data to summarize key facts relating to student subgroups with populations too small to report (less than 15).  (Do not include percentages or other numeric values that might violate student privacy.) | Our ELL subgroup is small, however, it is included in the data that is in this CNA. |

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| --- | --- |
| ***Additional data:*** What additional facts did the team identify that relate to  a supportive learning environment? (May be informed by quantitative or qualitative sources.) | NA |
| What data sources were utilized to make the above determinations? |  |

* + 1. ***SUPPORTIVE LEARNING ENVIRONMENT GUIDING QUESTIONS***

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| --- | --- |
| ***Maintaining order and safety:*** What processes are in place at the school to ensure order and safety are in place? Describe the effectiveness of the existing processes. | Each school has a single point of entry for all visitors. All parents and other community members must pass through the main office in order to access the campus. This allows the one point of entry to eliminate others that may not belong on the campus. Additionally, each school goes through various safety trainings on an ongoing schedule. |
| What data sources were utilized to make the above determinations? | School schedules for safety drills, district threat assessment |



**DATA COLLECTION and ANALYSIS**

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| ***Developing and monitoring a system of supports:*** What processes are in place to ensure the school has a supportive learning environment that provides comprehensive services to students to meet their unique, whole-child needs? Describe the effectiveness of the existing processes. | Each school uses MTSS and RTI to help support students and meet their needs. The schools also use PLCs to allow teachers to collaborate and plan lessons together to effectively reach students. |
| What data sources were utilized to make the above determinations? | Principal discussions, RTI/MTSS data, data chat evidence |

|  |  |
| --- | --- |
| ***Ensuring a student learning community:*** What processes are in place to cultivate and maintain positive and healthy behavioral and academic norms? Describe the effectiveness of the existing processes. | This is an area the district is still working on. There are quite a few new teachers that need support in this area. The district is working with them with the instructional coach to help these teachers be more classroom savvy and help to implement their classroom rules/procedures/expectations with fidelity. |
| What data sources were utilized to make the above determinations? | Classroom walkthrough data, principal discussion, new teacher data |

|  |  |
| --- | --- |
| ***Personnel survey:*** Analyze school results from the 5 Essential Survey. What are the key findings? What positives are evident in the results? What results are surprising or concerning to the team? | There were many “neutral” answers. The only overall positive was for “ambitious instruction” at the district level. It was surprising that staff entered so many neutral answers, and the same for parents. It may mean there are reasons they are not sharing how they feel on the survey, and that needs more investigation. |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

|  |  |
| --- | --- |
| ***Student survey:*** Analyze school results from <https://edstats.fldoe.org/SASPortal/main.do> What are the key findings? What positives are evident in the results? What results are surprising or concerning to the team? | The student survey was very similar. Though they did rate instruction high in 3 of the 5 schools. The other 2 schools are working on retaining current teachers and hiring effective/highly effective experienced teachers for the upcoming school year. |

|  |  |
| --- | --- |
| ***Parent surveys:*** Analyze schools results from the 5 Essential Survey. What are the key findings? What positives are evident in the results? What results are surprising or concerning to the team? | There was a minimal response from parents. This has been a trend the past several years. The district has even tried having surveys printed and handing them out at the pick up/drop off lane at each school to try and get more surveys completed. |

|  |  |
| --- | --- |
| ***Supports and interventions:*** What supports and interventions, including PBIS, MTSS and RTI, are in place to ensure all students have access to a supportive learning environment? | All schools use MTSS/RTI and PBIS along with the use of restorative practices. This has helped decrease the number of referrals overall the district has had and has increased the access that students have to supportive learning environments. |
| What data sources were utilized to make the above determinations? | Referral data |



**DATA COLLECTION and ANALYSIS**

|  |  |
| --- | --- |
| ***Out-of-School Time:*** What processes are in place to provide students with engaging and enriching learning opportunities during out-of-school time (i.e. before school, after school, summer)? | The district partners with the Suwannee River Regional Library System to offer learning extension activities to students and their families. This has been a very effective partnership for the district. We also partner with the county extension office to sponsor a speech contest, ecology day for the district, and provide 4-H activities at school sites. We also partner with other community partners to offer extension learning opportunities to students and their families. |
| What data sources were utilized to make the above determinations? | The number of students that participated in each program |

* + 1. ***SUPPORTIVE LEARNING ENVIRONMENT TRENDS AND PATTERNS***

|  |  |
| --- | --- |
| Summarize the supportive learning environment trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | Overall it was noted that teachers need to work a bit more on data analysis across the district. There are plans for PD to be offered in this area over the summer and throughout the upcoming school year. |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

* 1. **DEMOGRAPHIC and FINANCIAL**

Analyze the school’s data and answer the guiding questions to determine existing trends and patterns that support the identification of demographic and financial needs.

* + 1. ***DEMOGRAPHIC AND FINANCIAL DATA***

|  |  |  |
| --- | --- | --- |
| **Student Demographics (2018-19) (%)** | | |
|  | ***School*** | ***State*** |
| ***Racial/Ethnic Subgroups*** | | |
| *American Indian/Alaskan Native* |  |  |
| *Asian* |  |  |
| *Black* |  |  |
| *Hispanic* |  |  |
| *Multi-Racial* |  |  |
| *White* |  |  |
| *Minority\** |  |  |
| ***Other Subgroups*** | | |
| *Economically Disadvantaged* |  |  |
| *English Learners* |  |  |
| *Foster* |  |  |
| *Homeless* |  |  |
| *Migrant* |  |  |
| *Special Education* |  |  |

|  |  |  |
| --- | --- | --- |
| **Directly Certified (Includes SNAP, TANF, Homeless, Unaccompanied Youth, Foster, and Migrant)(%)** | | |
| ***2017-18 2018-19*** | | |
| *District*  *State Average* | 94 | 94.5 |
|  |  |

|  |  |
| --- | --- |
| ***Small student subgroups:*** Use local data to summarize key facts relating to student subgroups with populations too small to report (less than 15).  (Do not include percentages or other numeric values that might violate student privacy.) | NA |

\*The Minority student subgroup includes all racial/ethnic categories except White.



## DATA COLLECTION and ANALYSIS

|  |  |
| --- | --- |
| ***Additional data:*** What additional facts did the team identify that relate to demographic and financial data? (May be informed by quantitative or qualitative sources.) | With the new system for the finance there is a need for more training for all administrators on various areas so that budgets may be monitored better. |
| What data sources were utilized to make the above determinations? | Self-reported |

* + 1. ***DEMOGRAPHIC AND FINANCIAL GUIDING QUESTIONS***

|  |  |
| --- | --- |
| ***Internal factors:*** What internal factors might have affected data and/or results of data? Examples may include: resource allocation, documentation and monitoring, technology and software, communication, internal controls, and personnel assignment/  performance. | Monitoring the data can be done, but those who need to monitor it need to be trained better than they currently are. |
| What data sources were utilized to make the above determinations? | Self-reported |

|  |  |
| --- | --- |
| ***External factors:*** What external factors might have affected data and/ or results of data? Examples may include: geographic location, population demographics (employment, education, median income), local/ state/national economy, natural disasters, and state and federal policy changes. | There are always external forces. In this case it is more about the change and trying to get PD brought to the rural area. |
| What data sources were utilized to make the above determinations? | Self-reported |



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**

|  |  |
| --- | --- |
| ***Access to Programs:*** What processes exist to ensure students have access to programs addressing individualized learning needs (including EIP, REP, alternative education, vocational education, and gifted)? What challenges exist in providing students access to such programs when necessary? | The ESE department ensures that all students have access to programs that address individualized learning needs. If a child needs to be tested, the teacher or parent may make the recommendation. Once a recommendation is done, the ESE department schedules the testing. Depending upon the outcome of the testing either the student and their family is given a meeting to go over the data and if there are no findings they return to the classroom with teacher recommendations to help the child. If there are findings of a learning need the ESE department with the teachers and family work on a plan for that child. All plans are given to teachers within the first few days of school, this allows the teachers to know what accommodations need to be made for their students. |
| What data sources were utilized to make the above determinations? | ESE records |

|  |  |
| --- | --- |
| ***Demographic and Financial Challenges:*** What demographic and/ or financial challenges could affect improvement efforts within the  school? (Identifying these challenges may require collection and analysis of additional school data.) | The county is dealing with a decline in enrollment for the past decade. This decline in enrollment means there is a decline in funding as well. This is a situation that makes it hard to get the financial needs of all schools met all the time. In addition, the schools (including charter) are learning that they are not always getting the results from their smaller subgroups that need to be addressed (ESE, race, etc.). |
| What data sources were utilized to make the above determinations? | School data, Federal Index Report, Financial reports |

* + 1. ***DEMOGRAPHIC AND FINANCIAL TRENDS AND PATTERNS***

|  |  |
| --- | --- |
| Summarize the demographic and financial trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | While enrollment continues to decline the funding also declines. This is a patter that has been happening for at least a decade now. The changes that could be made are more in line with work in the area than the schools. To meet the needs of subgroups, schools need to ensure they are monitoring the subgroups educational data and addressing any learning gaps that do exist. |



**DATA COLLECTION and ANALYSIS**

* 1. **STUDENTACHIEVEMENT**

Analyze the school’s data and answer the guiding questions to determine existing trends and patterns that support the identification of student achievement needs. The school is responsible for populating all blank data cells. Student subgroups with a count of less than 15 are denoted by “TFS” (too few students).

* + 1. ***STUDENT ACHIEVEMENT DATA***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **English Language Arts End-of-Grade Milestones 3rd – 5th Grades** | | | | | | |
| ***Student Group*** | ***Year*** | Level 1 Level 2 Level 3 Level 4 Level 5 |  |  |  |  |
| ***All Students*** | *2017-18*  *2018-19* | 33 | 23.8 | 22.2 | 16.2 | 4.8 |
|  |  |  |  |  |
| ***Racial/Ethnic Subgroups*** | | | | | | |
| *American* | *2017-18* | NA | NA | NA | NA | NA |
| *Indian* | *2018-19* | NA | NA | NA | NA | NA |
| *Asian/Pacific* | *2017-18* | NA | NA | NA | NA | NA |
| *Islander* | *2018-19* | NA | NA | NA | NA | NA |
| *Black* | *2017-18*  *2018-19* | 47.6 | 26 | 16.6 | 8.4 | 1.3 |
|  |  |  |  |  |
| *Hispanic* | *2017-18*  *2018-19* | 26 | 29 | 24 | 16 | 5 |
|  |  |  |  |  |
| *White* | *2017-18*  *2018-19* | 19.9 | 20.8 | 27.1 | 23.9 | 8.3 |
|  |  |  |  |  |
| *Multi-Racial* | *2017-18*  *2018-19* | 13.3 | 33.3 | 36.7 | 13.3 | 3.3 |
|  |  |  |  |  |
| ***Other Subgroups*** | Level 3 and above | | | | | |
| *Economically* | *2017-18* | 42.8 | 24.9 | 18.5 | 11.2 | 2.6 |
| *Disadvantaged* | *2018-19* |  |  |  |  |  |
| *English* | *2017-18* | 45.5 | 22.7 | 22.7 | 4.5 | 4.5 |
| *Learners* | *2018-19* |  |  |  |  |  |
| *Foster* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Homeless* | *2017-18*  *2018-19* | 43.9 | 30.5 | 20.7 | 4.9 | 0 |
|  |  |  |  |  |
| *Migrant* | *2017-18*  *2018-19* |  |  |  |  |  |
|  |  |  |  |  |
| *Students with* | *2017-18* | 64.3 | 19.5 | 10.9 | 3.2 | 2.3 |
| *Disabilities* | *2018-19* |  |  |  |  |  |



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Student Group*** | **English Language Arts**  **10th Grade FSA**  Level 1 Level 2 Level 3 Level 4 Level 5  ***Year*** | | | | |  |
| ***All Students*** | *2017-18*  *2018-19* | 18 | 20.9 | 19.4 | 23 | 17.7 |
| 31 | 28.9 | 20.75 | 15.75 | 3.75 |
| ***Racial/Ethnic Subgroups*** | | | | | | |
| *American* | *2017-18* | NA | NA | NA | NA | NA |
| *Indian* | *2018-19* | NA | NA | NA | NA | NA |
| *Asian/Pacific* | *2017-18* | 1.1 | 9.6 | 13.8 | 34 | 41.5 |
| *Islander* | *2018-19* | NA | NA | NA | NA | NA |
| *Black* | *2017-18*  *2018-19* | 38.5 | 30.5 | 16.6 | 9.9 | 4.5 |
| 54.5 | 31 | 11 | 3.4 | 0 |
| *Hispanic* | *2017-18*  *2018-19* | 24.7 | 21.3 | 21.8 | 18.4 | 13.8 |
| 38.1 | 33.3 | 14.3 | 14.3 | 0 |
| *White* | *2017-18*  *2018-19* | 8.2 | 16.8 | 21.8 | 30.1 | 23.2 |
| 23.5 | 32.9 | 16.5 | 16.8 | 8.2 |
| *Multi-Racial* | *2017-18*  *2018-19* | 13.5 | 19.8 | 14.6 | 271 | 25 |
| NA | NA | NA | NA | NA |
| ***Other Subgroups*** | | | | | | |
| *Economically* | *2017-18* | 41.6 | 25.5 | 17.3 | 13 | 2.6 |
| *Disadvantaged* | *2018-19* | 42.7 | 31.5 | 13.5 | 9.6 | 2.7 |
| *English* | *2017-18* | NA | NA | NA | NA | NA |
| *Learners* | *2018-19* | NA | NA | NA | NA | NA |
| *Foster* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Homeless* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Migrant* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Students with* | *2017-18* | 77.3 | 9.1 | 13.6 | 0 | 0 |
| *Disabilities* | *2018-19* | 81.3 | 6.3 | 12.5 | 0 | 0 |

\*The Minority student subgroup includes all racial/ethnic categories except White.



## DATA COLLECTION and ANALYSIS



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**



## DATA COLLECTION and ANALYSIS

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Student Group*** | **Mathematics**  **Algebra I EOC**  ***Year*** | | | | |  |
|  |  | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| ***All Students*** | *2017-18*  *2018-19* | 50 | 10 | 33 | 6.7 | 0 |
| 29 | 32.3 | 25.8 | 9.7 | 3.2 |
| ***Racial/Ethnic Subgroups*** | | | | | | |
| *American* | *2017-18* | NA | NA | NA | NA | NA |
| *Indian* | *2018-19* | NA | NA | NA | NA | NA |
| *Asian/Pacific* | *2017-18* | NA | NA | NA | NA | NA |
| *Islander* | *2018-19* | NA | NA | NA | NA | NA |
| *Black* | *2017-18*  *2018-19* | 82.5 | 9.5 | 7.9 | 0 | 0 |
| 83.3 | 5.0 | 11.7 | 0 | 0 |
| *Hispanic* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *White* | *2017-18*  *2018-19* | 68.2 | 13.6 | 18.2 | 0 | 0 |
| 60.6 | 15.2 | 18.2 | 6.1 | 0 |
| *Multi-Racial* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Minority\** | *2017-18*  *2018-19* |  |  |  |  | 7.9 |
| 11.7 |
| ***Other Subgroups*** | | | | | | |
| *Economically* | *2017-18* | 33.4 | 50.6 | 16 | 0 | 0 |
| *Disadvantaged* | *2018-19* | 74.9 | 8.7 | 17.4 | 0 | 0 |
| *English* | *2017-18* | NA | NA | NA | NA | NA |
| *Learners* | *2018-19* | NA | NA | NA | NA | NA |
| *Foster* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Homeless* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Migrant* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Students with* | *2017-18* | 73.2 | 16.4 | 11.8 | 0 | 0 |
| *Disabilities* | *2018-19* | 82.8 | 17 | 0 | 0 | 0 |

\*The Minority student subgroup includes all racial/ethnic categories except White.



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**



## DATA COLLECTION and ANALYSIS

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Biology**  **EOC** | | | | | | |
| ***Student Group*** | ***Year*** |  |  |  |  |  |
|  |  | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| ***All Students*** | *2017-18*  *2018-19* | 24 | 40 | 28 | 0 | 8 |
| 25.2 | 48.9 | 25.2 | 0.8 | 0 |
| ***Racial/Ethnic Subgroups*** | | | | | | |
| *American* | *2017-18* | NA | NA | NA | NA | NA |
| *Indian* | *2018-19* | NA | NA | NA | NA | NA |
| *Asian/Pacific* | *2017-18* | NA | NA | NA | NA | NA |
| *Islander* | *2018-19* | NA | NA | NA | NA | NA |
| *Black* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 29.7 | 47.1 | 22 | 0.3 | 0.9 |
| *Hispanic* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 13.6 | 45.5 | 40.9 | 0 | 0 |
| *White* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 10.3 | 34.6 | 35.3 | 12.5 | 7.4 |
| *Multi-Racial* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Minority\** | *2017-18*  *2018-19* |  | | | | NA |
| 66 |
| ***Other Subgroups*** |  | | | | | |
| *Economically* | *2017-18* | NA | NA | NA | NA | NA |
| *Disadvantaged* | *2018-19* | 60.7 | 8 | 25.3 | 5 | 1 |
| *English* | *2017-18* | NA | NA | NA | NA | NA |
| *Learners* | *2018-19* | NA | NA | NA | NA | NA |
| *Foster* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Homeless* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Migrant* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Students with* | *2017-18* | NA | NA | NA | NA | NA |
| *Disabilities* | *2018-19* | 70.6 | 3.1 | 27.3 | 0 | 0 |

\*The Minority student subgroup includes all racial/ethnic categories except White.



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Student Group*** | **Math**  **Geometry EOC**  ***Year*** | | | |  |  |
|  |  | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| ***All Students*** | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 48.9 | 23.9 | 22.7 | 3.4 | 1.2 |
| ***Racial/Ethnic Subgroups*** | | | | | | |
| *American* | *2017-18* | NA | NA | NA | NA | NA |
| *Indian* | *2018-19* | NA | NA | NA | NA | NA |
| *Asian/Pacific* | *2017-18* | NA | NA | NA | NA | NA |
| *Islander* | *2018-19* | NA | NA | NA | NA | NA |
| *Black* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 64.7 | 23.1 | 11.6 | 0.6 | 0 |
| *Hispanic* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 37 | 25.9 | 25.9 | 11.1 | 0 |
| *White* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 24.8 | 25.2 | 40.3 | 6.8 | 2.9 |
| *Multi-Racial* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 40 | 10 | 40 | 10 | 0 |
| *Minority\** | *2017-18*  *2018-19* |  |  |  |  |  |
| 35.3 |
| ***Other Subgroups*** | | | | | | |
| *Economically* | *2017-18* | NA | NA | NA | NA | NA |
| *Disadvantaged* | *2018-19* | 70.3 | 11.1 | 18.6 | 0 | 0 |
| *English* | *2017-18* | NA | NA | NA | NA | NA |
| *Learners* | *2018-19* | NA | NA | NA | NA | NA |
| *Foster* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Homeless* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Migrant* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Students with* | *2017-18* | NA | NA | NA | NA | NA |
| *Disabilities* | *2018-19* | 82 | 16 | 0 | 0 | 0 |

\*The Minority student subgroup includes all racial/ethnic categories except White.



## DATA COLLECTION and ANALYSIS

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Student Group*** | **Social Studies**  **U.S. History EOC**  ***Year*** | | | | |  |
|  |  | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| ***All Students*** | *2017-18*  *2018-19* | 21.3 | 24.6 | 33.9 | 15.3 | 5.1 |
| 22.6 | 30.2 | 29.2 | 8.5 | 9.4 |
| ***Racial/Ethnic Subgroups*** | | | | | | |
| *American* | *2017-18* | NA | NA | NA | NA | NA |
| *Indian* | *2018-19* | NA | NA | NA | NA | NA |
| *Asian/Pacific* | *2017-18* | NA | NA | NA | NA | NA |
| *Islander* | *2018-19* | NA | NA | NA | NA | NA |
| *Black* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 35.3 | 34.5 | 24.2 | 4 | 2 |
| *Hispanic* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 25 | 12.5 | 41.7 | 16.7 | 4.2 |
| *White* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| 10 | 18.5 | 37.5 | 20 | 14 |
| *Multi-Racial* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Minority\** | *2017-18*  *2018-19* |  |  |  |  |  |
|  |
| ***Other Subgroups*** | | | | | | |
| *Economically* | *2017-18* | 40.8 | 20 | 36.2 | 0 | 0 |
| *Disadvantaged* | *2018-19* | 18.3 | 33 | 44.9 | 0 | 0 |
| *English* | *2017-18* | NA | NA | NA | NA | NA |
| *Learners* | *2018-19* | NA | NA | NA | NA | NA |
| *Foster* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Homeless* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Migrant* | *2017-18*  *2018-19* | NA | NA | NA | NA | NA |
| NA | NA | NA | NA | NA |
| *Students with* | *2017-18* | 45 | 33 | 20 | 0 | 0 |
| *Disabilities* | *2018-19* | 75 | 24.3 | 0 | 0 | 0 |

\*The Minority student subgroup includes all racial/ethnic categories except Whi



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**



**COMPREHENSIVE NEEDS ASSESSMENT DISTRICT REPORT**

|  |  |
| --- | --- |
| ***Small student subgroups:*** Use local data to summarize key facts relating to student subgroups with populations too small to report (less than 15).  (Do not include percentages or other numeric values that might violate student privacy.) | Our migrant students appear to be making learning gains according to iReady data. Due to the small sizes, grade breakdowns are not included, but all students except for 3 (across all grades) have made learning gains this past school year. |

|  |  |
| --- | --- |
| ***Additional data:*** What additional facts did the team identify that relate to student achievement? (May be informed by quantitative or qualitative sources.)  Suggested additional sources include:   * ACT scores * Advanced Placement enrollment and outcomes * Hope Scholarship eligibility * International Baccalaureate enrollment and outcomes * Move on When Ready participation | iReady is evaluated three times a year. It was aligned fairly close to FSA and EOC scores. |
| What data sources were utilized to make the above determinations? | iReady data |

* + 1. ***STUDENT ACHIEVEMENT GUIDING QUESTIONS***

|  |  |
| --- | --- |
| ***Effective collaboration to support student achievement:*** What processes are in place to ensure that effective  collaboration is occurring at the school level to advance student achievement? Are existing processes effective? | Each department has the same planning times to ensure teachers may collaborate and plan together. Additionally, each school has RTI processes in place to help struggling students and allows the teams planning time with the RTI team. |
| What data sources were utilized to make the above determinations? | Principal data chats, observations, master schedule, teacher lesson plans |



**DATA COLLECTION and ANALYSIS**

|  |  |
| --- | --- |
| ***Supporting improved graduation outcomes:*** What processes are in place to support practices that will positively affect graduation outcomes? | The high school has implemented graduation maps for all students in grades 9-12 to help them plan their graduation and help to keep parents informed of what is necessary to graduate. |
| What data sources were utilized to make the above determinations? | Principal data chats, guidance graduation maps |

|  |  |
| --- | --- |
| ***Student subgroup gaps:*** What gaps exist in outcomes among student subgroups? | Across the district there are gaps in race and students with disabilities. These are being honed in on this year to help support our students and ensure that all students are afforded a world class educational experience. |
| What data sources were utilized to make the above determinations? | FSA, EOC, iReady |

* + 1. ***STUDENT ACHIEVEMENT TRENDS AND PATTERNS***

|  |  |
| --- | --- |
| Summarize the student achievement trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | The district as a whole lost momentum this year in student achievement. This year there were many challenges that were outside of the schools controls (loss of employees, change in administration at the district level), that caused some upset in the classrooms. This year the focus is on helping students to succeed at levels we know they are more than capable of as they have been successful before. Additionally, putting emphasis in the subgroups that need to close achievement gaps is part of the RTI process this year. |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

* 1. **NEEDS IDENTIFICATION and ROOT CAUSE ANALYSIS**
  2. **TRENDS and PATTERNS**

Read the trends and patterns summaries from each section of the data analysis process. Use the information in these summaries to complete 3.2, and 3.3.

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| ***2.1 Coherent Instructional System:*** Summarize the coherent instructional system trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | Catching students before they are too far behind is the number one goal. All schools have RTI teams that will monitor student progress to ensure supports are in place for all students and that the students are able to gain academically with the supports in place. These supports are also monitored and changed should a student not be responding to the additional educational supports the RTI team has in place. |

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| ***2.2 Effective Leadership:*** Summarize the effective leadership trends and patterns observed by the team while completing this section of the report.  What are the important trends and patterns that will support the  identification of student, teacher, and leader needs? | The high school has placed more of an emphasis on academics including an “academic signing day” for students who are already accepted to a university or have already received an offer of employment from a CTE program. This did have a great turn out of parents that the high school has been trying to get more involvement from. The use of restorative practices has helped lower ISS and OSS rates for the high school and Central school. This practice will continue. Additionally, the district offers many PD opportunities to the teachers and will continue to do so to help them be the best they can be in their classrooms. |

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| ***2.3 Professional Capacity:*** Summarize the professional capacity trends  and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | There were quite a few new teachers this past year, and the goal is to retain teachers to help create a culture in all schools where teachers not only feel valued and respected, but enjoy coming in to work every day. To help teachers the Coordinator of Curriculum offers many PD opportunities and includes those that were asked for by teachers on teacher planning days and during pre-planning each year. |



## NEEDS IDENTIFICATION and ROOT CAUSE ANALYSIS

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| ***2.4 Family and Community Engagement:*** Summarize the family and community engagement trends and patterns observed by the team  while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | The district as a whole has struggled with Parent and Family Engagement. The outlying smaller schools tend to have better parent and family engagement support than Central School and the High School. Central is trying to go out to the parents in the community instead of having activities done at the school. They also offer babysitting for parents and if the activity is during a meal time they do provide a snack. The goal this year is to increase parent and family engagement across the district to at least 25% for every school. The schools are also offering unique experiences this year with literacy nights, make and take nights, family fun nights, etc. to help grow the support for the local schools. |

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| ***2.5 Supportive Learning Environment:*** Summarize the supportive learning environment trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | Each school offers students RTI time to work on areas that they are struggling in. Additionally, the schools are offering after school tutoring and there was a summer school camp for 3rd grade reading and for the Migrant Education Program. These are all areas that have shown beneficial to the students that attend. The goal is to get more students involved in tutoring and summer school. Additionally, each school is implementing their PLCs and allowing for each team to meet during their planning to collaborate on lesson planning, assessment and student needs. |

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| ***2.6 Demographic and Financial:*** Summarize the demographic and financial trends and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | All the public non-charter schools in Madison are Title I schools. The area does have a high percentage of students living in poverty and has been trying new things to help meet the needs of the students. Share tables, food pantries are all in the plans for the largest school in Madison and if it is beneficial that may spread to the smaller outlying schools. |



**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| ***2.7 Student Achievement:*** Summarize the student achievement trends  and patterns observed by the team while completing this section of the report. What are the important trends and patterns that will support the identification of student, teacher, and leader needs? | There was a dramatic drop in students FSA and EOC scores this year. There was a lot of turmoil from mid-term to the end of the year that may have contributed to this as well as a high teacher and para turnover during this time period. Though the data may not show these things, the hope is that now that things are back in place the schools will increase their scores dramatically this year to the positive. |

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| Are there districtwide trends and patterns, as identified in the schools CNA 2018-2019 Reports, that will support the school’s identification of student, teacher, and leader needs? If so, list those trends and patterns here. | NA |



**NEEDS IDENTIFICATION and ROOT CAUSE ANALYSIS**

* 1. **IDENTIFICATION and PRIORITIZATION of OVERARCHING NEEDS**

Use the results of 3.1 to identify the overarching needs of the district. Determine the priority order of the identified needs based on data, team member and stakeholder knowledge, and answers to questions in the table below.

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| ***Overarching Need*** | ***How severe is the need?*** | ***Is the need trending better or worse over time?*** | ***Can Root Causes Be Identified?*** | ***Additional Considerations*** | ***Priority Order*** |
| More teachers to help make classroom sizes smaller. | Severe | Worse | Yes |  | 1 |
| Paraprofessionals to support teachers and students in learning | Severe | Worse | Yes |  | 2 |
| More “real life” learning | Severe | Stagnant | Yes |  | 3 |
| Student attendance issues | Severe | Worse | Yes |  | 4 |
| Parent and Family Engagement | Severe | Worse | Yes |  | 5 |
| Access to supplemental curriculum such as iReady to help bridge learning gaps | Severe | Stagnant | Yes |  | 6 |
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**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**



## NEEDS IDENTIFICATION and ROOT CAUSE ANALYSIS

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| **Overarching Need #1** | More teachers needed to make class sizes smaller and to offer additional classes at the high and middle grades. | | |
| ***This is a root This is cause and not something a contributing we can***  ***Root Causes to be Addressed cause or symptom affect*** | | | |
| Lack of applicants | | Yes | Yes |
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| **Overarching Need #2** | Paraprofessionals needed to support students and teachers | | |
| ***This is a root This is cause and not something a contributing we can***  ***Root Causes to be Addressed cause or symptom affect*** | | | |
| Lack of applicants | | Yes | Yes |
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**COMPREHENSIVE NEEDS ASSESSMENT SCHOOL REPORT**

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| **Overarching Need #3** | More “real life” learning for students to better understand and retain lesson material | | |
| ***This is a root This is cause and not something a contributing we can***  ***Root Causes to be Addressed cause or symptom affect*** | | | |
| Student learning retention | | Yes | Yes |
| Lesson planning assistance for teachers | | No | Yes |
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| **Overarching Need #4** | Student attendance issues | | |
| ***This is a root This is cause and not something a contributing we can***  ***Root Causes to be Addressed cause or symptom affect*** | | | |
| There is a high percent of students that are missing an extraordinarily high amount of days each year. | | Yes | Yes |
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**ADDITIONAL RESPONSES**

Use the space below to provide additional narrative regarding the LEA’s comprehensive needs assessment ( *optional*).