

The School District of Palm Beach County

Bak Middle School Of The Arts



2017-18 Schoolwide Improvement Plan

Bak Middle School Of The Arts

1725 ECHO LAKE DR, West Palm Beach, FL 33407

<https://msoa.palmbeachschools.org>

School Demographics

School Type and Grades Served (per MSID File)	2018-19 Title I School	2018-19 Economically Disadvantaged (FRL) Rate (as reported on Survey 3)
Middle School 6-8	No	29%
Primary Service Type (per MSID File)	Charter School	2018-19 Minority Rate (Reported as Non-white on Survey 2)
K-12 General Education	No	48%

School Grades History

Year	2016-17	2015-16	2014-15	2013-14
Grade	A	A	A*	A

**Informational Baseline School Grade*

Note: The school grades calculation was revised substantially for the 2014-15 school year to implement statutory changes made by the 2014 Legislature and incorporate the new Florida Standards Assessments. The 2014-15 school grades serve as informational baseline data that schools can use to improve in future years.

School Board Approval

This plan was approved by the Palm Beach County School Board on 11/8/2017.

SIP Authority and Template

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a school improvement plan (SIP) for each school in the district that has a school grade of D or F.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F (see page 4). For schools receiving a grade of A, B, or C, the district may opt to require a SIP using a template of its choosing.

This document was prepared by school and district leadership using the FDOE's school improvement planning web application located at <https://www.floridacims.org>.

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Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. A corollary at the district level is the District Improvement and Assistance Plan (DIAP), designed to help district leadership make the necessary connections between school and district goals in order to align resources. The Florida Department of Education encourages schools to use the SIP as a “living document” by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the “Date Modified” listed in the footer.

Part I: Current School Status

Part I organizes the current status of the school around five domains inspired by the 5Essentials framework: Supportive Environment, Family and Community Involvement, Effective Leadership, Public and Collaborative Teaching, and Ambitious Instruction and Learning. Questions regarding the school’s Multi-Tiered System of Supports have been embedded throughout this part to demonstrate how data is used by stakeholders to understand the needs of all students and allocate appropriate resources in proportion to those needs.

Part II: Needs Assessment

Part II requires the school to review performance and early warning systems data in order to develop strategic goals and associated data targets (i.e., “SMART goals”) for the coming school year in context of the school’s greatest strengths and needs. An online tool was developed, which includes data visualizations and processing questions to support problem identification, problem analysis and strategic goal formulation.

Part III: 8-Step Planning and Problem Solving for Implementation

Part III enables the school to develop implementation plans for its highest-priority goals. With the overview of the current state of the school in mind and the strategic goals identified through the needs assessment, the planning team engages in a facilitated planning and problem-solving process, through which they

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify barriers that could hinder achieving those goals and resources that could be used to eliminate or reduce barriers (Step 2)
- Select high-priority barriers they want to address initially (Step 3)
- Design implementation and monitoring plans for strategies to resolve selected barriers (Steps 4-7)
- Determine how they will monitor progress toward each goal (Step 8)

Appendices

The following appendices, automatically-generated from content entered in Part III, are included in this document:

- Appendix 1 is a timeline of all action steps and monitoring activities
- Appendix 2 is an outline of all professional development opportunities and technical assistance items
- Appendix 3 is a report of the budget needed to implement the strategies

Differentiated Accountability

Florida's Differentiated Accountability (DA) system, established in [section 1008.33, Florida Statutes](#), is a statewide network of strategic support, differentiated by need according to performance data, provided to districts and schools in order to improve leadership capacity, teacher efficacy, and student outcomes. Through a data-driven planning and problem-solving process, DA field teams collaborate with district leadership to design, implement, and refine strategic goals and action plans that are documented in the SIP.

DA Regions

Florida's DA network is divided into four geographical regions, each served by a field team led by a regional executive director (RED).

DA Categories

At the start of each academic year, traditional schools are classified for DA support in two categories based on the most recent school grades data available. Descriptions of each DA category along with the state support and interventions provided are set forth by [Rule 6A-1.099811, Florida Administrative Code](#):

- **Not in DA** - A school with a current school grade of A, B, or C; charter schools; and ungraded schools.
- **Targeted Support and Improvement** - A school with a current school grade of an initial D.
- **Comprehensive Support and Improvement** - A school with a current school grade of F or two consecutive grades of D, or a high school with a graduation rate of 67 percent or less in the most recent data release.

DA Turnaround Status

Additionally, Comprehensive Support and Improvement schools have a turnaround status of "Implementing," based on a school's grades history, including the current school grade:

- Implementing - A school with a status of "Implementing" requires the district to submit a turnaround plan to the State Board of Education for approval and implementation. A school remains in "Implementing" status until its school grade improves to a C or higher.

2017-18 DA Category and Statuses for Bak Middle School Of The Arts

DA Region and RED	DA Category and Turnaround Status
Southeast - LaShawn Russ-Porterfield	- N/A

I. Part I: Current School Status

A. Supportive Environment

1. School Mission and Vision

a. Provide the school's mission statement.

Empowering students to have the knowledge, skills, and self-confidence to reach their potential in the arts, academics, and in life.

b. Provide the school's vision statement.

Creating a unique and diverse arts community designed to foster growth and creativity in order to reach each child's potential.

2. School Environment

a. Describe the process by which the school learns about students' cultures and builds relationships between teachers and students.

At Bak MSOA, we implement a Single School Culture and appreciation for multicultural diversity and the experiences and contributions that each group brings to make up the Bak Community. Our love and dedication of the arts binds this diverse population (46% minority), which is representative of students from all over Palm Beach County, from both public and private schools. We are fortunate that 98% of our incoming 6th grade students remain at Bak MSOA through 8th grade. Because of this, we are able to build relationships with our students and parents over a three-year period. School counselors and assistant principals are assigned students by their last names, and will follow that child throughout their time at Bak MSOA. This enables the counselors and assistant principals to "get to know" the students and parents and develop deep and meaningful relations with them. To ensure that incoming students get to know their fellow students and teachers, the following activities have been planned and have/or will be implemented during the school year.

- New Student Registration - May
- Incoming Parent Orientation (Foundation) - May
- New Student orientation (includes Parents) - August
- Student/Parent Socials (throughout the school year - PTO)
- Teachers attend in-school and after school performances
- All 6th grade students take an Arts Exploration course

As mentioned previously, Bak has a Single School Culture (research-based process) that is supported by our our School-wide Positive Support System, data-driven and highly effective instruction, and our shared love of the arts. At Bak MSOA, we also ensure that through arts and academics, the content required by Florida Statute 1003.42(2), is addressed:

- a) History of Holocaust,
- b) History of Africans and African Americans,
- c) Hispanic Contributions,
- d) Women's Contributions, and
- e) Sacrifices of Veterans.

Including, but not limited to the following:

- Declaration of Independence
- Constitution of the United States and the Bill of Rights
- Federalist papers: Republican form of government
- Civil government: functions and interrelationships
- History of the United States
- Principles of Agriculture

- Effects of alcohol and narcotics
- Florida history
- Conservation of natural resources
- Health education
- Free enterprise
- Character-development program (required K-12) with curriculum to address: patriotism; responsibility; citizenship; kindness; respect for authority, life, liberty, and personal property; honesty; charity; self-control; racial, ethnic, and religious tolerance; and cooperation.

The principal ensures that relationship-building is a clear priority and engages community stakeholders (i.e. parents, students, teachers, staff, administration, school counselors, etc.) in assessing the current state of the cultural awareness and student-teacher relationships. Our school counselors implement evidence-based strategies to develop cultural awareness, improve student-teacher relations, and close existing social justice/equity gaps. Brainstorming, utilizing SY17 SEQ, with faculty members methods we will use in the first days of school to set a positive tone and clarify the values that will guide interpersonal interaction between students and between the teacher and students. This collaborative and targeted actions enables the faculty, staff, and parents to work together to meet the academic, behavioral, and social needs of our students.

b. Describe how the school creates an environment where students feel safe and respected before, during and after school.

Single School Culture © for ACADEMICS is a research-based process that utilizes the most effective practices from the Efficacy Institute, Standards in Practice from Education Trust, and Assessment Literacy based on the Stiggins model. Teachers receive training and participate in regularly scheduled Professional Learning Communities that include the following procedures:

- Articulation of academic targets – unpacking of standards
- Development of a data stream
- Analysis of student data (strengths and weaknesses) and student work (rigor and relevance)
- Alignment of curriculum/instruction/assessment to standards
- Sharing strategies for corrective instruction

Based on the Pillars of Instruction, student involvement in the academic processes is key. Students learn to articulate the academic targets, analyze their own data, derive feedback, and develop their plan for learning. Students also become partners in the assessment process and learn to lead conferences regarding their academic achievement. The Pillars of Effective Instruction lead our practices in providing all our students with the highly effective and rigorous instruction, opportunities in the arts, and services and support that cultivates an environment where students feel safe, respected, and part of a community. By creating, through collaboration, a student-centered personalized environment, students are provided with the tools and opportunities through choice and voice in the academics and the arts to demonstrate mastery and build social-emotional skills. Students have access to unparalleled opportunities in the arts, have access to daily instruction utilizing technology, and receive highly effective and rigorous instruction that empowers students to be college and career ready.

Students with Disabilities (SWD) and Best Practices for Inclusive Education (BPIE). Our school will infuse the content required by Florida Statutes, Section 1003.4205, as applicable to appropriate situations, including but not limited to Disability Awareness.

- All students, including SWDs, are given equal consideration for recognition through honors, awards and other designations offered by the school.
- All SWDs have the same opportunities as students without disabilities to participate in all school sponsored,

non-academic, age appropriate activities including electives, sports, dances, clubs, field trip, and community service activities.

The school integrates Single School Culture by sharing our Universal Guidelines for Success, following our Behavioral Matrix and Teaching Expected Behaviors, communicating with parents, and Monitoring SwPBS. The school updates Action Plans during Leadership and Grade Level Team Meetings. The staff has devised a set of expectations for student behavior in the classroom, cafeteria, hallways, etc.(see below).

Services, support, and programs provided at Bak MSOA include, but are not limited, to the following:

- Provide professional development to teachers, staff, parents and students on the SDPBC Student Code of Conduct, and Bak's Standards of Excellence, Statement of Commitment, Standard Operating Procedures, and Bak's SwPBS Universal Guidelines (S.T.A.R.). Parent and students are also provided professional development on the importance of proper use of technology in and out of school, bullying, cyber-bullying, and being kind to the members of the Bak family.
- Provide professional development on social-emotional learning and its relationship to creating a positive, caring and supportive school community.
- Develop and implement a differentiated system of school counseling services with dedicated time for individual and small group instruction based on students' needs (e.g., on-going mentoring)
- Articulate, demonstrate, and teach the specific practices that reflect the application of the SDPBC Student Code of Conduct, and Bak's Standards of Excellence, Statement of Commitment, Standard Operating Procedures, and Bak's SwPBS Universal Guidelines (S.T.A.R.) to students before/during/after school.
- Provide activities and academic support during Curtain Calls, which is the after school program for approximately 100 to 150 students.

c. Describe the schoolwide behavioral system in place that aids in minimizing distractions to keep students engaged during instructional time. This may include, but is not limited to, established protocols for disciplinary incidents, clear behavioral expectations, and training for school personnel to ensure the system is fairly and consistently enforced.

To ensure all students are treated equitably and in conjunction with the Student Code of Conduct, Bak MSOA has a School-wide Positive Behavior System called S.T.A.R. Our S.T.A.R. Artizens are expected to be Safe, Trustworthy, Accountable, and Respectful. Before entering Bak MSOA, parents and students receive and sign a Statement of Commitment and Standards of Excellence. At the beginning of each school year, students and parents receive and acknowledge the most updated versions of the Statement of Commitment and Standards of Excellence. The Statement of Commitment was developed to foster collaboration and establish the commitment needed from students, parents, and school needed throughout the school year. The Standards of Excellence was developed as part of Bak's School-wide Positive Behavior Support System to set clear behavioral expectations, to ensure that students thrive in their art education, and to prepare students for high school. that has clearly defined expectations and the manner in which faculty/staff implement interventions and communicate with all stakeholders based on infractions (e.g., CBIR, student-teacher conferences, student-teacher-parent conferences, loss of privileges, detention, behavior plan). Individual students needs (e.g., PMP, EP, IEP, 504, academic and behavior data) are considered when planning for intervention strategies in order to close the achievement gap.

The Student and Family Handbook, and Bak's Standards of Excellence, Statement of Commitment,

Standard Operating Procedures, and School-wide Positive Behavior System (e.g., Matrix), is provided to each student and parent which contains the rules, policies and procedures. Students and parent are expected to discuss and review all aforementioned documents, and teachers and staff reinforce, support and model these expectations and provide interventions when needed. Before entering Bak MSOA, parents and students receive and sign a Statement of Commitment and Standards of Excellence. At the beginning of each school year, students and parents receive and acknowledge the most updated versions at the beginning of each school. The Statement of Commitment was developed to foster collaboration and establish the commitment needed from students, parents, and school needed throughout the school year. The Standards of Excellence was developed as part of Bak's School-wide Positive Behavior Support System to set clear behavioral expectations, to ensure that students thrive in their art education, and to prepare students for high school.

d. Describe how the school ensures the social-emotional needs of all students are being met, which may include providing counseling, mentoring and other pupil services.

In addition to the actions mentioned above, we provide various services and support that addresses the social-emotional needs of our students. Some services and programs provided at Bak MSOA include, but are not limited, to the following:

- Implement a School-Based Team that monitors students' academic and social needs.
- Provide mentoring by various faculty/staff members.
- Provide professional development to parents and students on the SDPBC Student Code of Conduct, and Bak's Standards of Excellence, Statement of Commitment, Standard Operating Procedures, and Bak's SwPBS Universal Guidelines (S.T.A.R.). Parent and students are also provided professional development on the importance of proper use of technology in and out of school, bullying, cyber-bullying, and being kind to the members of the Bak family.
- Provide professional development on social-emotional learning and its relationship to creating a positive, caring and supportive school community.
- Develop and implement a differentiated system of school counseling services with dedicated time for individual and small group instruction based on students needs..
- Utilization of various outside agencies and community support systems.

3. Early Warning Systems

The school's response to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(i) and (b)(7)(A)(iii)(III).

a. Describe the school's early warning system and provide a list of the early warning indicators used in the system.

Students attendance, grades, conduct, and standardized test scores are monitored by a variety of school personnel to ensure the safety, education, and well-being of our students. Administration, counselors, teachers, support staff, and parents work together, by a variety of methods, to communicate and monitor the needs of the students at Bak MSOA. Data is pulled and analyzed to identify students that have attendance or tardy issues (5 or more in a 9 week period). Students that have accumulated more than 3 CBIR forms and one or more suspensions are referred to SBT and/or counseling to address the reasoning behind the infractions. Students that have failures in their core academic classes are identified and course recovery is provided to remediate the grade. Level 1 and Level 2 students in reading or math are provided extra support and services through intensive courses and after-school tutorial. We utilize the Student Development Plan Data Driven Practices to

assess the needs of the students and the barriers blocking their success (Data-Driven Decision Making). For example: attendance, course failure, college-career planning gaps (FAFSA completion), etc..

b. Provide the following data related to the school's early warning system

1. The number of students by grade level that exhibit each early warning indicator:

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Attendance below 90 percent	0	0	0	0	0	0	5	16	11	0	0	0	0	32
One or more suspensions	0	0	0	0	0	0	5	12	8	0	0	0	0	25
Course failure in ELA or Math	0	0	0	0	0	0	0	2	2	0	0	0	0	4
Level 1 on statewide assessment	0	0	0	0	0	0	8	8	3	0	0	0	0	19

The number of students identified by the system as exhibiting two or more early warning indicators:

Indicator	Grade Level													Total
	K	1	2	3	4	5	6	7	8	9	10	11	12	
Students exhibiting two or more indicators	0	0	0	0	0	0	0	2	1	0	0	0	0	3

c. Describe all intervention strategies employed by the school to improve the academic performance of students identified by the early warning system.

At least twice a month counselors and administration come together to discuss and analyze data on all students. At that time, students who are in need of extra support and services are identified. Assistant principals work closely with the counselors to monitor the attendance and academic achievement of their student group. Course Recovery is provided and monitored to ensure that all students pass their core content courses. Suspensions are only given if a severe infraction has occurred. If a student receives a suspension, they are referred to School Based Team so they can receive the needed services and support. Mentors are assigned to students for both behavioral and academic needs. Diagnostics and past FSA scores are analyzed and students who are struggling in math are provided extra support during after school tutorial. Students in grades 6-8 who are Level 1 (and Level 2) are placed in an intensive reading course during the school day. Nine Week grade and FSA Scores (when available) will be used to place students in tutorial sessions.

A plethora of resources are utilized to help students succeed and get the support needed both at school and when at home (e.g., Reading Plus, IXL)

The School-based MTSS/Rtl Leadership Team will use the Problem Solving Model* to conduct all meetings. Based on data and discussion, the team will identify students who are in need of additional academic and/or behavioral support (supplemental or intensive). An intervention plan will be developed which identifies a student's specific areas of deficiencies and appropriate research-based interventions to address these deficiencies. The team will ensure the necessary resources are available and the intervention is implemented with fidelity. Each case will be assigned a case liaison to support the interventionist (e.g., teacher, ESE teachers, guidance counselor) and report back on all data collected for further discussion at future meetings. The four steps of the Problem Solving Process are:

1. Problem Identification that entails identifying the problem and the desired behavior for the student.
2. Problem Analysis involves analyzing why the problem is occurring by collecting data to determine possible causes of the identified problem.
3. Intervention Design & Implementation involves selecting or developing evidence-based interventions based upon data previously collected. These interventions are then implemented.

4. Evaluating is also termed as Response-to-Intervention. In this step, the effectiveness of a students' or group of students' response to the implemented intervention is evaluated and measured.

All staff members will be part of the process and overall updates and professional development will be provided to staff to ensure that their knowledge and skills are up-to-date and are commensurate for effective implementation of Rtl as a multi-tiered system of support. Below are additional intervention strategies employed by the school to help improve student achievement and behavior

- Secure time for staff to discuss and share data on at risk students
- Utilize data systems to identify students who have attendance, behavioral or academic concerns
- Have parents and students sign a Statement of Commitment and Standards of Excellence that outlines

expectations for success

- Create data decision rules for number of absences or OSS before referral generated to SBT
- Establish and maintain communication
- Implement a Probation plan and procedures
- Secure support from outside agencies
- Assign School Mentors

We consider individual students needs and IEP goals when planning for intervention strategies in order to close the achievement gap. Our ESE population outperforms the district in all categories. All students are required to go to Course Recovery and remediate the failing grade before the next quarter. This ensures that students are not falling behind their peers in content literacy and skills.

B. Family and Community Engagement

The school's response to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(2) and (b)(7)(A)(iii)(I).

1. Describe how the school works at building positive relationships with families to increase involvement, including efforts to communicate the school's mission and vision, and keep parents informed of their child's progress.

a. Will the school use its Title I Parent and Family Engagement Policy (PFEP) to satisfy this question?

No

1. PFEP Link

The school completes a Parental Involvement Plan (PFEP), which is available at the school site.

2. Description

Bak MSOA is a Performing Arts and a Choice-only school. Consequently, we get students from all over the vast county and it is difficult for many parents to make the long trek to school. The challenge is to offer multiple opportunities for the parents and stakeholders to get involved in the decision-making process and event/performances that we offer at school. In response to all needs, we offer opportunities to meet with teachers and staff in a variety of formats - email, phone, and in-person. The performances are offered after-school, during the school day, at night, and during the weekends. Parents are informed and encouraged to attend all PTO and SAC Meetings. Different methods are used to get feedback from parents regarding their comfort level in contacting teachers and administrators with questions or problems; New Student Orientation and two Open House events are offered so parents can come and meet the teachers and see the school. Additionally, the Bak MSOA Edline website includes updated and important information, and a newsletter, called "Spotlight", is published and sent home to provide parents with the latest news.

Learning opportunities and resources are provided to families of SWDs as a result of needs assessments (ESE Parent Survey, BPIE, etc.) and student data. BPIE assessment results, the School Improvement Plan (SIP) and subsequent reports of progress toward implementing inclusive practices are disseminated to families, school district personnel, and community members annually.

We also develop and implement a comprehensive school counseling program (Student Development Plan) with dedicated time to develop, implement and evaluate parent meetings/workshops on topics such as developing school success skills, building a college-going culture through the Eight Components of College and Career Readiness (aspirations, academic planning, enrichment and extracurricular engagement, college and career exploration and selection, college and career assessments, affordability planning, admissions and transitions into postsecondary), and developing growth mindsets in children.

2. Describe the process by which the school builds and sustains partnerships with the local community for the purpose of securing and utilizing resources to support the school and student achievement.

The school, Bak PTO, and the MSOA Foundation work together to make contact and build relationships and partnerships with local community members and businesses. The funds, services and support that we receive from these partnership enables Bak MSOA to provide our students with exceptional Arts education that supports the academic endeavors and achievement of our students. Some resources and manpower that have been obtained through these endeavors are as follows:

- Technology (e.g., laptops, iPads)
- Artist in Residence (theatre, communications, dance)
- Private vocal, band, and strings lessons
- Master classes in dance and piano
- Field trips for extended learning opportunities
- Donations to support the Arts (e.g., piano, costumes)

C. Effective Leadership

1. School Leadership Team

a. Membership

Identify the name, email address and position title for each member of the school leadership team.:

Name	Title
Rozanski, Sally	Principal
Henderson, Cynthia	Assistant Principal
Bendfelt, Summer	Guidance Counselor
Henderson, Shawn	Guidance Counselor
Jackson, Pamela	Guidance Counselor
Tyler, Kathy	Guidance Counselor
Glaze, Lee	Other
Opera, Kyle	SAC Member
De La Roche, Rossana	Administrative Support
Connelly, Misty	Assistant Principal
Stamile, Jaimee	Teacher, ESE
McCormick, Laurie	Other
Dahlin, gabriela	Psychologist
Smith, Ronda	Assistant Principal

b. Duties

1. Describe the roles and responsibilities of the members, including how they serve as instructional leaders and practice shared decision making.

There are many subcommittees to the Bak MSOA Leadership Team. The School-based MTSS/Rtl Leadership Team (SBT) is comprised of the following permanent members: Pam Jackson - Leader, Shawn Henderson, Kathy Tyler (counselor), Summer Bendfelt (counselor). Laurie McCormick (ESE Contact), Jaimee Stamile (ESE teachers), and school psychologist (Gabriella Dalin). The aforementioned members are involved based on the student's classification (e.g., ELL, 504), grade level, schedule, and particular needs. Guidance counselors, assistant principals, teachers, ELL contact, and principal - provide specific data and input, including, but not limited to, probes, CBIR Forms, information regarding parent and student conferences, and classroom performance/behavior. The aforementioned people will collaborate to design and oversee the implementation of the Rtl process. The team will conduct progress monitoring, collect and analyze data, contribute to the development of intervention plans, implement Tier 2- 3 interventions (academic and behavior), and offer professional development and technical assistance. Students will be provided the needed services and support to be successful both in academics and/or behavior.

The School Leadership Team (SLT) is comprised of the principal, assistant principals, magnet coordinator, guidance counselors, media specialist, and technology support personnel. This team meets on a monthly basis to review student progress, analyze data, and monitor those students who are put on probation. A facet of this team's responsibility is to inform parents about their child's progress in school and refer the student to School Based Team or mentoring if appropriate. The Department Instructional Leaders (DILs) represent each art and academic area throughout the school. These representatives are the voice for their department and form a direct line of communication between administration and staff. The Department Instructional Leaders are an integral part of the decision making process and disseminate information to their team members in regards to academic, arts, school wide positive behavior support, and community involvement.

2. Describe the process through which school leadership identifies and aligns all available resources (e.g., personnel, instructional, curricular) in order to meet the needs of all students and maximize desired student outcomes. Include the methodology for coordinating and supplementing federal, state and local funds, services and programs. Provide the person(s) responsible, frequency of meetings, how an inventory of resources is maintained and any problem-solving activities used to determine how to apply resources for the highest impact.

The School-based MTSS/Rtl Leadership Team (SBT) will use the Problem Solving Model* to conduct all meetings. Based on data and discussion, the team will identify students who are in need of additional academic and/or behavioral support (supplemental or intensive). An intervention plan will be developed which identifies a student's specific areas of deficiencies and appropriate research-based interventions to address these deficiencies. The team will ensure the necessary resources are available and the intervention is implemented with fidelity. Each case will be assigned a case liaison to support the interventionist (e.g., teacher, ESE teachers, guidance counselor) and report back on all data collected for further discussion at future meetings. The four steps of the Problem Solving Process are:

1. Problem Identification that entails identifying the problem and the desired behavior for the student.
2. Problem Analysis involves analyzing why the problem is occurring by collecting data to determine possible causes of the identified problem.
3. Intervention Design & Implementation involves selecting or developing evidence-based interventions based upon data previously collected. These interventions are then implemented.
4. Evaluating is also termed as Response-to-Intervention. In this step, the effectiveness of a students' or group of students' response to the implemented intervention is evaluated and measured.

All staff members will be part of the process and overall updates and professional development will be provided to staff to ensure that their knowledge and skills are up-to-date and are commensurate for effective implementation of Rtl as a multitiered system of support.

Bak MSOA is not a Title I school. We get financial support from the district, PTO, and the MSOA

Foundation. Resources are coordinated so each organization provides some kind of financial assistance so that all facets of school receives the necessary support and services. Bak is continuing to strengthen a Single School Culture that promotes consistency and equability in regards to policies and procedures, and the need to respect diversity and accept the differences and talents of all our students, staff, and community. Students in grades 6-8 are provided with a First Day of School Orientation that goes over all the rules and procedures, the rationale for these rules and procedures, cyber-bullying, the SWPBS, computer and internet safety, and general conversation about the BAK family and what is the expectation of being a S.T.A.R. Artizen. The School-Wide Positive Behavior System is called, S.T.A.R.. -safe, trustworthy, accountable, and respectful. Each classroom has the S.T.A.R. matrix in clear view of all students, and all stakeholders are responsible for strengthening and guiding the entire BAK family on the importance of working together to meet our goals. Incentives are given to promote S.T.A.R. Artizenship. The SBT, SLT, and DILs meet at least once a month to address concerns, evaluate policies and procedures, and analyze data that drives the decision making process.

Outside agencies that Bak MSOA works with or makes available to parents:

- Ocean Optics- eye exams for low income families
- Chrysalis Program- mental health services
- Youth Services- Mental health services (anger manager family)
- Family First- Mental health services
- Multicultural- Mental health services
- Hospice- Grief assistance
- South County Mental Health (crisis team)
- DCF (Medicaid assistance)
- WPB Family Shelter- assist with clothing/housing

The Health Care District of Palm Beach County supplies Bak 1.5 school nurses who provide a wide range of services to students and parents (medication, referrals, daily treatment and care of students). All student are offered a FREE - "Breakfast for All" each and every school day. Additionally, 25% of our students qualify and receive free and reduced lunch each school day.

Bak Middle School of the Arts is a unique school because students decide to audition and attend the school based on their personnel interests and aspirations in the arts. We foster these aspirations and nurture talents by providing specific art classes in their specific chosen field. The arts and academic teachers work together to blend and support the arts and academics in their classrooms. All 6th grade students complete an Arts/Career Exploration course so they can see the connection between the courses they are taking and their future aspirations for high school and college/career. Students see the relevance to the skills and knowledge gained, and how the experiences and activities prepare them for future learning and their lives.

2. School Advisory Council (SAC)

a. Membership

Identify the name and stakeholder group for each member of the SAC.:

Name	Stakeholder Group
Kyle Opera	Teacher
Sally Rozanski	Principal
Doris Savage	Parent
Nova Rose	Parent
Michelle DeSilva	Teacher
Rossana DeLa Roche	Education Support Employee
Isabella Velez	Student
Sherry Derrevere	Parent
Chris Madden	Business/Community

b. Duties

1. Provide a description of the SAC's involvement with the following activities, as required by section 1001.452(2), Florida Statutes

The school's response to this question may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(2).

a. Evaluation of last year's school improvement plan

A review and evaluation of the 2016-17 SIP was conducted throughout the year and additions/deletions occurred as necessary. The SAC members reviewed various portions of the SIP to evaluate the use of funds and the participation of the two tutorial programs in relation to student achievement on the student's Winter Diagnostics. At the September SAC Meeting FSA data was presented and all SIP goals were met or exceeded.

b. Development of this school improvement plan

From the evaluation of the 2016-17 data and the 2016-17 SIP plan, a variety of staff and SAC members contributed to the plan. Discussions were conducted in May and June about information that would be included in the 2017-18 SIP. The District provided a phone conference and vodcasts for additional information that must be placed in all school's SIP to support the district's strategic plan (long term and short term goals) and the pillars of instruction. School-based personnel attended the SAC professional development and provided the updated information to stakeholders. The SIP is a living document, so constant revisions will be made to the document based on data, conversations, committee decisions, SAC member, parent, and teacher input. SAC Members reviewed the SIP in September after all revisions were made, and approved the plan.

c. Preparation of the school's annual budget and plan

Florida Statute 24.121(5)(c) places the following requirements on School Improvement fund expenditures:

- School Improvement funds are for the purpose of enhancing school performance through development and implementation of a school improvement plan;
- Monies may be expended only on programs or projects selected by the School Advisory Council.
- Neither School District staff nor principals may override the recommendations of the School Advisory Council.
- The monies may not be used for capital improvements or for any project or program with a duration of more than one year; however, a School Advisory Council may independently determine that a program or project formerly funded under this paragraph should receive funds in a subsequent year.

2. Describe the use of school improvement funds allocated last year, including the amount budgeted for each project.

School Improvement funds were not used for any funding during the 2016-17 school year.

3. Verify that the school is in compliance with section 1001.452, Florida Statutes, regarding the establishment requirements and duties of the SAC.

Yes

a. If the school is not in compliance, describe the measures being implemented to meet SAC requirements.

3. Literacy Leadership Team (LLT)

a. Membership

Identify the name and position title for each member of the school-based LLT or similar group, if applicable.:

Name	Title
Rozanski, Sally	Principal
Opera, Kyle	Teacher, K-12
Stamile, Jaimee	Teacher, ESE
Kossove, Micah	Instructional Media
Carlson, Nancy	Teacher, K-12
Connelly, Misty	Assistant Principal
Henderson, Cynthia	Assistant Principal

b. Duties

1. Describe how the LLT or similar group promotes literacy within the school, if applicable.

The Literacy Leadership Team (LLT) is a collaborative, decision making group that creates capacity of

reading knowledge within the school building and focuses on areas of literacy concerns across the school.

The principal, assistant principal, media specialist, mentor reading teachers, content area teachers and

other principal appointees serve on the team. The team meets every 6 to 8 weeks. Agenda topics include

the discussion of the team's goals and progress, as well as identification of new strategies and activities

to implement. The LLT meets to discuss the progress of students and analyze school trends, via data analysis, and the successes and/or challenges teachers are facing during instruction. This is a continuous process that is utilized to make changes and provide support as necessary. The LLT assists

with developing, implementing, and revising targeted and strategic reading instruction at all grade levels.

Needed professional development is discussed and a plan for implementation is formulated for the 2017-18 school year.

At Bak MSOA, students at each grade level are given a specific book, and a book of choice, to read over the summer and have an assignment to complete. Student have to produce a visual representation of the book which they must present during the first few weeks of school. The students then participate in a book study once

school begins. To increase students' knowledge on how to increase reading skills and strategies, every

teacher attends and participates in NGSSS (science and social studies) and/or Florida Standards that is focused on the promotion and support of content literacy. Content Literacy is promoted in the academic classrooms, as well as in visual arts, music, vocal, piano, strings, dance, theater, and communication classrooms, through vocabulary enrichment and writing. Rigorous assessments that are both written and performance-based are given throughout the school year in all the classes/courses. School-wide strategies and programs are implemented to ensure support of content literacy. To support writing achievement, all teachers will participate in a school-wide writing activities that will occur during half days or selected full school days. The writing lessons will be designed by the LLT in order to facilitate the process and support teachers through all content areas.

Below are a list of activities, initiatives, and programs that are implemented during the 2017-18 school year:

Sharing of Best Practices

Type to Learn

IXL

Book Clubs

Reading Plus

Florida Ready

Professional Learning Communities

Professional development regarding targeted instruction via data analysis using FAIR, RRR,

Diagnostics Benchmark Assessments

Increased technology skills utilizing computer labs, desktops, and iPads

Enhance Reading curriculum instruction

Enhance vocabulary development instruction

Battle of the Books

Tutorial

Intensive Reading

Content Literacy support

D. Public and Collaborative Teaching

The school's responses to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(iii)(IV).

1. Describe the school's strategies to encourage positive working relationships between teachers, including collaborative planning and instruction.

The Pillars of Effective Instruction focus on ensuring ALL students are provided with instruction that will prepare them for post-secondary success. In order to ensure all students are immersed in rigorous tasks encompassing the full intent of the standards, actively engaged in building, connecting, and applying knowledge, collaborating in a student centered, personalized environment, and empowered and supported through high expectations to be college and career ready we provide our teachers and staff opportunities to participate in collaborative planning and instruction.

To encourage positive working relationships and the professional growth of teachers, Professional Learning Communities were first developed and implemented in 2016-17 school year. These communities are focused on increasing student achievement, while building the knowledge and skills of the educator. Professional development is provided based on needs, district requirements, and feedback from the stakeholders. Student improvement is monitored and instruction is modified as needed based on decisions made through these collaborative sessions. The master schedule was designed to provide teachers with the same lunch time in case they wanted the opportunity to chat and share their day. Faculty meetings were eliminated to make more time for the Professional Learning Communities, and some of the PLCs may be conducted before school to enable for additional collaboration. Information will be disseminated by the Department Instructional Leaders after they attend a monthly meeting with the principal. Social activities are planned by the social committee to promote collegiality and friendship

outside of school.

Research-based protocols are utilized to focus the meetings on students' academic needs and how students might be assessed. Student improvement is monitored and instruction is modified as needed based on decisions made through collaboration. Collaborative planning time is used productively and reflected in general and special education staff schedules and instructional plans and monitored regularly by school administrators.

2. Describe the school's strategies to recruit, develop and retain highly qualified, certified-in-field, effective teachers to the school.

Below are the strategies that will be taken and the person responsible:

Principal - Work closely with the North Area District Human Resources Specialist to ensure that he is aware of the needs of the school and refers only HQ candidates; Interview and hire only highly qualified teachers; School administrators use job interview questions to appraise an applicant's knowledge and beliefs pertaining to diversity and inclusive practices, as applicable to the position; Provide or ensure evidence-based professional development opportunities that target increasing student achievement; Provide professional development opportunities that meet the professional growth of the staff and meets state and district mandates and initiatives; Inform and monitor the teachers' progress at obtaining ESOL endorsement; conduct observations and provide constructive feedback for improvement.

School administrators use job interview questions to appraise an applicant's knowledge and beliefs pertaining to diversity and inclusive practices, as applicable to the position.

Assistant Principals - Partner new teachers with a mentor and a buddy veteran teacher; Place all first-year teachers in Educator Support Program and monitor progress throughout the school year; conduct observations and provide constructive feedback for improvement.

3. Describe the school's teacher mentoring program, including the rationale for pairings and planned mentoring activities.

Teachers are matched with seasoned teachers who teach in the same content and/or grade level as the teachers who are new to the staff. Teachers are assigned mentors regardless if they are new to teaching or new to the Bak MSOA campus. Teachers are also supported during key events such as the first day of school, Open House, and testing. Administration meets with the new teachers on a regular basis to ensure the teacher's have acclimated to the school. Additionally, all first year teachers to Palm Beach County participate in the Educator Support Program (ESP). The Educator Support Program is designed to elicit evidence that a beginning teacher has demonstrated teaching competencies that promote student learning. ESP helps ensure that all beginning teachers have opportunities to strengthen their knowledge of instructional strategies, enhance their understanding of students as learners, and begin a process of lifelong learning and professional growth. Additionally, teachers are engaged in systematic mentoring, coaching, and induction programs that are consistent with the school's values and beliefs about teaching, learning, and the conditions that support learning. These programs set high expectations for all school personnel and include valid and reliable measures of performance.

E. Ambitious Instruction and Learning

1. Instructional Programs and Strategies

a. Instructional Programs

1. Describe how the school ensures its core instructional programs and materials are aligned to Florida's standards.

Bak MSOA ensures that the core instructional programs and materials are aligned to Florida's standards by implementing a four-tiered process. First, Bak MSOA uses the instructional materials (textbooks) that are adopted and provided by the School District of Palm Beach County.

Supplemental materials are purchased that support the standards, provide enrichment, and support differentiated instruction that meet the needs of a diverse student population. Second, the school creates on-going opportunities through professional development and Professional Learning Communities for instructional personnel to unpack the Florida Standards and Next Generation Sunshine State Standards. Teachers work individually and in groups to plan and discuss ELA, math, science, social studies, world languages and the numerous art area electives lesson, activities, and assessments that aligns to the standards. Project-based activities and lessons that are focused on the arts, provide students with the enrichment needed to develop understanding and master the standards. These conversations and learning opportunities promote instructional growth in implementing instructional practice and developing lessons and activities that support the the standards. Third, the administration does the following: Provides professional development and secures professional development by district personnel to ensure that the appropriate learning opportunities are provided to instructional personnel; Participates in the actions and activities of Professional Learning Communities. This enables all stakeholders to discuss and share strategies, activities, data analysis, and standards-based assessments. The focus is on helping students master the appropriate benchmarks and standards. Finally, the various committees/groups (SBT, LTT, Grade-Level, Leadership) evaluate, using data from various sources, the effectiveness of the materials, learning opportunities, and classroom instruction in relation to student achievement. This tiered process promotes students being actively engaged with complex texts, tasks, and talk using evidence from the text and creating work samples that are standards-based and rigorous. Students are also actively engaged in a coherent progression of mathematical practices that relate new concepts to prior skills and target the aspect of rigor called for by the standards.

b. Instructional Strategies

1. Describe how the school uses data to provide and differentiate instruction to meet the diverse needs of students. Provide examples of how instruction is modified or supplemented to assist students having difficulty attaining the proficient or advanced level on state assessments.

Bak MSOA's staff and administration share in the following core beliefs, and promote and implement ideal educational conditions to ensure consistent movement toward maximizing student achievement:

- Highly effective personnel deliver rigorous, research and standards-based instruction, and evidence-based practices.
- Evidence-based curriculum and instructional approaches have a high probability of success for most students.
- Instruction is differentiated to meet individual learning needs.
- Strategic Instructional Model (SIM) is used in Learning Strategy classrooms
- Integrating accommodations into Lesson Plans
- Universal Design for Learning
- Reliable, valid, and instructionally relevant assessments include the following:
 - Screening Measures - Assessment tools designed to collect data for the purpose of measuring the effectiveness of core instruction and identifying students needing more intensive interventions and support.
 - Diagnostic Measures - Formal or informal assessment tools that measure skill strengths and weaknesses, identify skills in need of improvement, and assist in determining why a problem is occurring.
 - Progress Monitoring Measures - Ongoing assessment conducted for the purposes of guiding instruction, monitoring student progress, and evaluating instruction/intervention effectiveness.
 - Formative Measures - Ongoing assessment embedded within effective teaching to guide instructional decisions.
 - Summative (Outcome) Measures - Typically administered near the end of the school year to give an overall perspective of the effectiveness of the instructional program.
- Ongoing, systematic planning/problem solving is consistently used by teams, including parents and

educators, from enrollment to graduation for all students to make decisions across a continuum of student needs.

Student response to instruction/intervention (Rtl) data is used to guide meaningful decision making.

- Job embedded, on-going, professional development and follow-up coaching with modeling are provided to ensure effective instruction at all levels.
- Actively engaged administrative leadership for data-based decision making is inherent to the school culture.
- All students and their parent(s) are engaged in one proactive and seamless educational system.

With those behaviors and conditions in mind, Bak MSOA implements a variety of approaches to ensure that all students, regardless of their needs, learn and grow in their academic and social lives. In addition to the core curriculum, which is based on the NGSSS, LAFS or MAFS. Students are also exposed to a variety of electives in the Arts and academics that enriches and supports their academic growth. High school courses are provided for acceleration. Students who need additional support are provided services through ESE inclusion classes, speech and language services, and ELL support. Modifications and accommodations are made based on IEP, 504, EP, and school-based plans. Data is analyzed by a variety of individuals and small groups to ensure that a "global" approach is completed to meet the needs of the each students. The following groups analyze and share data: students, teachers, counselors, administrators, SBT/RTI members, Professional Learning Community Members, Student-Centered groups, Literacy Leadership Team, and the Bak MSOA Leadership Team. Our students share in the data analysis process by tracking their own progress in each class and having data chats with school-based personnel and their parents. After school tutorial is provided throughout the year in ELA/Reading and math. Students are selected based on the data from previous years and current diagnostics and teacher recommendation.

To help identify and support students, the School-based MTSS/Rtl Leadership Team will use the Problem Solving Model* to conduct all meetings. Based on data and discussion, the team will identify students who are in need of additional academic and/or behavioral support (supplemental or intensive). An intervention plan will be developed which identifies a student's specific areas of deficiencies and appropriate research-based interventions to address these deficiencies. The team will ensure the necessary resources are available and the intervention is implemented with fidelity. Each case will be assigned a case liaison to support the interventionist (e.g., teacher, ESE teachers, guidance counselor) and report back on all data collected for further discussion at future meetings. The four steps of the Problem Solving Process are:

1. Problem Identification entails identifying the problem and the desired behavior for the student.
 2. Problem Analysis involves analyzing why the problem is occurring by collecting data to determine possible causes of the identified problem.
 3. Intervention Design & Implementation involves selecting or developing evidence-based interventions based upon data previously collected. These interventions are then implemented.
 4. Evaluating is also termed as Response-to-Intervention. In this step, the effectiveness of a students' or group of students' response to the implemented intervention is evaluated and measured. All staff members will be part of the process and overall updates and professional development will be provided to staff to ensure that their knowledge and skills are up-to-date and are commensurate for effective implementation of Rtl as a multi-tiered system of support.
- The School-based MTSS/Rtl Leadership Team is comprised of the following members: Permanent Members: Pam Jackson - Leader; Summer Bendfelt, Laurie McCormick, and Jaimee Stamile - ESE specialists that will analyze data and provide strategies and interventions for implementation; and Barbara McCray - school psychologist. The following members are involved based on the student's classification (e.g., ELL, 504), grade level, schedule, and last name: guidance counselors, assistant principals, teachers, ELL contact, and principal - provide specific data and input, including, but not limited to probes, CBIR Forms, information regarding parent and student conferences, and classroom performance/behavior. The aforementioned people will collaborate to design and oversee the implementation of the Rtl process. The team will conduct progress monitoring, collect and analyze data, contribute to the development of intervention plans, implement Tier 2- 3 interventions (academic and behavior), and offer professional development and technical assistance. Students will be

provided the needed services and support to be successful both in academics and/or behavior. Because at least one member of the Leadership Team will be involved in the SBT, LLT, tutoring, and SAC. All members of the Leadership Team are involved in the MTSS/SIP process. The members of the Leadership Team will monitor by pulling data, analyzing the data, ensuring implementation, conferencing with students, teachers and parents, and provide suggestions and insight to improve both the MTSS process and the SIP. Below are some of the documents and data that is used in the decision-making process.

Florida Standards Assessment

Florida Assessment for Instruction in Reading (FAIR)

Reading Plus

IXL for math and ELA

Running Reading Record

Palm Beach Performance Assessments

Performance Matters/Unify - formative assessments

Comprehensive English Language Learning Assessment (CELLA)

Literacy Leadership Team (LLT)

Individualized behavior plans

CBIR Forms

Discipline Referrals (e.g., suspensions)

Retentions

Absences/Tardies

Educational Data Warehouse

Winter Diagnostics

EDW/Performance Matters (Data)

2. Provide the following information for each strategy the school uses to increase the amount and quality of learning time and help enrich and accelerate the curriculum:

Strategy: After School Program

Minutes added to school year: 4,000

Bak MSOA will provide After and Before School Tutorial programs during the year. The purpose of tutorial is to provide additional targeted instruction to increase student achievement of our struggling or at-risk students with a smaller teacher to student ratio (1 to 10) or provide enrichment or support to our high achieving students.

Strategy Rationale

Core Academic Instruction- To strengthen the reading and math skills of our students in need of remediation or extra support and support for the upper-level math classes.

Strategy Purpose(s)

- Core Academic Instruction

Person(s) responsible for monitoring implementation of the strategy

Rozanski, Sally, sally.rozanski@palmbeachschools.org

Data that is or will be collected and how it is analyzed to determine effectiveness of the strategy

Students FSA scores will be compared to their February Diagnostics scores to see if improvement was made and identify those areas of weaknesses that still need to be reviewed and remediated. Classroom assessments and student product will also be analyzed during PLCs to determine the progress and success of the tutorial program.

2. Student Transition and Readiness

a. PreK-12 Transition

The school's response to this question may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(iii)(V).

1. Describe the strategies the school employs to support incoming and outgoing cohorts of students in transition from one school level to another.

Bak MSOA offers an 8 period day so students can participate in all their requested courses. Counselors, teachers, and administration meet with parents and students to provide guidance and support throughout the students three years at Bak MSOA. A 6th Grade and New Student Orientation is provided for parents and students where the courses are explained, they learn how to sign-up for courses, and the school collects ESE, 504, or Gifted paperwork turned in. The 7th and 8th grade students are provided with similar support from their teachers, counselors and administration. Bak Middle School of the Arts is a unique school because students decide to audition and attend the school based on their personnel interests and aspirations in the arts. We foster these aspirations and nurture talents by providing specific art classes in their specific chosen field. The arts and academic teachers work together to blend and support the arts and academics in their classrooms. Students see the relevance to the skills and knowledge gained, and how the experiences and activities prepare them for future learning and their lives. All 6th grade students complete a Arts/Career Exploration course so they can see the connection between the courses they are taking and their future aspirations for high school and college/career. Seventh grade student complete a high school and college preparedness plan and share it with their parents. BAK MSOA provides the following high school courses that provides students the opportunity to begin high school with some required credits. The courses are as follows: Honors Geometry, Honors Algebra, Spanish I, French 1, Spanish II, French II, and a variety of FLVS and PBV courses. Students

who need remediation are provided the needed services so they can be successful in high school and they have the necessary skills and knowledge to pursue their post-secondary aspirations. Students also take the 8/9/PSAT to determine their progress and readiness for high school. Counselors and school administrators meet with students and parents throughout the school year to discuss student arts and academic progress and achievement. All students chart their progress in the arts and academic, attendance, conduct, state assessment data, and indicators of success using the SY18 Charting My Student Data that is located in each student planner.

b. College and Career Readiness

- 1. Describe the strategies the school uses to advance college and career awareness, which may include establishing partnerships with business, industry or community organizations.**
- 2. Identify the career and technical education programs available to students and industry certifications that may be earned through those respective programs.**
- 3. Describe efforts the school has taken to integrate career and technical education with academic courses (e.g., industrial biotechnology) to support student achievement.**
- 4. Describe strategies for improving student readiness for the public postsecondary level based on annual analysis of the [High School Feedback Report](#), as required by section 1008.37(4), Florida Statutes.**

II. Needs Assessment

The school's completion of this part may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(6).

A. Problem Identification

1. Data to Support Problem Identification

b. Data Uploads

Data uploads are not required by the Florida Department of Education but are offered as a tool for the needs assessment. In this section, the school may upload files of locally available data charts and graphs being used as evidence of need.

The following documents were submitted as evidence for this section:

No files were uploaded

2. Problem Identification Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the points of strength and areas of need that have been identified in the data.

Bak MSOA is the second highest achieving school in the State of Florida as measured by the School Accountability Report. Additionally, Bak MSOA led the SDPBC with more percentage points earned than any other school in the entire district. The challenge is to improve the percentage earned (85%) in SY17. A slight dip in math LG and LW25% in SY17, could be improved upon in SY18.

B. Problem Analysis Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the underlying "why"? or root causes for the areas of need identified in the data, as determined by situational awareness of, and research conducted by, the stakeholders involved in the needs assessment.

Two of our veteran math teachers decided to take a personal leaves at the end of 2016, and my most effective math teacher left to work in the private sector in November 2017. Consequently, math instruction was not at the quality that it had been in past years. Research would support that to increase math growth, our teachers must provide targeted and personalized math instruction (and in other academic areas as well).

C. Strategic Goals

School Improvement Goals

The following key is intended to help readers understand how the sections of this document correspond to the steps of the 8-step planning and problem-solving framework used in the School Improvement Plan. The Quick Key numbers can help registered users go directly to the point of entry for any given goal, barrier and strategy within the online survey.

Problem Solving Key

G = Goal

B =
Barrier

S = Strategy

1 = Problem Solving Step  S123456 = Quick Key

Strategic Goals Summary

- G1.** If we deliver effective and relevant instruction to meet the needs of all students through personalized learning opportunities, then we will ensure high school readiness.

- G2.** If faculty and staff collaborate through Professional Learning Communities to plan and provide effective instruction to meet the needs of all students, then we will ensure high school readiness.

Strategic Goals Detail

For each strategic goal, this section lists the associated targets (i.e., "SMART goals"), targeted barriers to achieving the goal, resources available to help reduce or eliminate the barriers, and the plan for monitoring progress toward the goal.

G1. If we deliver effective and relevant instruction to meet the needs of all students through personalized learning opportunities, then we will ensure high school readiness. 1a

G094817

Targets Supported 1b

Indicator	Annual Target
FSA Mathematics Achievement	93.0
FSA ELA Achievement	95.0
Algebra I EOC Pass Rate	100.0
Geometry EOC Pass Rate	100.0

Targeted Barriers to Achieving the Goal 3

- Have enough teachers willing to provide the extra support during after school or before school tutorial.
- Purchasing the technology needed to provide personalized learning opportunities throughout the school day.

Resources Available to Help Reduce or Eliminate the Barriers 2

- Trade-off to get funds to pay salary for teachers (if granted)
- Trade-off to purchase the technology needed (if granted)
- Activity bus to take students home and after care program

Plan to Monitor Progress Toward G1. 8

Look at Review and analyze student achievement

Person Responsible

Sally Rozanski

Schedule

Weekly, from 9/25/2017 to 6/30/2018

Evidence of Completion

Nine week grades, winter diagnostics, and FSA scores

G2. If faculty and staff collaborate through Professional Learning Communities to plan and provide effective instruction to meet the needs of all students, then we will ensure high school readiness. 1a

G094818

Targets Supported 1b

Indicator	Annual Target
FSA ELA Achievement	95.0
Algebra I EOC Pass Rate	100.0
FSA Mathematics Achievement	93.0
Geometry EOC Pass Rate	100.0
Statewide Science Assessment Achievement	90.0
Civics EOC Pass	96.0

Targeted Barriers to Achieving the Goal 3

- Inability to have common planning during the day

Resources Available to Help Reduce or Eliminate the Barriers 2

- Professional Development Days and Inservice Days - Professional Development based on the needs of teachers, students, and district/state mandates
- Faculty Meetings minutes per CTA Contract

Plan to Monitor Progress Toward G2. 8

Teacher lessons, Observations- school and individual trends in instruction, Diagnostics, FSA, and classroom data

Person Responsible

Sally Rozanski

Schedule

Every 6 Weeks, from 10/13/2017 to 6/30/2018

Evidence of Completion


Teacher product, observations, grades, diagnostics, FSA scores

Action Plan for Improvement

For each strategy selected in the plan to reduce a targeted barrier to a strategic goal, this section lists the rationale for that strategy (i.e., why the school believes it will reduce the barrier) and the action steps that have been identified as necessary to implementing the strategy, including details such as the point person, timing and duration, and evidence of completion. At the end of each set of action steps is the plan for monitoring the implementation and effectiveness of the respective strategy.

Problem Solving Key

G = Goal **B** =
 Barrier **S** = Strategy

1 = Problem Solving Step  S123456 = Quick Key

G1. If we deliver effective and relevant instruction to meet the needs of all students through personalized learning opportunities, then we will ensure high school readiness. 1

G094817

G1.B1 Have enough teachers willing to provide the extra support during after school or before school tutorial. 2

B255006

G1.B1.S1 Offer flexible tutorial opportunities for teachers. 4

S269452

Strategy Rationale

Flexibility enables teachers to set their own days for after school and morning tutorials. Teachers will not have to dedicate too many days to tutorial.

Action Step 1 5

Recruit teachers by providing them with choice of when to tutor.

Person Responsible

Sally Rozanski

Schedule

Daily, from 8/30/2017 to 9/8/2017

Evidence of Completion

Emails to instructional staff

Action Step 2 5

Secure funds to pay teacher's salaries/benefits for before and after school tutoring

Person Responsible

Sally Rozanski

Schedule

Quarterly, from 8/14/2017 to 1/26/2018

Evidence of Completion

Trade-off Request and budget

Action Step 3 5

Identify students in need of before or after school tutoring

Person Responsible

Sally Rozanski

Schedule

Quarterly, from 9/1/2017 to 4/2/2018

Evidence of Completion

Student list with FSA scores and rationale for selection.

Action Step 4 5

Send letter home and call parents to inform them of the tutorial opportunity

Person Responsible

Sally Rozanski

Schedule

Daily, from 9/5/2017 to 9/11/2017

Evidence of Completion

Parent letters/Parentlink

Plan to Monitor Fidelity of Implementation of G1.B1.S1 6

Monitor attendance and progress of participating students

Person Responsible

Misty Connelly

Schedule

Weekly, from 9/25/2017 to 4/9/2018

Evidence of Completion

Attendance sheets, IXL, diagnostic scores, grades

Plan to Monitor Effectiveness of Implementation of G1.B1.S1 7

Monitor instruction and student progress toward goal.

Person Responsible

Misty Connelly

Schedule

On 6/1/2018

Evidence of Completion

Attendance sheets, student product, observation, data chats.

G1.B2 Purchasing the technology needed to provide personalized learning opportunities throughout the school day. 2

 B255007

G1.B2.S1 Use trade-off funds to purchase the technology needed to provide personalized learning opportunities. 4

 S269453

Strategy Rationale

There is a digital divide in the school, so it is essential that all students have the opportunity to use technology throughout the day so personalized learning opportunities can be created and implemented.

Action Step 1 5

Assess technology needs and complete a trade-off to get the funds

Person Responsible

Sally Rozanski

Schedule

On 9/8/2017

Evidence of Completion

Trade-off and budget - Technology

Plan to Monitor Fidelity of Implementation of G1.B2.S1 6

Teachers will be responsible for creating lessons that provide students with personalized instruction

Person Responsible

Sally Rozanski

Schedule

Daily, from 8/14/2017 to 6/1/2018

Evidence of Completion

Classroom observations, data chats, IXL and Reading reports.

Plan to Monitor Effectiveness of Implementation of G1.B2.S1 7

Ensure technology is functional and being used on a daily basis

Person Responsible

Misty Connelly

Schedule

Monthly, from 9/25/2017 to 6/1/2018

Evidence of Completion

Walkthroughs, Google Doc, lesson plans, student conversations


G2. If faculty and staff collaborate through Professional Learning Communities to plan and provide effective instruction to meet the needs of all students, then we will ensure high school readiness. **1**

 G094818

G2.B1 Inability to have common planning during the day **2**

 B255011

G2.B1.S1 Eliminate Faculty Meetings and dedicate time during In-service and Professional Development Days, so additional time is given to Professional Learning Communities. **4**

 S269454

Strategy Rationale

Create more time for teachers to share data, ideas, best practices, and increase their knowledge and skills.

Action Step 1 **5**

Create a PLC schedule that increases the time that teachers can meet, collaborate, learn, analyze data, and share best practices.

Person Responsible

Sally Rozanski

Schedule

Monthly, from 9/11/2017 to 6/1/2018

Evidence of Completion

PLC Schedule

Action Step 2 **5**

Provide PDD opportunities to increase the skills and knowledge of teachers.

Person Responsible

Sally Rozanski

Schedule

Monthly, from 8/7/2017 to 6/1/2018

Evidence of Completion

Teachers product (e.g., data analysis, unpacking standards, scales, focus calendars)

Plan to Monitor Fidelity of Implementation of G2.B1.S1 6

Administration will also participate in the PLC sessions.

Person Responsible

Sally Rozanski

Schedule

Monthly, from 9/11/2017 to 6/1/2018

Evidence of Completion

Teacher "product" and student achievement.

Plan to Monitor Effectiveness of Implementation of G2.B1.S1 7

Ensuring that sessions occur and participants attend and participate in the sessions

Person Responsible

Sally Rozanski

Schedule

Monthly, from 9/11/2017 to 6/1/2018

Evidence of Completion

Conversation with DILs, data chats, and team/teacher product.

IV. Implementation Timeline

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/End Date
2018					
G1.B1.S1.A1 A359818	Recruit teachers by providing them with choice of when to tutor.	Rozanski, Sally	8/30/2017	Emails to instructional staff	9/8/2017 daily
G1.B2.S1.A1 A359822	Assess technology needs and complete a trade-off to get the funds	Rozanski, Sally	8/25/2017	Trade-off and budget - Technology	9/8/2017 one-time
G1.B1.S1.A4 A359821	Send letter home and call parents to inform them of the tutorial opportunity	Rozanski, Sally	9/5/2017	Parent letters/Parentlink	9/11/2017 daily
G1.B1.S1.A2 A359819	Secure funds to pay teacher's salaries/benefits for before and after school tutoring	Rozanski, Sally	8/14/2017	Trade-off Request and budget	1/26/2018 quarterly
G1.B1.S1.A3 A359820	Identify students in need of before or after school tutoring	Rozanski, Sally	9/1/2017	Student list with FSA scores and rationale for selection.	4/2/2018 quarterly
G1.B1.S1.MA1 M384508	Monitor attendance and progress of participating students	Connelly, Misty	9/25/2017	Attendance sheets, IXL, diagnostic scores, grades	4/9/2018 weekly
G1.B1.S1.MA1 M384507	Monitor instruction and student progress toward goal.	Connelly, Misty	8/21/2017	Attendance sheets, student product, observation, data chats.	6/1/2018 one-time
G1.B2.S1.MA1 M384509	Ensure technology is functional and being used on a daily basis	Connelly, Misty	9/25/2017	Walkthroughs, Google Doc, lesson plans, student conversations	6/1/2018 monthly
G1.B2.S1.MA1 M384510	Teachers will be responsible for creating lessons that provide students with personalized...	Rozanski, Sally	8/14/2017	Classroom observations, data chats, IXL and Reading reports.	6/1/2018 daily
G2.B1.S1.MA1 M384512	Ensuring that sessions occur and participants attend and participate in the sessions	Rozanski, Sally	9/11/2017	Conversation with DILs, data chats, and team/teacher product.	6/1/2018 monthly
G2.B1.S1.MA1 M384513	Administration will also participate in the PLC sessions.	Rozanski, Sally	9/11/2017	Teacher "product" and student achievement.	6/1/2018 monthly
G2.B1.S1.A1 A359823	Create a PLC schedule that increases the time that teachers can meet, collaborate, learn, analyze...	Rozanski, Sally	9/11/2017	PLC Schedule	6/1/2018 monthly
G2.B1.S1.A2 A359824	Provide PDD opportunities to increase the skills and knowledge of teachers.	Rozanski, Sally	8/7/2017	Teachers product (e.g., data analysis, unpacking standards, scales, focus calendars)	6/1/2018 monthly
G1.MA1 M384511	Look at Review and analyze student achievement	Rozanski, Sally	9/25/2017	Nine week grades, winter diagnostics, and FSA scores	6/30/2018 weekly
G2.MA1 M384514	Teacher lessons, Observations- school and individual trends in instruction, Diagnostics, FSA, and...	Rozanski, Sally	10/13/2017	Teacher product, observations, grades, diagnostics, FSA scores	6/30/2018 every-6-weeks

V. Professional Development Opportunities

Professional development opportunities identified in the SIP as action steps to achieve the school's goals.

G2. If faculty and staff collaborate through Professional Learning Communities to plan and provide effective instruction to meet the needs of all students, then we will ensure high school readiness.

G2.B1 Inability to have common planning during the day

G2.B1.S1 Eliminate Faculty Meetings and dedicate time during In-service and Professional Development Days, so additional time is given to Professional Learning Communities.

PD Opportunity 1

Create a PLC schedule that increases the time that teachers can meet, collaborate, learn, analyze data, and share best practices.

Facilitator

Administration, Teachers, District personnel

Participants

Instructional Personnel

Schedule

Monthly, from 9/11/2017 to 6/1/2018

PD Opportunity 2

Provide PDD opportunities to increase the skills and knowledge of teachers.

Facilitator

Administration, Teachers, District personnel

Participants

Instructional Personnel

Schedule

Monthly, from 8/7/2017 to 6/1/2018

VI. Technical Assistance Items

Technical Assistance opportunities identified in the SIP as action steps to achieve the school's goals.

VII. Budget

1	G1.B1.S1.A1	Recruit teachers by providing them with choice of when to tutor.				\$0.00
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
			2511 - Bak Middle School Of The Arts			\$0.00
2	G1.B1.S1.A2	Secure funds to pay teacher's salaries/benefits for before and after school tutoring				\$10,000.00
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	5000	130-Other Certified Instructional Personnel	2511 - Bak Middle School Of The Arts	General Fund		\$10,000.00
3	G1.B1.S1.A3	Identify students in need of before or after school tutoring				\$0.00
4	G1.B1.S1.A4	Send letter home and call parents to inform them of the tutorial opportunity				\$0.00
5	G1.B2.S1.A1	Assess technology needs and complete a trade-off to get the funds				\$30,000.00
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	5100	644-Computer Hardware Non-Capitalized	2511 - Bak Middle School Of The Arts	General Fund		\$30,000.00
6	G2.B1.S1.A1	Create a PLC schedule that increases the time that teachers can meet, collaborate, learn, analyze data, and share best practices.				\$0.00
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
			District-Wide	General Fund		\$0.00
7	G2.B1.S1.A2	Provide PDD opportunities to increase the skills and knowledge of teachers.				\$1,000.00
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	7300	500-Materials and Supplies	2511 - Bak Middle School Of The Arts	General Fund		\$1,000.00
			<i>Notes: Materials</i>			
					Total:	\$41,000.00