

## Madison Metropolitan School District Crosswalk: Strategic Plan – Achievement Gap Plan

MMSD Strategic Plan STUDENT	Final MMSD Achievement Gap Plan Recommendation
<b>Student Action Plan Achievement for All Students</b>	<b>Chapter 1 Focusing on Academic Instruction and Support</b>
Define successful MMSD graduate outcomes <ul style="list-style-type: none"> <li>• Content knowledge</li> <li>• Civic-minded skills</li> <li>• Life-enriching skills</li> <li>• Social and emotional skills</li> </ul>	#1 Literacy: Ensure all K-12 Students are Reading at Grade Level
Define successful MMSD graduate.	#2 Literacy: District-Wide Focus on Third-Grade Students
Develop and implement an electronic-based individual learning plan (ILP) for all MMSD students, prioritizing students in grades 9-12 in initial implementation.	#3 Extend the School Day
Establish and implement a consistent system of measurable outcomes to determine student, school, and district progress in eliminating the achievement gap.	#4 Literacy and Math: Expand Summer Learning Opportunities
Implement research-based instructional strategies to eliminate the achievement gap.	#5 Develop an Early Warning System
Develop and implement partnerships to prepare every student in kindergarten (EC options, Play and Learn, K-Ready, Summer School and universal 4-K).	#6 Explore Innovative Instructional Designs
<b>Student Action Plan- Relationships</b>	#7 Develop a System of Shared Accountability
Identify and implement multiple strength-based measures of staff, student and family relationships.	#8 New Initiative: Ensure all K-12 Students Demonstrate Proficiency in the Standards for Mathematics Practice
Analyze new and existing systems of support (e.g. Positive Behavior Support, problem-solving intervention teams, accelerated learning opportunities) and identify and implement a consistent set of community-building activities and programs to be used across all schools. (Examples Tribes, responsive classrooms, Fix-it Plans, and Caring Classrooms among others.)	<b>Chapter 2 Developing College and Career Readiness</b>
Identify and implement innovative and effective structures that enhance staff-student relationships. (Examples include multi-age	#9 Prepare All for Life After High School-Career Academies
	#10 Implement ACT College Entrance Test and ACT Test Preparation

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classrooms, small class sizes, smaller learner communities and houses among others.)	#11	Expand Advancement Via Individual Determination (AVID)
Identify existing school community resources and partnerships. Establish common student achievement and social-emotional outcomes. Determine gaps that may exist across schools. Coordinate programs equitably across schools.	#12	Implement MMSD Mentor Academy
	#13	New Initiative: Drop-Out Recovery
<b>Student Action Plan-Transitions</b>		
The definition of each transition category will be communicated across the district.		
District departments and each school will assess gaps and needs based upon the transition categories, leading to planned improvements and new strategies. A planning document will be developed to ensure that all relevant transition categories are addressed.		
The district and school will develop instruments to determine levels of satisfaction for each transition category to reach the goal. School grade level staff, principal, and parents will be surveyed annually.		
Departments and schools will use the data from the instruments to determine transition plans for improvement for future years.		

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<b>Curriculum Action Plan Accelerated Learning</b>	<b>Chapter 1 Focusing on Academic Instruction and Support</b>
Map current course sequences in all content areas K-12, identifying prerequisites and obstacles in order to improve achievement for all students and close the achievement gap, reduce barriers for all students and identify opportunity gaps. (See also TAG Plan, Goal 2.) Align current course content in all content areas K-12 to the Common Core State Standards and the ACT College and Career Readiness Standards.	#1 Literacy: Ensure all K-12 Students are Reading at Grade Level
Analyze course sequences and allocate resources to address inconsistencies and inequities across the district.	#2 Literacy: District-Wide Focus on Third-Grade Students
Analyze course enrollment and successful completion for all student groups to determine baseline data for comparison and growth (See also Cultural Relevance Step 1).	#3 Extend the School Day
Define rigor, accelerated learning and 21 <sup>st</sup> Century skills to build common language and understanding.	#4 Literacy and Math: Expand Summer Learning Opportunities
Use curriculum mapping (e.g. Eclipse) to determine standard-based outcomes and improve learning pathways and course sequence by identifying gaps and repetition. Focus initially at secondary level.	#5 Develop an Early Warning System
Implement cross-level teacher teams to increase and improve advanced course options ensuring intentional transition plans for students as they move from elementary to middle to high schools post secondary.	#6 Explore Innovative Instructional Designs
Increase the successful completion of courses that support college and career readiness. Target low income and minority student participation and achievement (See also TAG Plan, Goal 2).	#7 Develop a System of Shared Accountability
Establish systems to regularly monitor successful student achievement and growth in accelerated learning pathways. (See also TAG Plan, Goal 2).	#8 New Initiative: Ensure all K-12 Students Demonstrate Proficiency in the Standards for Mathematics Practice
Implement 2009 Board of Education approved TAG plan to improve academic outcomes and engagement for all students.	<b>Chapter 2 Developing College and Career Readiness</b>
	#9 Prepare All for Life After High School-Career Academies
	#10 Implement ACT College Entrance Test and ACT Test Preparation
	#11 Expand Advancement Via Individual Determination (AVID)
	#12 Implement MMSD Mentor Academy
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Implement the Math Task Force Recommendations as approved by the Board of Education to improve academic outcomes and engage all students.	<b>Chapter 3</b> <b>Expanding Culturally Responsive Practices</b>	
<b>Curriculum Action Plan - Assessment</b>		
Complete MMSD Balanced Assessment Plan to guide future implementation of assessment tools and strategies.		#14 Implement Comprehensive Diversity Training for All Staff
Examine external assessments to analyze and inform MMSD curriculum, instruction and assessment.		#15 Create Cultural Practices that are Relevant (CRP) Model School
Develop a consistent district-wide assessment plan (including formative assessments and progress monitors) to better inform classroom curriculum and instruction.		#16 Integrate Cultural Relevance into District-Wide Professional Development
Acquire or develop common assessments that measure individual student progress toward district K-12 learning outcomes. (Consistent with Equity Task Force recommendations).		
Map big ideas in core content areas as a basis for development of common assessments.		
<b>Curriculum Action Plan - Civic Engagement</b>		
Research effective, culturally relevant standards-based practices in Civic Engagement (e.g. service learning, participatory education and democratic classrooms).		
Implement social studies curricular recommendations to meet Wisconsin High School Graduation Requirements, ensuring instruction in state and local government (PI 18.03(1)(a)2 is fully met within the required MMSD 3-credit social studies course sequence and requirements.		
Analyze research to determine and develop productive civic engagement strategies for MMSD implementation.		
Develop and implement a pilot at the secondary level within the required social studies course sequence focusing on the civic engagement strategies. Use data from the pilot to modify and then expand the use of effective strategies.		
All staff will work collaboratively and assume responsibility as a community to support all students learning and achievement in order to close		

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achievement gaps.	
<b>Curriculum Action Plan-Cultural Relevance</b>	
Analyze course enrollment and successful completion by student groups to determine baseline data for comparison and growth. (See also Accelerated Learning Step 3.)	
Standards-based curriculum will reflect the cultural backgrounds of all students (e.g. contemporary concerns and historic struggles of a variety of cultural groups).	
MMSD classrooms will evidence positive images and cultural references (arts, curricular materials, teaching resources) for all learners.	
Expand professional development for teacher cohorts around culturally relevant curriculum, instruction and assessment.	
Establish district infrastructure to support and sustain cultural relevance (administrative re-organization).	
Increase staff awareness of the linguistic and cultural needs of all students, including students who are English Language Learners or Standard English Learners or Standard English Language Learners, and students who have reduced exposure to language because of poverty as a key to mastering standards in all content areas.	
Create a set of sample lesson plans that infuse the principles of cultural relevance into standards-based, cross disciplinary curricula.	
All staff will work collaboratively and assume responsibility as a community to support all students' learning and achievement in order to close achievement gaps.	
Develop goals to support cultural relevance within school Improvement Plans (SIP) that specifically target the underserved populations(s) of the school.	
Establish school-based student equity teams at the middle and high school levels to discuss, monitor, and problem-solve issues related to race and other equity concerns.	

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Expand the role of community members in supporting and sustaining culturally relevant practices.	
<b>Curriculum Action Plan-Flexible Instruction</b>	
Implementation of best practices in flexible instruction (e.g. differentiation, universal design).	
Curriculum, instruction, and assessment design and decisions require teacher teams to collaborate in order to meet the needs of all students in a classroom environment. Teams will include representation from regular education, special education, ESL and gifted programming.	
Students and teachers collaborate to ensure there is a range of learning activities that are engaging and multiple ways to demonstrate learning.	
Identify alternative education and innovative program needs and develop a plan to expand alternative programs and educational options.	

MMSD Strategic Plan STAFF	Final MMSD Achievement Gap Plan Recommendation
<b>Staff Action Plan Professional Development</b>	<b>Chapter 3 Expanding Culturally Relevant Practices</b>
The district will develop site-based and district-wide professional learning communities/teams to foster continuous improvement in leadership and in quality instructional practices for all students in all curricular areas including cultural relevance.	#14 Implement Comprehensive Diversity Training for All Staff Including Promising Practices Cohorts
All staff members will regularly collaborate within one or more established professional learning community (ies)/teams(s) to engage in a continuous cycle of improvement focused on student learning and engagement and work-place culture.	#15 Create Cultural Practices that are Relevant (CRP) Model School
The district will collaborate with the community to develop inclusive culturally responsive schools.	#16 Integrate Cultural Relevance into District-Wide Professional Development
The district will implement supervision and evaluation procedures to support all instructional staff in meeting or exceeding proficiency with established state standards throughout their careers. This will facilitate high-quality instructional practices, evidence based methodologies, culturally responsive practices, and 21 <sup>st</sup> Century technologies, content, and skills so as to ensure high levels of learning by all students. (Consistent with TAG Plan and Equity Task Force Recommendations.)	<b>Chapter 6 Recruiting, Selecting, and Retaining a Diverse Workforce</b>
All instructional staff (teachers, pupil services staff and administrators) will implement their Professional Development Plans (PDP) with integrity for individually targeted continuous professional growth aligned to school improvement goals and the district’s strategic priorities.	#21 Implement the Hiring for Diversity Plan
The district will ensure that its school improvement processes and professional development systems and practices align with effective research-based practices such as the National Staff Development Council’s (NSDC) Standards for Staff Development.	
The district will develop systems and approaches to coordinate and link professional development initiatives.	
Foster partnerships with university college pre-service teacher preparation programs so that quality program offerings that are a match to MMSD’s needs are available to staff (consistent with Math Task Force recommendation).	

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<b>Staff Action Plan Recruiting and Retaining Staff</b>	
Establish a plan similar to Future Teachers of America to attract high school students of color into the field of education and teaching in MMSD-Teach for Madison.	
Establish strong relationships with university and college pre-service teacher preparation programs similar to the Professional Development School model used by UW Madison.	
Enhance a hiring preference system for positively evaluated student teachers and administrative interns, and teacher/interns who are employed during summer school.	
Establish earlier hiring deadline.	
Create an early hire pool of teachers as a means to attract highly qualified candidates, including staff of color, and increased applicants in shortage areas.	
Expedite the advertisement of open positions and offer/acceptance procedure.	
Annually review and evaluate the recruitment and hiring process.	
Develop a formal mentoring system for principals to mentor new principals-peer assistance system.	
Survey administrators after the initial year of employment to gain feedback regarding first year experiences. Use the data to identify areas of need and provide support for those areas via the peer assistance system.	
Develop a culture that embodies the belief that retention of staff of color is every staff person's responsibility. Include communities of color in retention efforts.	
Provide professional development for administrators to learn how to interview in a culturally competent manner.	

<b>MMSD Strategic Plan RESOURCE/CAPACITY</b>	<b>Final MMSD Achievement Gap Plan Recommendation</b>
<b>Resource/Capacity Action Plan Prioritize and Allocate Resources</b>	<b>See Achievement Gap Five-Year Budget (P. 87)</b>

MMSD Strategic Plan ORGANIZATION/SYSTEMS	Final MMSD Achievement Gap Plan Recommendation
<b>Organization Systems Action Plan Climate</b>	<b>Chapter 4 Ensuring Safe and Positive Classroom and School Environments</b>
The district will actively support all schools in successfully meeting climate goals as stated in school improvement plans. (Consistent with Equity Task Force recommendations.)	#17 Support the Social, Emotional, and Behavioral Development of All Students
All schools in the district will develop and implement behavior and discipline practices that are consistent, systematic, positive, restorative, and data driven. (Consistent with Equity Task Force recommendations.)	#18 Enhance School/Community Safety and Engagement (Gang Prevention)
All schools will develop systems that promote student engagement.	
All schools in the district will have a welcoming main entrance with clear signage in multiple languages.	#19 New Initiative: Increase Options for Restorative Practices in the MMSD Student Conduct and Discipline Plan
MMSD will improve the content and use of Climate Surveys.	
<b>Organization/Systems Action Plan Communication</b>	<b>Chapter 5 Enhancing Family Engagement</b>
Study trends in out-of-school district transfers; continue initiatives toward surveying families leaving; gather information about MMSD and its programs and students from residents who do not have children attending school.	
Survey recent graduates about their experiences; use the information to identify needed improvements.	#20 Implement a Comprehensive Family Engagement Program and Provide Parent Liaisons
<p>Develop a consistent, ongoing process for telling stakeholders what the district is doing, reporting progress, and seeking input and feedback. Within this process develop an annual communication plan based on data collected in steps 1 and 2.</p> <ul style="list-style-type: none"> <li>• Focus on telling the story of the MMSD school experience and publicize the benefits of graduating from MMSD.</li> <li>• Include specific strategies that target specific media.</li> <li>• Include outreach to specific groups, such as realtors, opinion leaders, neighborhood associations and business leaders in developing and implementing the plan.</li> <li>• Include strategies for celebrating, promoting and disseminating information about student and staff achievements.</li> </ul>	
Develop best practices for school family communication that are	

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<p>sensitive to language, culture, and literacy differences.</p>	
<p style="text-align: center;"><b>Organization/Systems Action Plan Cooperation/Collaboration</b></p>	
<p>Identify best practices in curriculum and instruction, behavior, safety, inclusion and cultural relevance; routinely provide opportunities for staff to share implementation of these practices across schools.</p>	
<p>Make resources available to school staff and administrators to share effective practices within a school.</p>	
<p>Expand, improve, and build systems so that students can access course selections from other schools.</p>	
<p>Expand technology or virtual classes and options to increase the district's ability to meet diverse learning styles, the needs of accelerated learners, and the needs of students requiring additional time and practice to acquire knowledge and skills.</p>	
<p>Increase the use of systems and structures that support coordinated and efficient team discussion of student needs and planning for ways to meet the needs identified.</p>	
<p style="text-align: center;"><b>Organization/Systems Action Plan Decision-Making</b></p>	
<p>The Board of Education, Superintendent, and other MMSD administrators will directly link decisions and priorities to the strategic plan.</p>	
<p>Systematically meet with parents at every school to make sure all schools and groups have input into decisions.</p>	
<p>Create and support a variety of advisory groups that provide ongoing input to district prior to making final decisions (e.g. district-wide parent advisory council, parent empowerment groups, other parent groups, business advisory council, student advisory council, technology advisory council).</p>	
<p>Broadly communicate major changes in policies or procedures to stakeholders.</p>	
<p>Develop clear guidelines for:</p> <ul style="list-style-type: none"> <li>• Gathering input prior to making a decision from stakeholder</li> </ul>	

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groups including students. <ul style="list-style-type: none"> <li>• Making decisions; and communicating decisions.</li> </ul>	
District work groups and committees will use clear guidelines for determining participation and membership.	
<b>Organization/Systems Action Plan Partnership</b>	
MMSD will seek to develop and support additional partnerships that are mutually beneficial to both the district and the partnering individual or group, that add value to and meet one of the district's goals and priorities.	
Teachers and staff will take advantage of grant funding and foundation donations or gifts to advance teaching and learning.	

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