

DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY

School: Area Learning Center & AEO		Principal: Adrian Norman	
High Achievement for All - Reading			
2014-2015 SMART Goal	Increase student achievement, reduce the achievement gap, and raise graduation rates		
2014-2015 SMART Goal Results	increased enrollments from 36 in Sept 2012 to 125+ in 2014-15 for our seat based program	x Met □ Not Met	
2015-2016 SMART Goal	increase student achievement, reduce the achievement gap, and raise graduation rates		
2015-2016 Key Strategies	<ul style="list-style-type: none">• Cultural sharing• PLC's• curriculum alignment, pacing, learning targets• implementing Canvas learning management system for students and teachers		
High Achievement for All - Math			
2014-2015 SMART Goal	Continuously improve and enhance the quality of our curriculum and align it to state standards		
2014-2015 SMART Goal Results	All of the AEO courses have received approval from MDE	x Met □ Not Met	
2015-2016 SMART Goal	Continuously improve and enhance the quality of our curriculum and align it to state standards		
2015-2016 Key Strategies	<ul style="list-style-type: none">• Content creation in AEO migrating from canned curriculum to Duluth curriculum• PLC's, MAAP state conference, MPCC membership• Utilize Canvas learning management system to create real time content in core subjects for AEO		
High Achievement for All - Graduation			
2014-2015 SMART Goal	increase student achievement, reduce the achievement gap, and raise graduation rates		
2014-2015 SMART Goal Results	Graduates 2013-14 47 2014-15 71	x Met □ Not Met	
2015-2016 SMART Goal	Increase student achievement, reduce the achievement gap, and raise graduation rates		
2015-2016 Key Strategies	<ul style="list-style-type: none">• Digitize classrooms in AEO-ALC• Add Music, Art, Health/P.E., Physics, Probability and Statistics, and Spanish• NCAA approval for all courses in AEO		
Safe and Welcoming Environment			
2014-2015 SMART Goal	Decrease bullying among students, reduce the use and disproportionality in the use of OSS, increase safety and decrease injuries of students and staff		

2014-2015 SMART Goal Results	2012-13 58 days OSS, 2013-14 11 days OSS, 2014-15 2 days OSS	<input checked="" type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	Improve communication, cooperation, and teamwork within and across employee groups	
2015-2016 Key Strategies	<ul style="list-style-type: none">• Restorative Learning Program continuation• Monthly staff one-on-one meetings• PLC's	
DULUTH PUBLIC SCHOOLS ANNUAL SCHOOL IMPROVEMENT SUMMARY (Continued)		
School: Area Learning Center & AEO		Principal: Adrian Norman
Effective and Efficient Systems		
2014-2015 SMART Goal	Improve communication, cooperation, and teamwork within and across employee groups	
2014-2015 SMART Goal Results	near met or exceeded the district wide survey in district wide goals	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	Prioritize general fund spending to instruction and support of students	
2015-2016 Key Strategies	<ul style="list-style-type: none">• expand elective opportunities for students: Spanish, Health/P.E., Art, and Music• one-to-one chromebook deployment• add an integration specialist to the ALC	

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Congdon Park Elementary School 3116 East Superior Street Duluth, Minnesota 55812	Principal: Kathi Kusch Marshall Kathi.Marshall@isd709.org
--	--

High Achievement for All - Reading

2014-2015 SMART Goal	The percentage of all students in grades 3-5 at Congdon Park Elementary enrolled by October 1, 2014 who are proficient on the reading (all accountability tests) will increase from 84.5% in 2014 by 2% to 86.5% in 2015 . In addition, the percentage of students receiving free or reduced price lunch in grades 3-5 who are proficient in reading (all accountability tests) will increase from 54.5% to 59.5% in 2015 (an increase of 5%) . The percentage of special education students in grades 3-5 at Congdon Park School enrolled by October 1, 2014 who are proficient on the reading (all accountability tests) will increase from 56.3% in 2014 to 61.5% in 2015 (an increase of 5%) .	
2014-2015 SMART Goal Results	In moving toward closing the achievement gap, Congdon Park did not meet the smart goal in all three areas. The number of students who are proficient on the reading (all accountability tests) did not meet.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of all students in grades 3-5 at Congdon Park Elementary School enrolled by October 1, 2015 who are proficient on the reading (all accountability tests) will increase from 85.4% in 2015 to increase by 3% to 88.4% in 2016 . In addition, the percentage of students receiving free or reduced price lunch in grades 3-5 who are proficient in reading (all accountability tests) will increase from 63.0% in 2015 to 68.0% in 2016 to increase by 5% . The percentage of special education students in grades 3-5 at Congdon Park School enrolled by October 1, 2015 who are proficient on the reading (all accountability tests) will increase from 38.5% in 2015 to 47.5% in 2016 to increase by 9% .	
2015-2016 Key Strategies	<ul style="list-style-type: none"> Professional Learning Communities K-5 will identify student needs and development an implementation plan for research based interventions. Classroom teachers and staff will administer and monitor common formative assessments. i.e. guided reading groups, literacy centers, oral reading, K-3 reading corps, read naturally, paired reading, reading practice at least 20 minutes per day, Reading Comprehension: Building Comprehension of Textbook readings Through SQ3R: Survey, Question, Read, Review strategy, Teach a Hierarchy of word decoding strategies, students are taught to follow a multi-step writing process while working collaboratively on their writing. students receive timely feedback about the quality of their writing, students set writing goals, students write about what they have read. 	

High Achievement for All - Math

2014-2015 SMART Goal	The percentage of all students in grades 3-5 at Congdon Park School enrolled by October 1, 2014 who are proficient on the math (all accountability tests) will increase from increase of 85.4% in 2014 to 87.5% (an increase of 2%) . In addition, the percentage of students receiving free and reduced price lunch in grades 3-5 who are proficient in math (all accountability tests) will increase from 59.0% to 62.1% (an increase of 3%) in 2015 . The percentage of special education students in grades 3-5 who are proficient in math (all accountability tests) will increase from 43.8% in 2014 to 49.8% in 2015 (an increase of 6%) .	
2014-2015 SMART Goal Results	In reviewing the 2015 smart goals all three areas were not met.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of all students in grades 3-5 at Congdon Park School enrolled by October 1, 2015 who are proficient on the math (all accountability tests) will increase from 85.8% in 2015 to 87.8% with an increase of 2% . In addition, the percentage of students receiving free and reduced price lunch in grades 3-5 who are proficient in math (all accountability tests) will increase from 59.3% to 64.3% with an increase of 5% in 2016 . The percentage of special education students in grades 3-5 who are proficient in math (all accountability tests) will increase from 38.5% in 2015 to 46.5% in 2016 with an increase of 7% .	

2015-2016 Key Strategies	<ul style="list-style-type: none">Professional Learning Communities will identify needs and progress monitoring will be embedded into the daily review of studentsCommon formative assessments developed by the teamsMath curriculum mappingMath problem of the weekFact fluency will be monitored weeklyteachers will use and post math vocabulary that related to each unitMath fact flashcardsSmall guided math intervention groups	
Safe and Welcoming Environment		
2014-2015 SMART Goal	By Spring 2015 there will be a decrease of the percentage of Congdon Park staff who reported bullying among students at Congdon Park Elementary School from 25% to 37% . Reduce the use and disproportionality of the Out of School suspension (OSS) as a discipline consequence by less than .5%. The percentage of students involved in OSS will be consistent with district student demographics. Increase safety and decrease injuries of students and staff from 25% to 15% . Increase family and community involvement, engagement and satisfaction and deepen community partnerships to 67% in 2015.	
2014-2015 SMART Goal Results	Goals were met	<input checked="" type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	By Spring 2016 the percentage of Congdon Park staff who reported bully behaviors in not a problem will increase from 37% to 50% . By Spring 2016 Congdon Park student will increase the number of students reporting they have never been bullied within the last 30 days from 61% to 80%. Reduce the use and disproportionality in the use of Out of School suspension (OSS) as a discipline consequence (less than 1%) Increase safety and decrease percentage of injuries students and staff are reporting from 15% to 5% during the 2015-2016 school year. Increase family and community involvement, engagement and satisfaction, and deepen our community partnerships from 67% in 2015 to 80% in 2016.	
2015-2016 Key Strategies	<ul style="list-style-type: none">Implement common consistent adult language to be used across settings to facilitate a safe and welcoming environment. Power of Words, Responsive Classroom.Monthly climate meetings, using responsive classroom practicesReview, realign current procedures with the 12 dimensions of school climateMonthly all school morning meetings to build cultureEducate students, staff, and families on how to identify and stop bully behaviorsLooking at implementation of a PBIS systemImplement a school wide set of classroom prosocial instructional modules to be taught at each grade level by the classroom teacher.Training on systematic supervision and the three B's: Be Safe, Be Responsible, Be Respectful.	
Effective and Efficient Systems		
2014-2015 SMART Goal	To prioritize general fund spending to instruction and support of students . To improve communication, cooperation, and teamwork within and across Congdon Park staff. To increase the diversity of staff through culturally competent recruitment and retention practices. To continue to expand and improve community use of facilities that supports the needs of the families in the community from 60% to 90%.	
2014-2015 SMART Goal Results	Goals: Not all goals were met.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met

2015-2016 SMART Goal	To increase communications and understanding of school systems with families and staff from 85% to 100% by providing information about school programming, and by making sure parents and staff are better informed and able to support students. Staff and family survey
2015-2016 Key Strategies	<ul style="list-style-type: none"> • Monthly “Coffee with Kathi” • Provide on going family nights • Provide ways to support their children in the digital age in regards to digital citizenship and technology (technology plan) • Meet with leadership team to review data and decide what next steps will be • Evaluate support systems currently in place and review on an annual basis • Increase the after school clubs and activities offered at Congdon Park

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Denfeld High School

Principal: Tonya M. Sconiers

High Achievement for All - Reading

2014-2015 SMART Goal	The percentage 10 th grade students at Denfeld High School enrolled by October 1 who are proficient on the reading (all accountability tests) will increase from 44.5% in 2014 to 51.5% in 2015. In addition, the percentage of students receiving free or reduced price lunch in 10 th grade who are proficient in reading (all accountability tests) will increase from 35.7% in 2014 to 42.7% in 2015 and the percentages of students proficient identified as Native American and African American will increase by 5% compared to the district average for high schools in 2015.	
2014-2015 SMART Goal Results	The percent of students proficient on the reading all accountability test in the Spring of 2015 increased from 44.5% to 53.8%, thus we exceeded the goal set.	<input checked="" type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	By the Spring of 2016, overall reading proficiency will increase from 53.8% to 64% measured by all accountability test (October 1 enrollment). In addition, the reading proficiency of American Indian and Black students will increase from 31.6% to 42% and 30.0% to 41%, respectively as measured by all accountability test (October 1 enrollment) in 2016.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> On-site Literacy TOSA will create and implement staff development for effectively teaching informational reading strategies and comprehension in core content courses, using high impact reading in content area instructional strategies. English PLC will focus on continuing to identify and utilizing common formative and summative course assessments, common unit assessments aligned to common core benchmarks to and using data to inform instruction and provide reteaching and enrichment as appropriate. Implement co-teaching model in all English 9 courses and when needed in English 10 and English 11. Provide Small group English instruction for high needs 9th grade students through SOAR Academy 	

High Achievement for All - Math

2014-2015 SMART Goal	The percentage of 11 th grade students at Denfeld High School enrolled by October 1, 2014, who are proficient on the MCA math test (all accountability), will increase from 28.4% in 2014 to 34% in 2015. In addition, the percentages of students receiving Special Education services, who are proficient on the MCA math test (all accountability will increase from 6.3% in 2014 to 12.9% in 2015.	
2014-2015 SMART Goal Results	<p>The percentage of students proficient on the math all accountability test in the Spring of 2015 increased from 28.4% to 34.3%, thus we exceeded the goal set.</p> <p>The percentage of students proficient on the math all accountability test in Spring of 2015 for students who receive Special Education increased from 6.3% to 9.1%. We had anticipated improving to 12.9% therefore this student specific goal for math was not met.</p>	<input checked="" type="checkbox"/> X Met <input type="checkbox"/> X Not Met
2015-2016 SMART Goal	By Spring 2016, overall math proficiency will increase from 34.3% to 42.3% as measured by all accountability test (October 1 enrollment). In addition, the math proficiency of American Indian and Black students will increase from 42.9% to 49% and 11.8% to 22%, respectively as measured by all accountability test (October 1 enrollment) in 2016.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> Identify students at risk for not attaining proficiency in mathematics as per current course enrollments, prior MCA and Minnesota Early Intervention Risk Factors to ensure differentiated and strategic interventions. Implement co-teaching model in Algebra 1, Intermediate Algebra, Geometry, Algebra II Concepts 	

	<ul style="list-style-type: none">● Math TOSA will provide class wide and student specific instruction related to chance and data,space/shape and measurement, and algebraic formulas.● Math PLC will focus on continuing to identify and utilizing common formative and summative course assessments, common unit assessments aligned to common core benchmarks to and using data to inform instruction and provide reteaching and enrichment as appropriate.● Provide Small group Math instruction for high needs 9th grade students through SOAR Academy.	
High Achievement for All - Graduation		
2014-2015 SMART Goal	The percentage of 2015 graduates at Denfeld High School enrolled by October 1 will increase by 4% over the Class of 2014, from 83.4% to 87.4%. In addition, the percentages of American Indian and African American students graduating in the Class of 2015 will increase from 67% to 72%, and 56% to 61% respectively.	
2014-2015 SMART Goal Results	The percentage of 2015 graduates was 78.7%, which was a 4.7% decrease from the 2014 graduates. We did not meet our goal in this area. We do not have current data on graduation percentages for specific student groups.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> X Not Met
2015-2016 SMART Goal	The percentage of 2016 graduates at Denfeld High School enrolled by October 1 will increase by 6.3% over the Class of 2015, from 78.7% to 85%. In addition, the percentages of American Indian and African American students graduating in the Class of 2016 will increase by 10% over the current level.	
2015-2016 Key Strategies	<ul style="list-style-type: none">● Dropout Prevention Coordinator will provide increased credit bearing opportunities for Juniors and Seniors.● Counselors will meet individually with students at risk of not graduating and create a graduation plan to complete credits on time.	
Safe and Welcoming Environment		
2014-2015 SMART Goal	The percentage of students of color and 9th graders involved in OSS will align with the district's student demographics and the number of OSS days will decrease from 2013-14 SY to 2014-15 SY.	
2014-2015 SMART Goal Results	The percentage of 9th graders involved in OSS was lower than the district's student demographics, however it was not lower for students of color.	<input checked="" type="checkbox"/> X Met <input type="checkbox"/> X Not Met
2015-2016 SMART Goal	Decrease by 10% the number of students who report they have been bullied during the last 30 days as measured by the Spring of 2016 Student Survey taken by 10th graders..	
2015-2016 Key Strategies	<ul style="list-style-type: none">● Host school wide assemblies promoting bullying awareness● Implement the SPIRIT Program through the Dept. of Justice● Teach students steps to report bullying and how to become an empowered bystander● Provide families with prevention and intervention tips regarding bullying● Continue the Stop the Bullying, Post the Positive Campaign	
DULUTH PUBLIC SCHOOLS ANNUAL SCHOOL IMPROVEMENT SUMMARY (Continued)		
School:Denfeld High School		Principal: Tonya M. Sconiers
Effective and Efficient Systems		
2014-2015 SMART Goal	No goal identified	
2014-2015 SMART Goal Results	Click here to enter text.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met

2015-2016 SMART Goal	<p>Improve Communication, Cooperation, and Teamwork Within and Across Support Services and Programs at Denfeld as measured by 90% of staff reporting on the Spring 2016 Survey that:</p> <p>The people I work with cooperate and work as a team</p> <p>Expectations of how adults treat each other and work together are clear</p> <p>Expectations of how adults treat each other and work together are enforced</p> <p>They are recognized for their work</p>
2015-2016 Key Strategies	<ul style="list-style-type: none"> ● Review district goal related to norms and expectations at meetings ● Recognize staff efforts through emails, notes, and acknowledgement at Meetings ● Collegial Breakfast provided once a month ●

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: East High School

Principal: Laurie Knapp

High Achievement for All - Reading

2014-2015 SMART Goal	The percentage of all students enrolled October 1 st , 2014 in 10 th grade at East High School who are proficient on all reading state accountability tests (MCA, MTAS, MCA-Modified, ACT) will increase from 68.8% to 73.8% in 2015. The proficiency of students of color and the F/RL lunch students enrolled the full academic year in grade 10 at East High School on all state and accountability tests will increase by 5% in the 2014-15 school year.	
2014-2015 SMART Goal Results	The Reading Proficiency for all students in 2014 was 68.8%. In 2015 it fell to 66.2%. Free/Reduced lunch students increased by 4.5%, students of color subgroups were not large enough to report.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of all students enrolled October 1 st , 2015 in 10 th grade at East High School who are proficient on all reading state accountability tests (MCA, MTAS, MCA-Modified), will increase from 66.2% to 71.2% in 2016.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> Teachers will work to implement MN standards and benchmarks to align reading theme curriculum, lessons, and pacing guides in high reading content courses. Develop common formative assessments, analyze data from those assessments in PLC's, and implement strategies and interventions for student success. Identify best practice strategies and implement in classroom teaching. 	

High Achievement for All - Math

2014-2015 SMART Goal	The percentage of all students enrolled October 1 st , 2014 in 11 th grade at East High School who are proficient on all mathematics state accountability tests (MCA, MTAS, ACT), will increase from 54.5% to 60% in 2015. The proficiency of Special Education students (22.6), and F/RL students (35.8) will increase by 5% in the 2015 school year.	
2014-2015 SMART Goal Results	The math proficiency for all students in 2014 was 54.5%. In 2015 it rose to 56.5%. Goal of 60% proficiency was not met. Proficiency expectations for Special Education students was not attained, and actually fell 5.8%. F/RL percentages fell from 32.4% to 31.1%.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of all students enrolled October 1 st , 2015 in 11 th grade at East High School who are proficient on all mathematics state accountability tests (MCA, MTAS, ACT), will increase from 56.5% to 61.5% in 2015-16 school year. The proficiency of Special Education students and F/RL students will increase by 5%.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> Subject areas to meet weekly in PLC's to discuss common formative assessments and student data, develop SMART Goals, and discuss best practice strategies to improve teaching and student achievement. Teachers examine MN standards and benchmarks to align math curriculum, lessons, and pacing guides. Math teachers participate in District Math meetings. 	

High Achievement for All - Graduation

2014-2015 SMART Goal	By June 2015, East High School's Graduation Rate, using District prescribed interventions, increased attendance monitoring, and improved student/parent communication, will increase from 91.9% (2013) to 95.3% (2014).	
2014-2015 SMART Goal Results	The 2014 Graduation rate dropped from 91.9% to 91.5%.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	By June 2016, East High School's Graduation Rate, using District prescribed interventions, increased attendance monitoring, and improved student/parent communication, will increase from 91.5% to 96.5% for reporting year 2015.	

2015-2016 Key Strategies	<ul style="list-style-type: none">• Identification of “at-risk” students and implementation of District prescribed interventions with fidelity. Prescription for Success, W.I.N., 9th grade C.O.R.E., academic interventions and PLC’s.• Development of 4-year educational plans with all 9th graders. Career unit in 10th grade. MCIS training for teachers and students.• Increased attendance monitoring and reporting.		
Safe and Welcoming Environment			
2014-2015 SMART Goal	By May, 2015 student leadership teams at East will continue to put into place the “East PRIDE (Peace, Respect, Integrity, Diversity, Enthusiasm) initiative to educate students, staff, and parents on what it means to be a caring community of learners. The initiative will look to help combat bullying, namecalling, and intolerance, as well as create an atmosphere of civility, respect, equity, empathy, and caring, so everyone at East can feel safe and welcome in our school, as reported by the staff and student school survey.		
2014-2015 SMART Goal Results	Student Survey Response: 2014 “Overall I feel safe at school” 96%. 2015 “Overall I feel safe at school.” 91.8%. Staff Survey Response: 2014 “During the day, classrooms in this school are safe.” 90%. 2015 “During the day, classrooms are safe.” 88.4%	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met	
2015-2016 SMART Goal	By May 2016, student leadership teams at East will continue to put into place the East PRIDE (Peace, Respect, Integrity, Diversity, Enthusiasm) initiative to educate students, staff, and parents on what it means to be a caring community of learners. The initiative will look to help combat bullying, name calling, and intolerance, as well as create an atmosphere of civility, respect, equity, empathy, and caring, so everyone at East can feel safe and welcome in our school as reported by the staff and student survey results. Implement an education component as to how to access mental health services and counseling for students.		
2015-2016 Key Strategies	<ul style="list-style-type: none">• Continue with the P. R.I.D.E. initiative.• Re-engage TXT 4-Life• Educate students on how to access mental health supports within the school and community.		
DULUTH PUBLIC SCHOOLS ANNUAL SCHOOL IMPROVEMENT SUMMARY (Continued)			
School: East High School		Principal: Laurie Knapp	
Effective and Efficient Systems			
2014-2015 SMART Goal	By September of 2015, we will increase communication between parents and East High School through the web site, Infinite Campus use, registration practices, and online access to forms and information as reported by student, parent, and staff end of year surveys.		
2014-2015 SMART Goal Results	Staff Survey response: 2014 “This school effectively communicates important information to Parents.” 89%. 2015: “This school effectively communicates important information to parents.” 78.2%	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met	
2015-2016 SMART Goal	By August 2016, we will increase communication between parents and East High School through the web site, Infinite Campus use, registration practices, and online access to forms and information as reported by student, parent, and staff end of year surveys.		
2015-2016 Key Strategies	<ul style="list-style-type: none">• Continue to modify our course registration process, making it more user friendly for both students and parents.• Create process to make Jump Start more “green”.• Meet with technology to investigate a viable way to have parents be able to access, fill out, and return necessary paperwork online.		

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Homecroft Elementary School

Principal: Cher Obst

High Achievement for All - Reading

2014-2015
SMART Goal

2014-2015
SMART Goal
Results

Reading all 64.4% F & R 57.4%. Sped 25.0%

☐ Met
☒ Not Met

2015-2016
SMART Goal

The percentage of all students in grades 3-5 at Homecroft School enrolled by October 1 who are proficient on the reading (all accountability tests) will increase from 64.6% in 2014 to 68.6% in 2015. In addition, the percentage of white students in grades 3-5 who are proficient in reading (all accountability tests) will increase from 63.2 % in 2014 to 67.2% in 2015 and the percentage of students receiving special education services in 3-5 who are proficient in reading (all accountability tests) will increase from 25.0 % in 2014 to 36.0% in 2015.

2015-2016
Key Strategies

- In PLCs, develop formative and summative assessment to analyze student needs
- Build and revise differentiated learning activities to meet needs of all learners.
- Continue implementation of Guided Reading strategies.

High Achievement for All - Math

2014-2015
SMART Goal

2014-2015
SMART Goal
Results

All increased to 78.4%. F & R increased to 68.1% Sped increased to 36.8%

☒ Met
☐ Not Met

2015-2016
SMART Goal

The percentage of all students in grades 3-5 at Homecroft School enrolled by October 1 who are proficient on the math (all accountability tests) will increase from 78.4% in 2014 to 80.4% in 2015.

2015-2016
Key Strategies

- Follow district pacing guide
- Use PLCs to build formative assessment, analyze student data, plan appropriate interventions.
- Implement "extra slice" time

Safe and Welcoming Environment

2014-2015
SMART Goal

2014-2015
SMART Goal
Results

Procedures revised and shared with students and staff and reinforced through year.

☐ Met
☒ Not Met

2015-2016
SMART Goal

Develop and implement plans, training for SECL.

2015-2016
Key Strategies

- Develop SECL standards
- Complete implementation training
- Continue developing, implement anti-bullying strategies.

Effective and Efficient Systems

2014-2015
SMART Goal

2014-2015
SMART Goal
Results

Several teachers using Chromebooks regularly. Applications demonstrated during staff meetings, short trainings offered by teacher to staff.

☒ Met
☐ Not Met

2015-2016
SMART Goal

Implement use of Chrome Book technology.

2015-2016
Key Strategies

- Fundraise to purchase another set of Chromebooks
- Shared teacher-training to expand technology use.
- Schedule equitable usage.

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Lakewood

Principal: Darren Sheldon

GOAL 1: High Achievement for All - Reading

2014-2015
SMART Goal

2014-2015
SMART Goal
Results

We went from 65.9% to 62.2%.

☐ Met
☒ Not Met

2015-2016
SMART Goal

Grades 3-5 will increase their percentage of proficient students from 62.2% in 2014-15 to at least 66.2% in 2015-16 on MCA Reading.

2015-2016
Key Strategies

- Marie Clay & FAST will inform us of our percentage of proficient students K-5. This data will be discussed in PLC to determine Tier 1-2 Interventions. Tier 1 Interventions done by classroom teachers and Tier 2 Interventions done by Classroom Teachers and All Americorp (Reading Corp and True North).
- All Americorp (Reading Corp and True North) will work with those students just under proficiency. Reading Corp will work in the area of Reading K-3. True North will work in the area of Reading 4-5 and Math K-3. Americorp will work with classroom teachers to ensure a flexible schedule so that specific academic gains can be met.
- Some teachers will be evaluated using Teachscape (Charlotte Danielson). The principal will also use this data to determine school professional development (Guided Reading, Daily 5, etc) and curricular needs. Principal & Staff will be trained in the use of Teachscape.
- PD Days, Grade Level Meetings, and School PLC meetings (Thursdays) will be utilized to look at student data, formulate common assessments, determine interventions, student groupings, kid talk, and the PLC Implementation Checklist.
- 1) Split Classrooms started in 2012. Through the 2015 Lakewood Survey it is evident that Splits are not favored. This will be studied throughout the year. 2) Formal PLC training has not happened. The principal will work with staff to provide as much as possible.

GOAL 2: High Achievement for All – Reading (not math for this year)

2014-2015
SMART Goal

2014-2015
SMART Goal
Results

We went from 44% to 47.8%.

☐ Met
☒ Not Met

2015-2016
SMART Goal

Math overall has been a strength as we have slightly improved the last five years; reading has not. This year, we are trying to attain reading goals. Our second reading goal is: **Close the achievement gap between Non-F/R students compared to F/R Students by increasing the percentage of proficient free/reduced students from 47.8% to at least 54.8% in 2015-16.**

2015-2016
Key Strategies

- The five steps for Goal 1 also apply to Goal 2.
- Teachers and Americorp Staff will be aware of those students on F/R lunches to determine extra needs not stated in Goal 1.

Goal 4: Safe and Welcoming Environment

2014-2015
SMART Goal

2014-2015
SMART Goal
Results

There was no formal data taken at the end of last year; however, the survey this fall indicates that families seem to be happy with most facets of the school environment.

☐ Met
☐ Not Met
☒ Don't Know

2015-2016
SMART Goal

Parent satisfaction with the office will increase throughout the 2015-2016 School Year.

2015-2016
Key Strategies

- Principal will review data & develop a plan.
- Principal will meet with each office staff person individually to go over the 2015 Lakewood Survey on Wednesday, October 28.
- A parent survey will go out (May 2016) regarding a Safe & Welcoming Environment to see if satisfaction has improved.

Goal 3: Effective and Efficient Systems & Safe & Welcoming Environment

2014-2015 SMART Goal		
2014-2015 SMART Goal Results	No data taken	<input type="checkbox"/> Met <input type="checkbox"/> Not Met <input checked="" type="checkbox"/> Don't Know
2015-2016 SMART Goal	Bullying among students and staff at the school will decrease.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> Principal will work with District Leadership around Positive Behavior Interventions and Supports (PBIS) . District Office Staff and Denfeld Principal (Tonya Sconiers) will present and answer questions regarding PBIS. Fill out PBIS application. PBIS Training Begins (if application is accepted) 	

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Laura MacArthur Elementary School

Principal: Nathan K. Glöckle

High Achievement for All - Reading

2014-2015 SMART Goal		
2014-2015 SMART Goal Results	We had an aggressive goal of an 11% increase. There was an increase of 5%, putting us at 57% proficient.	<input type="checkbox"/> <input checked="" type="checkbox"/> Met Not Met
2015-2016 SMART Goal	By Spring 2016, all student groups will increase reading proficiency within minimum to maximum proficiency rate gain expectations, as measured by all accountability tests (October 1).	
2015-2016 Key Strategies	<ul style="list-style-type: none"> • Implement to fidelity the 7 main comprehension strategies • Develop practice profiles of each chosen instructional strategy • Monitor and adjust based off of data collection in our PDSA cycles of continuous improvement 	

High Achievement for All - Math

2014-2015 SMART Goal		
2014-2015 SMART Goal Results	We had a reasonable goal of a 4% increase but as a school, we went down by 8%. (There are a lot of contributing factors that lead to this). We saw tremendous gains in proficiency but there is only so much that can happen in 1 year.	<input type="checkbox"/> <input checked="" type="checkbox"/> Met Not Met
2015-2016 SMART Goal	By Spring 2016, all student groups will increase math proficiency within minimum to maximum proficiency rate gain expectations, as measured by all accountability tests (October 1).	
2015-2016 Key Strategies	<ul style="list-style-type: none"> • Implement to fidelity the 5 core structures of math expressions • Develop practice profiles of each chosen instructional strategy • Monitor and adjust based off of data collection in our PDSA cycles of continuous improvement 	

Safe and Welcoming Environment

2014-2015 SMART Goal		
2014-2015 SMART Goal Results	N/A	<input type="checkbox"/> <input type="checkbox"/> Met Not Met
2015-2016 SMART Goal	Laura MacArthur will implement the first 20 days of behavior workshop, (as outlined by the practice profile) to help align staff in common behavioral and measured by walk-through data for the 2015-16 school year.	

2015-2016 Key Strategies		
Effective and Efficient Systems		
2014-2015 SMART Goal		
2014-2015 SMART Goal Results	N/A	<input type="checkbox"/> <input type="checkbox"/> Met Not Met
2015-2016 SMART Goal	Increase teamwork, cooperation, and communication across bargaining units for the 2015-16 school year as measured by 12 Question Gallup Poll survey of employee engagement and the district survey in the Spring of 2016.	
2015-2016 Key Strategies	<ul style="list-style-type: none">• Provide opportunities to participate in Restorative Learning workshops• Conversations throughout the school year with staff• Implement Restorative Learning inspired language of Focused, Appropriate, Cooperative language throughout the building.	

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Lester Park		Principal: Sue Lehna
High Achievement for All - Reading		
2014-2015 SMART Goal	Current MMR Data 72.99% FR 71.79 % SMART Goal: The percentage of all students in grades 3-5 at Lester Park School enrolled by October 1 who are proficient on the reading (all accountability tests) will increase from 71.9% in 2014 to 74.9 % in 2015. In addition, the percentage of students receiving free or reduced price lunch in grades 3-5 who are proficient in reading (all accountability tests) will increase from 56 % in 2014 to 61 % in 2015 and the percentage of students receiving special education services in grades 3-5 who are proficient in reading (all accountability tests) will increase from 42.0% in 2014 to 48.5 % in 2015.	
2014-2015 SMART Goal Results	We did not meet our target in any of the 3 areas. We did not demonstrate growth in any of the 3 areas.	<input type="checkbox"/> Met <input type="checkbox"/> x Not Met
2015-2016 SMART Goal	Current MMR Data 67.82% FR 74.97% SMART Goal: The percentage of all students in grades 3-5 at Lester Park School enrolled by October 1 who are proficient on the reading (all accountability tests) will increase from 69.0% in 2015 to 74.0 % in 2016. In addition, the percentage of students receiving free or reduced price lunch in grades 3-5 who are proficient in reading (all accountability tests) will increase from 54.2 % in 2015 to 62.2% in 2016 and the percentage of students receiving special education services in grades 3-5 who are proficient in reading (all accountability tests) will increase from 23.3% in 2015 to 38.0 % in 2016.	
2015-2016 Key Strategies	<ul style="list-style-type: none">• MTSS - Pilot School• Standards Based Report Cards• PLC's	
High Achievement for All - Math		
2014-2015 SMART Goal	Current MMR Data 72.99% FR 71.79% SMART Goal: The percentage of all students in grades 3-5 at Lester Park School enrolled by October 1 who are proficient on the math (all accountability tests) will increase from 72.5% in 2014 to 75.5% in 2015. In addition, the percentage of students receiving free and reduced price lunch in grades 3-5 who are proficient in math (all accountability tests) will increase from 52.0% in 2014 to 57.0% in 2015 and the percentage of students receiving special education services in grades 3-5 who are proficient in math (all accountability tests) will increase from 54.1% in 2014 to 59.1% in 2015.	
2014-2015 SMART Goal Results	We did not meet our target in any of the 3 areas. However we did show grow in 2 of the 3 measured areas.	<input type="checkbox"/> Met <input type="checkbox"/> x Not Met
2015-2016 SMART Goal	SMART Goal: The percentage of all students in grades 3-5 at Lester Park School enrolled by October 1 who are proficient on the math (all accountability tests) will increase from 74.9% in 2015 to 76.9% in 2016. In addition, the percentage of students receiving free and reduced price lunch in grades 3-5 who are proficient in math (all accountability tests) will increase from 53.40% in 2015 to 59.4% in 2016 and the percentage of students receiving special education services in grades 3-5 who are proficient in math (all accountability tests) will increase from 39.1% in 2015 to 47.1% in 2016.	
2015-2016 Key Strategies	<ul style="list-style-type: none">• MTSS - Pilot School• Standards Based Report Cards• PLC's	
Safe and Welcoming Environment		
2014-2015 SMART Goal	To establish common language across settings that facilitates a safe and welcoming environment	
2014-2015 SMART Goal Results	Adopted and implemented ASK (Appropriate, Safe & Kind). Along with implemented a recording/documentation system to be used in all school areas.	<input type="checkbox"/> x Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	Element 5: Teamwork and Cooperation To Increase school district atmosphere of trust and respect among all employee groups from 40% of all surveyed believe this to be true to 50% of those surveyed believe this to be true by spring 2016 as measured by staff survey	

2015-2016 Key Strategies	<ul style="list-style-type: none">● Cultural Sharing and Introduce the Anti-bias Framework &/or Teaching Tolerance to staff.	
Effective and Efficient Systems		
2014-2015 SMART Goal	To increase communication and understanding across employee groups through development of a procedural handbook to include day to day and annual practices and/or procedures. (Element 9)	
2014-2015 SMART Goal Results	We did identify and develop various procedures for employee practice but did not create a procedural handbook.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	Element 6: Professional Responsibilities and Values Increase the percentage of teachers receiving professional growth support from 64% to a minimum of 75% by spring 2016 as measured by school district staff survey.	
2015-2016 Key Strategies	<ul style="list-style-type: none">● Implementation of TD&E● Implementation of Teachscape● Classroom Walkthroughs - Focus on Engagement and Reading	

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Lincoln Park Middle School

Principal: Brenda Vattbauer

High Achievement for All - Reading

2014-2015 SMART Goal	The percentage of students in the All Group in grades 6-8 at Lincoln Park Middle School enrolled by October 1 who earned achievement levels of Meets or Exceeds the Standards in reading on the MCA will increase from 45.2% in 2014 to 57.7% in 2015.	
2014-2015 SMART Goal Results	45.2% Proficient on MCA 2015 test	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of students in the All Group in grades 6-8 at Lincoln Park Middle School enrolled by October 1 who earned achievement levels of Meets or Exceeds the Standards in reading on the MCA will increase from 45.2% in 2015 to 50.2% in 2016.	
2015-2016 Key Strategies	-Reading strategies will be assessed and further implemented into all curriculum areas. -A Culture of Universal Achievement will be strengthened by decreasing the number of missing assignments. -PLC agenda item will include weekly reading strategy discussion. -Homebase will take on a new structure to include weekly homework checks, intervention structures and innovation time.	

High Achievement for All - Math

2014-2015 SMART Goal	The percentage of students in the All Group in grades 6-8 at Lincoln Park Middle School enrolled by October 1 who earned achievement levels of Meets or Exceeds the Standards in math on the MCA will increase from 37.9% in 2014 to 50% in 2015.	
2014-2015 SMART Goal Results	37.9% Proficient on MCA 2015 test	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of students in the All Group in grades 6-8 at Lincoln Park Middle School enrolled by October 1 who earned achievement levels of Meets or Exceeds the Standards in math on the MCA will increase from 37.9% in 2015 to 45% in 2016.	
2015-2016 Key Strategies	-Math teachers will meet with the math consultant monthly to analyze lesson structure, co-plan and co-teach lessons. -A Culture of Universal Achievement will be strengthened by decreasing the number of missing assignments. -Homebase will take on a new structure to include weekly homework checks, intervention structures and innovation time.	

Safe and Welcoming Environment

2014-2015 SMART Goal	The percentage of behavior referrals in the All Group in grades 6-8 at Lincoln Park Middle School will decrease by at least 50% in 2014-15 (from 1235 to 618) as measured by SWIS data reporting.	
2014-2015 SMART Goal Results	1573 Referrals for 2015	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of students with referrals in the Tier 3 Behavior group in grades 6-8 at Lincoln Park Middle School enrolled by October 1 will decrease from 13.45% in 2015 to 8.07; Tier 1 Behavior group will increase from 73.83% to 80% in 2016 according to SWIS data tracking. (This is a 40% decrease in Tier 3 and an increase of 6.17% in Tier 1)	
2015-2016 Key Strategies	-Learning-Pride-Welcoming (LPW) expectations will be taught in Homebase building wide and on Sept 8 on the bus. Quarterly visits made to the LPW expectations. -Behavioral referrals will be tracked and data used during the PBIS monthly meetings that focus on positive behavior strategies and recognition-Positive Perk Card, Pawsitive Paws, etc. -Weekly CST (Collaborative Solutions Team) meetings will focus efforts for our most at risk kids tracking data on interventions.	

DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY

School: Lowell Elementary School

Principal: Jen Larva

High Achievement for All - Reading

2014-2015 SMART Goal	In the spring of 20 14, the percentage of 3-5 grade students meeting or exceeding Minnesota Reading performance standards will increase from 54.5 % to 57.2% as measured by the Reading MCA.	
2014-2015 SMART Goal Results	Student proficiency increased from 54.5% to 56.0% on the 2015 Spring MCA assessment.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	In the spring of 2016, the percentage of 3-5 grade students meeting or exceeding Minnesota Reading performance standards will increase from 56.0 % to 65 % as measured by the Reading MCA.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> • Work with Northern Sky Regional Center of Excellence to focus on best-practices • Develop, implement, and assess Reading Practice Profiles based on research • Teachers will review student data and develop common formative assessments in PLCs. 	

High Achievement for All - Math

2014-2015 SMART Goal	In the spring of 20 15 , the percentage of 3-5 grade students meeting or exceeding Minnesota mathematics performance standards will increase from 62.5 % to 64.2 % as measured by the Mathematics MCA.	
2014-2015 SMART Goal Results	Student proficiency increased from 62.5% to 72.0% on the 2015 Spring MCA assessment	<input checked="" type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	In the spring of 2016 , the percentage of 3-5 grade students meeting or exceeding Minnesota mathematics performance standards will increase from 72.0 % to 75 % as measured by the Mathematics MCA.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> • Work with Northern Sky Regional Center of Excellence to focus on best-practices • Develop, implement, and assess Math Practice Profiles based on research • Teachers will review student data and develop common formative assessments in PLCs 	

Safe and Welcoming Environment

2014-2015 SMART Goal	Click here to enter text.	
2014-2015 SMART Goal Results	Click here to enter text.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	During the 2015-16 school year, Lowell ES will decrease bullying among students through the annual student staff survey as we increase awareness about bullying and prepare to provide behavior interventions through PBIS.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> • Research Positive Behavior Interventions and Supports (PBIS) model • Complete the PBIS checklist and application • Provide students with clear expectations and follow-through on behaviors 	

Effective and Efficient Systems

2014-2015 SMART Goal	Click here to enter text.	
2014-2015 SMART Goal Results	Click here to enter text.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	Teachers will participate in the Professional Learning Community (PLC) model in efforts to support Multiple Tiered Systems of Support (MTSS) as Lowell implements a pilot program during the 2015-16 school year.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> • Inventory intervention resources and purchase materials to fit the needs of the program • Develop common vocabulary and practices surrounding the MTSS model • Teachers will review progress-monitoring data and develop formative assessments 	

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Myers-Wilkins

Principal: Stephanie Heilig

High Achievement for All - Reading

2014-2015 SMART Goal	<div><input checked="" type="checkbox"/>Reading</div> <p>SMART Goal: The proficiency of the students in sub groups listed below enrolled the full academic year of 2014-2015 for all grades tested within Myer-Wilkins Elementary School on all state Reading accountability tests (MCA) will increase by moving up at least one achievement level to show proficiency as follows by the end of the school year:</p> <p>All students: from 41.5% to 58.9%</p> <p>American Indian: from 30.0% to 47.5%</p> <p>Black: from 32.6% to 49.5%</p> <p>White: from 55.9% to 67.0%</p> <p>Non-FRP: from 88.0% to 91.0%</p> <p>FRP: from 36.1% to 52.1%</p>	
2014-2015 SMART Goal Results	<p>All students: from 41.5% to 58.9% (65.91 %-goal not met)</p> <p>American Indian: from 30.0% to 47.5% (44%-goal not met)</p> <p>Black: from 32.6% to 49.5% (30.0- goal not met)</p> <p>White: from 55.9% to 67.0% (67.1%-goal met)</p> <p>Non-FRP: from 88.0% to 91.0% (87.1 % goal not met)</p> <p>FRP: from 36.1% to 52.1% (46.3%- not met)</p>	<div><input type="checkbox"/> Met</div> <div><input type="checkbox"/> Not Met</div>
2015-2016 SMART Goal	<div>Reading</div> <p>SMART Goal: The proficiency of the students in sub groups listed below enrolled the full academic year of 2015-2016 for all grades tested within Myer-Wilkin Elementary School on all state Reading accountability tests (MCA) will increase by moving up at least one achievement level to show proficiency as follows by the end of the school year:</p> <p>All students: from 58.9% to 65.7%</p> <p>American Indian: from 44.0% to 56.3%</p> <p>Black: from 30.0% to 57.9%</p> <p>White: from 67.1% to 72.6%</p> <p>Non-FRP: from 87.1% to 92.5%</p> <p>FRP: from 46.3% to 60.1%</p>	
2015-2016 Key Strategies	<p>-Stay on target with curriculum map</p> <p>-PLC focus- fluency, comprehension and formative common assessments</p> <p>-Assess. includes: FAST, running records, benchmarks, fluency, formative common</p>	

	assessments -Minimum of 2 reading family nights with feedback from parents -Review assessment data at a Min. every 4 weeks -Determine students for after school and support staff with specific goals -Weekly PLC notes to Principal - Student engagement which includes practices that promote student engagement, reciprocal teaching, strategy training, cooperative learning, questioning and scaffolding.	
High Achievement for All - Math		
2014-2015 SMART Goal	<input checked="" type="checkbox"/> Math SMART Goal: The proficiency between the students in sub-groups listed below enrolled the full academic year for all grades tested within Myers-Wilkins Elementary School on the state Math accountability tests (MCA) will increase as follows: Myers-Wilkins Baseline 2014-2015 All students 59.5 % to 73.0% American Indian 39.3 % to 59.6% Black 44.2% to 62.8% White 72 % to 81.3% Non-FRP 88.6% to 92.4% FRP 51% to 67.3%	
2014-2015 SMART Goal Results	All students 73.0% (60.1% did not meet) American Indian 59.6% (44.0%- did not meet) Black 62.8% (30% -did not meet) White 72 % to 81.3%% (64%- did not meet) Non-FRP 92.4% (87.1 %- did not meet) FRP 67.3% (44.4%- did not meet) text. enter text.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	The proficiency GAP between the students in subgroups listed below enrolled the full academic year for all grades (3rd through 5th) within mYers-Wilkins Elementary on all state math accountability tests (MCA) will decrease within our school, by increasing the proficiency of the students in sub-groups listed below as follows within our school All students from 60.1% to 76.4% American Indian students from 44% to 64.6% Black students from 30% to 67.5% White students from 64% to 83.7% Non- FRP 87.1% to 93.4% FRP students from 44% to 71.4 %	
2015-2016 Key Strategies	-Develop common formative assessments that will be used on a regular basis to give more data on student academic achievement. -Lesson plans contains core structures and plans shared at PLC's and documented -Consistent use of quick quizzes, unit tests, FAST to determine growth	

	<ul style="list-style-type: none">-Printing of parent guide book and 2 family math training nights during the year-Review Assessment data at a Min. every 4-6 weeks-Determine students for after school and support staff with specific goals-Weekly PLC notes to Principal- Student engagement which includes practices that promote student engagement, reciprocal teaching, strategy training, cooperative learning, questioning and scaffolding.	
2014-2015 SMART Goal	The percentage of 5th grade students who will be surveyed in the spring of 2015 who feel safe on the playground will increase from the 2013-2014 survey report of 61 % feeling safe to 75% as reported from the 2015 survey,	
2014-2015 SMART Goal Results	82% of the 5th grade students who were surveyed in the spring of 2015 reported that they felt safe on the playground.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of 5th grade students who will be surveyed in the spring of 2016 who feel safe on the playground will increase from the 2014-2015 survey report of 82% feeling safe to 85% feeling safe as reported from the 2016 survey,	
2015-2016 Key Strategies	Employ new playground staff Monthly training for playground staff survey students at semester to get accurate, current data so that if needed, changes could be made to ensure that the goal is being met.	
Effective and Efficient Systems		
2014-2015 SMART Goal	SMART Goal: The percentage of 5th grade students who score proficient on the science MCA Assessment will increase from 32.6% proficient in 2012-13 to 40 % proficient in the 2014-15 science MCA Assessment.	
2014-2015 SMART Goal Results	The percentage of 5th graders who scored met or proficient on the science MCA assessment increased from 32.6% to 42 percent. Goal was met	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of 5th grade students who score proficient on the science MCA Assessment will increase from 42% proficient in 20j15 to 50 % proficient on the 2015-16 science MCA Assessment.	
2015-2016 Key Strategies	<ul style="list-style-type: none">-Science lessons aligned with district curriculum map-Strategies for integrating STEM into district curriculum and all content/ specialist areas-Science PLC to determine by each grade level depending on when the unit will be implemented- Student engagement which includes practices that promote student engagement, reciprocal teaching, strategy training, cooperative learning, questioning and scaffolding	

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Ordean East Middle School

Principal: Gina Kleive

High Achievement for All - Reading

2014-2015
SMART Goal

The percentage of all students in grades 6-8 at OEMS, enrolled by October 1, who are proficient in **Reading** (all accountability tests) will increase from 65.3% in 2014 to 70.8% in 2015 on MCA.

2014-2015
SMART Goal
Results

70.7% of all students in grades 6-8 at OEMS, enrolled by October 1, were proficient in **Reading** (all accountability tests)

☐ Met
☒ Not Met (by .1%)

2015-2016
SMART Goal

The percentage of all students in grades 6-8 at OEMS, enrolled by October 1, who are proficient in **Reading** (all accountability tests) will increase from 70.7% in 2015 to 73.7%-76.7% in 2016 on MCA.

2015-2016
Key Strategies

- Reading Interventionist supporting all students reading to learn in Social Studies classes. Targeted interventions based on Social St PLC discussions.
- Initiate PDIs for students in Tier III/Trans Reading, if they are not receiving special services
- Support job embedded PLCs for teachers- ensure access to guaranteed and viable curriculum, collaboration on best practice in teaching, review formative assessment data, administer SRI school wide for baseline

High Achievement for All - Math

2014-2015
SMART Goal

The percentage of all students in grades 6-8 at OEMS, enrolled by October 1, who are proficient in **Math** (all accountability tests) will increase from 57.2% in 2014 to 62.2% in 2015 on MCA.

2014-2015
SMART Goal
Results

61% of all students in grades 6-8 at OEMS, enrolled by October 1, were proficient in **Math** (all accountability tests)

☐ Met
☒ Not Met (by 1.2%)

2015-2016
SMART Goal

The percentage of all students in grades 6-8 at OEMS, enrolled by October 1, who are proficient in **Math** (all accountability tests) will increase from 61% in 2015 to 64-66% in 2016 on MCA.

2015-2016
Key Strategies

- Math Interventionist supporting all students as a guest teacher in Math classes, during Homebase and after school. Targeted interventions based on Math PLC discussions.
- Initiate PDIs for students in Tier III/Trans Math, if they are not receiving special services. Pilot ALEKS Math as a 7 & 8 grade intervention.
- Support job embedded PLCs for teachers- ensure access to guaranteed and viable curriculum, collaboration on best practice in teaching, review formative assessment data, organize and distribute teacher specific MCA data

Safe and Welcoming Environment

2014-2015
SMART Goal

The number of days all students in grades 6-8 at OEMS, enrolled by October 1, who are assigned OSS as a disciplinary consequence will decrease from 144 days in 2014 to 125 days or less in 2015 according to DIRS documentation..

2014-2015
SMART Goal
Results

The percentage of all students in grades 6-8 at OEMS, enrolled by October 1, who are assigned OSS as a disciplinary consequence will decreased to 77 days.

☒ Met
☐ Not Met

2015-2016
SMART Goal

The number of days all students in grades 6-8 at OEMS, enrolled by October 1, who are assigned OSS as a disciplinary consequence will decrease from 77 days in 2014 to 69 days or less in 2016 according to DIRS documentation..

2015-2016
Key Strategies

- Review DIRS data from 2014-15, to plan for 2015-16
- Share research re: alternatives to OSS, considering impact on specific demographics, with entire staff
- Review the impact of ISS, as an alternative

Effective and Efficient Systems

2014-2015 SMART Goal	Reduce class size from an average of 36 in 2013-14, while prioritizing general fund spending to instruction and support of students.	
2014-2015 SMART Goal Results	Average class size was 34.5	<input checked="" type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	Reduce class size from an average of 34.5 in 2015-16, while prioritizing general fund spending to instruction and support of students.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> ● Balance class size across subjects and grade levels, taking into consideration intervention and Special Education ratio differences. Use registration information and historical data to hire staff and plan for reduction in class size ● Support the social emotional and academic needs of our students through our general fund allocation ● Align support staff with specific students through Monday afternoon leadership team meeting. Continue to monitor general education caseloads for social worker and Dean of Students 	

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Piedmont Elementary

Principal: Beth Shermoen

High Achievement for All - Reading

2014-2015 SMART Goal	The percentage of all students enrolled October 1, 2014 in grades 3-5 at Piedmont Elementary School who are proficient on all reading state accountability tests will increase from 46.6% in 2014 to 54.7% in 2015.	
2014-2015 SMART Goal Results	Student proficiency decreased from 46.6% to 41.4% on the 2015 Spring MCA assessment.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of all students enrolled October 1, 2015 in grades 3-5 at Piedmont Elementary who are proficient on all reading state accountability tests will increase from 41.4% to 50.4%.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> Teachers will work in PLCs to review student data. Teachers will work in PLCs to develop common formative. Develop a collaborative resource team among district resources (i.e. - instructional coaches, curriculum team, integration specialists, etc.) and school staff. Develop, implement, and assess research based Reading Practice Profiles. Administration, the district representative and the school leadership team will work collaboratively with the Northern Pines Regional Center of Excellence (i.e. - trainings, site visits, site-analysis, best practices, etc.). Strategic planning and implementation to increase parental involvement in academic achievement. Strategic planning, identification and implementation of identifying students who are below grade level for interventions and support. 	

High Achievement for All - Math

2014-2015 SMART Goal		
2014-2015 SMART Goal Results	Student proficiency decreased from 53.4% to 51.5% on the 2015 Spring MCA assessment.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
2015-2016 SMART Goal	The percentage of all students enrolled October 1, 2015 in grades 3-5 at Piedmont Elementary School who are proficient on all math state accountability tests will increase from will increase from 51.5% to 56.5%.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> Teachers will work in PLCs to review student data. Teachers will work in PLCs to develop common formative. Develop a collaborative resource team among district resources (i.e. - instructional coaches, curriculum team, integration specialists, etc.) and school staff. Develop, implement, and assess research based Math Practice Profiles. Administration, the district representative and the school leadership team will work collaboratively with the Northern Pines Regional Center of Excellence (trainings, site visits, site-analysis, best practices). Strategic planning and implementation to increase parental involvement in academic achievement. Strategic planning, identification and implementation of identifying students who are below grade level for interventions and support. 	

Safe and Welcoming Environment

2014-2015 SMART Goal		
2014-2015 SMART Goal Results	Unavailable	<input type="checkbox"/> Met <input type="checkbox"/> Not Met

2015-2016 SMART Goal		
2015-2016 Key Strategies	<ul style="list-style-type: none">• PBIS training (Active Cohort)• Piedmont Elementary Implementation of Panther Pride (i.e. - Panther Paws, matrix, modeling, education, lessons, etc.).• Matrix development of schoolwide expectations	
Effective and Efficient Systems		
2014-2015 SMART Goal		
2014-2015 SMART Goal Results	Unavailable	<input type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	Piedmont Elementary will work to align student supports and academic achievement at a schoolwide level. Focus areas will include: Pilot school for Multiple Tiered Systems of Support (MTSS), PLCs, and PBIS.	
2015-2016 Key Strategies	<ul style="list-style-type: none">• Data Analysis to design/drive instruction, assessments and interventions.• Active participation in the MTSS pilot program with ISD 709 and elementary pilot schools, Lowell and Lester Park.• Implementation of communication processes to Leadership Team and building staff.	

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Residentials

Principal: Denise Clairmont

High Achievement for All - Reading

<p>2014-2015 SMART Goal</p> <p>Merritt Creek Chester Creek Woodland Hills Academy</p>	<p>Students will increase their STAR reading percentile rank by 5%</p> <p>The percentage of all students in all grades at Merritt Creek Academy enrolled by October 1 who are proficient on reading, all accountability tests, will increase 5%.</p>	<p>Students will improve reading comprehension by 7% as measured by STAR diagnostic probe individual scores within one school year.</p> <p>The percentage of all students in all grades at Chester Creek Academy enrolled by October 1 who are proficient on reading, all accountability tests, Will increase 7%.</p>	<p>Increase from 60% to 70% of students testing on STAR will gain at least ½ grade level from pre to post-test. It is expected that on average a student will gain ½ grade for a 90 day stay or longer.</p>
<p>2014-2015 SMART Goal Results</p>	<p>Merritt: 85 students increased reading percentage 31% Chester: 36/54 students increased star test results by ½ grade or more. Woodland Hills 49/77 students increased star test scores by ½ grade level or more.</p>		<p>x <input type="checkbox"/> Met <input type="checkbox"/> Not Met</p>
<p>2015-2016 SMART GOALS</p> <p>Merritt Creek Chester Creek Woodland Hills Academy</p>	<p>The percentage of all students in all grades at Merritt Creek Academy enrolled by October 1 who are proficient on reading, all accountability tests, will increase from 0% in 2015 to 20% in 2016.</p>	<p>The percentage of all students in all grades at Chester Creek Academy enrolled by October 1 who are proficient on reading, all accountability tests, Will increase from 21.44% in 2015 to 45.4 % in 2016</p>	<p>The percentage of all students in all grades at WHA enrolled by October 1 who are proficient in math, all accountability tests, will increase from 11.1% in 2015 to 31.0% in 2016.</p>
<p>2015-2016 Key Strategies</p>	<p>Vocabulary walls. consultation with ELL teacher, fast testing, PLC's, content meetings.</p> <p>Students will work on basic reading comprehension, vocabulary, fluency strategies across content areas.</p>		

High Achievement for All - Math

<p>2014-2015 SMART Goal</p>	<p>We will improve math proficiency in all students on the average of 5% on Norm Referenced Assessments.</p> <p>The percentage of all students in all grades at Merritt Creek Academy enrolled by October 1 who are proficient in math, all accountability tests, will increase from 0% in 2015 to 20% in 2016.</p>	<p>Students will improve math proficiency school year.</p> <p>The percentage of all students in all grades at Chester Creek Academy enrolled by October 1 who are proficient on math, all accountability tests, will increase from 19.0% in 2014 to 27.0% in 2015.</p>	<p>Increase from 60% to 70% of students testing on STAR will gain at least ½ grade level from pre to post-test. It is expected that on average a student will grade gain ½ grade for a 90 day stay or longer.</p>
---------------------------------	---	---	--

2014-2015 SMART Goal Results	Merritt: 120 students increased math percentage 9.9 %. Chester: 31/55 students increased star test results by ½ grade level or more. Woodland Hills: 52/73 students increased star test results by ½ grade level or more.		<input type="checkbox"/> x Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	<p>We will improve math proficiency in all students on the average of 5% on Norm Referenced Assessments.</p> <p>The percentage of all students in all grades at Merritt Creek Academy enrolled by October 1 who are proficient in math, all accountability tests, will increase from 0% in 2015 to 20.0% in 2016.</p>	<p>Students will improve math proficiency school year.</p> <p>The percentage of all students in all grades at Chester Creek Academy enrolled by October 1 who are proficient on math, all accountability tests, will increase from 26.7 % in 2015 to 46.0% in 2016.</p>	<p>: Increase from 60% to 70% of students testing on STAR will gain at least ½ grade level from pre to post-test. It is expected that on average a student will grade gain ½ grade for a 90 day stay or longer.</p> <p>The percentage of all students in all grades at WHA enrolled by October 1 who are proficient in math, all accountability tests, will increase from 0.0% in 2015 to 20.0% in 2016.</p>
2015-2016 Key Strategies	fast testing, PLC's, title one, individual interventions determined by teacher		
High Achievement for All - Graduation			
2014-2015 SMART Goal	<p>Increase the graduation rate through exploration of higher educational opportunities, interest inventories and group planning opportunities.</p> <p>Provide opportunities for credit recovery to increase graduation rates</p>		
2014-2015 SMART Goal Results	<p>Arrowhead Academy: 2 students graduated Chester Creek Academy: 3 students graduated Merritt Creek Academy: 1 student graduated and 1 student continued in Bridge Program Woodland Hills Academy: 6 students graduated</p> <p>ACT testing for 8, 10 and 11th graders</p>	<p>Students at all residential sites are enrolled in daily life skills class that focuses on Career/college planning. About 40 students completed ASVAB testing at Woodland Hills Academy. All 11 th and 12th grade students have a comprehensive transcript check by school counselor.</p>	<input checked="" type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	<p>Increase the graduation rate through exploration of higher educational opportunities, interest inventories and group planning opportunities.</p> <p>Provide opportunities for credit recovery to increase graduation rates</p>		
2015-2016 Key Strategies	<p>Life skills Class.</p> <p>Complete credit checks on all juniors and seniors in fall.</p> <p>Asvab testing at Woodland Hills Academy.</p> <p>Credit recovery opportunities.</p>		

	Title one support for elementary and secondary students		
Safe and Welcoming Environment			
2014-2015 SMART Goal		: School environment will improve so that all individuals will feel safe and welcome while visiting, working and attending Chester Creek/ Merritt Academy/Woodland Hills Academy	
2014-2015 SMART Goal Results	<p>Survey results from past and present years. Progress noted.</p> <p>• Aligned anti-bullying interventions with treatment approach on student's daily behavior sheets. Baseline data on individual students.</p>	<p>• Displayed honor and merit roll lists, and names of students of the month.</p> <p>Displayed student work and other accomplishments.</p>	<p>x <input type="checkbox"/> Met</p> <p><input type="checkbox"/> Not Met</p>
2015-2016 SMART Goal	: School environment will improve so that all individuals will feel safe and welcome while visiting, working and attending Chester Creek Academy/Merritt Creek Academy/Woodland Hills Academy		
2015-2016 Key Strategies	teacher lead discussions on defining bullying. Read definitions quarterly to all classes. Include in daily student reporting sheets incidents. display student work, celebrate honor and merit students. team building activities student and staff. Student data from behavior sheets.		
DULUTH PUBLIC SCHOOLS ANNUAL SCHOOL IMPROVEMENT SUMMARY (Continued)			
School:		Principal:	
Effective and Efficient Systems			
2014-2015 SMART Goal	Click here to enter text.		
2014-2015 SMART Goal Results	Click here to enter text.	<input type="checkbox"/> Met <input type="checkbox"/> Not Met	
2015-2016 SMART Goal	Click here to enter text.		
2015-2016 Key Strategies			

**DULUTH PUBLIC SCHOOLS
ANNUAL SCHOOL IMPROVEMENT SUMMARY**

School: Stowe Elementary School

Principal: Larry Udesen

High Achievement for All - Reading

2014-2015 SMART Goal	The percentage of all students in grades 3-5 at Stowe Elementary School enrolled October 1 and test day who are proficient in reading (all accountability tests) will increase from 47.9% to 54.9% on the 2015 MCAs.
----------------------	--

2014-2015 SMART Goal Results	Students who demonstrated proficiency on the 2015 MCA reading test (all accountability tests) increased from 47.9% to 53.5%.	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
------------------------------	--	---

2015-2016 SMART Goal	The percentage of students in grades 3-5 at Stowe Elementary School enrolled October 1 and test day who are proficient in reading (all accountability tests) will increase from 53.5% to 58.5% on the 2014-2015 MCAs.
----------------------	---

2015-2016 Key Strategies	<ul style="list-style-type: none"> Teachers will use district pacing guide to implement Harcourt Storytown to deliver instruction aligned with the MN state ELA standards. Teachers will meet in PLCs to review formative assessments in order to design differentiated instruction to best meet the needs of each student. Intervention resources will be utilized to meet the needs of each student. They include: Harcourt leveled readers, Harcourt Strategic Intervention Kits, Harcourt Intensive Intervention Kits, Differentiated Instructional Strategies listed in Storytown, and utilizing Title I and Reading Corp.
--------------------------	--

High Achievement for All - Math

2014-2015 SMART Goal	The percentage of all students in grades 3-5 at Stowe Elementary School enrolled October 1 and test day who are proficient in math (all accountability tests) will increase from 59.4% to 64.4% on the 2014-2015 MCAs.
----------------------	--

2014-2015 SMART Goal Results	Students who demonstrated proficiency on the 2015 MCA math test (all accountability tests) was 58.2%	<input type="checkbox"/> Met <input checked="" type="checkbox"/> Not Met
------------------------------	--	---

2015-2016 SMART Goal	The percentage of all students in grades 3-5 at Stowe Elementary School enrolled October 1 and test day who are proficient in math (all accountability tests) will increase from 58.2% to
----------------------	---

2015-2016 Key Strategies	<ul style="list-style-type: none"> Teachers will use the district pacing guide to implement Math Expressions, Rational Number Project (grades 3 & 4), and Calendar Math Materials to deliver instruction based on the MN math standards. Teachers will meet in PLCs to review formative assessments in order to design differentiated instruction to best meet the needs of each student. Teachers will utilize the following intervention strategies: differentiated strategies listed in Math Expressions, Soar to Success and SciMath, and utilizing Title I and True North Americorp.
--------------------------	--

Safe and Welcoming Environment

2014-2015 SMART Goal	In order to support the Duluth Public School's aim of a Safe and Welcoming Environment for Everyone in our Schools, the goal that Stowe has chosen to focus on is: To increase family and community involvement, engagement, and satisfaction, and deepen our community partnerships.
----------------------	---

2014-2015 SMART Goal Results	Stowe did implement a plan to address chronic absenteeism, as well as an anti-bullying policy.	<input checked="" type="checkbox"/> Met <input type="checkbox"/> Not Met
------------------------------	--	---

2015-2016 SMART Goal	In order to support the Duluth Public School's aim of a Safe and Welcoming Environment for Everyone in our Schools, the goal that Stowe has chosen to focus on is: To increase family and community involvement, engagement, and satisfaction, and deepen our community partnerships.
----------------------	---

2015-2016 Key Strategies	<ul style="list-style-type: none"> Further-develop school-wide plan to address and reduce chronic absenteeism. Maintain focus on anti-bullying practices, particularly new strategies implemented during the month of October 2015.
--------------------------	---

Effective and Efficient Systems

2014-2015 SMART Goal	In order to support the Duluth Public School's Aim of Effective and Efficient Systems that Make the Best Use of Resources, the goal that Stowe has chosen to focus on is: expand and improve community use of facilities that support the needs of families and the greater community.	
2014-2015 SMART Goal Results	Stowe did plan and execute an MCA Parent Night and a Title I Kindergarten Parent Night, in order to support the needs of families at Stowe.	<input checked="" type="checkbox"/> Met <input type="checkbox"/> Not Met
2015-2016 SMART Goal	In order to support the Duluth Public School's Aim of Effective and Efficient Systems that Make the Best Use of Resources, the goal that Stowe has chosen to focus on is: expand and improve community use of facilities that support the needs of families and the greater community.	
2015-2016 Key Strategies	<ul style="list-style-type: none"> Notes from last year's Title One Kindergarten Parent Night will be reviewed in order to improve upon the groundwork laid for the first Title I Kindergarten Parent Night. The Kindergarten Parent Night will be held again this year, with changes made upon the recommendations from the organizers from last year's event. Leadership Team will meet to discuss how to support our families' need to help their children prepare for the 2016 MCAs. A plan to support this need will be developed and executed prior to the Spring MCAs. 	