

GOAL 5

All students will graduate from high school.

The fifth ESEA goal focused on high school graduation will only be possible with all four of the Board of Education goals working together: increased student achievement, supportive partnerships, safe and orderly learning environment, and effective and efficient use of resources. These goals are critical to increase student attendance, decrease the student dropout rate, and reduce suspensions.

A school system cannot wait until high school to focus on student success and graduation. Graduation from high school must become the focus, even in kindergarten, as local school systems establish full-day kindergarten programs as required by the *Bridge to Excellence in Public Schools Act*. The importance of kindergarten is further seen in the report, *Achievement Matters Most*, with the development of a voluntary state-wide essential K-12 curriculum that is aligned, understandable, and specific to what students need to know and be able to do in each subject and every grade. Both the implementation of full-day kindergartens and the alignment of the *Essential Curriculum* are indicators in Goal 1.

Pages

Objectives

- 5.1-5.3 1. Engage all stakeholders in improving attendance.
- 5.4-5.5 2. Reduce incidents of classroom disruption by increasing student time on task.
- 5.6 3. Strengthen the transition process to provide a seamless delivery of services.
- 5.7-5.9 4. Provide targeted academic intervention programs that support student success.
- 5.10-5.11 5. Increase and enhance alternative education environments to provide a seamless instructional program that meets the needs of students.

Goal #5: All students will graduate from high school.

Objective 1: Engage all stakeholders in improving attendance.

Strategy 1: Track and monitor attendance data for targeted students.

Activity for 2003-2004: Ensure that all schools implement specific plans to improve school attendance and academic performance.

Implementation:

- Identify and prioritize needs through attendance data and School Improvement Teams and develop early intervention efforts.
- Develop and implement activities and strategies to “personalize” the high school experience for “at risk” students to include:
 - increased opportunities for small group interventions.
 - increased contacts with adults seen by youth as “stabilizers” (mentors, advisors, teachers, case managers, and counselors).
 - increased use of positive intervention strategies and attendance incentives.
- Consider innovative interventions to improve attendance, influence student attachment to school, and promote personalized attention from teachers by:
 - keeping classes together for several grades.
 - developing school-wide discipline plans that reinforce positive interactions with adults and peers.
 - providing frequent praise connected to specific accomplishments.
 - collaborating with community and businesses.
 - enhancing student interest by providing opportunities for work study programs, career counseling, and vocational skills preparation.
- Provide schools with the opportunity to access the Project Attend program for chronically truant students.
- Utilize the Interagency Committee on School Attendance to intervene and monitor chronically truant students.

<p>Person(s) Responsible Director of Pupil Services Supervisor of Pupil Services School Administration Pupil Personnel Workers School Nurses Classroom Teachers</p>	<p>Accomplishment Measure Documentation of letters or meetings with parents Copies of attendance plans / SIT plans</p>	<p>Impact Measure Attendance rates Disaggregated data: % of high school drop-outs % of high school graduates</p>
<p>Current Budget Considerations: See: <input type="checkbox"/> CIP <input checked="" type="checkbox"/> GF <input type="checkbox"/> Grant <input type="checkbox"/> No budget impact</p>		
<p>Proposed Activity for 2005 Review and revise plan as needed.</p>	<p>Proposed Activity for 2006 Review and revise plan as needed.</p>	<p>Proposed Activity for 2007 Review and revise plan as needed.</p>
<p>Facilities Considerations: N/A</p>		
<p>Proposed Activity for 2008 Review and revise plan as needed.</p>		

Goal #5: All students will graduate from high school.

Objective 1. Engage all stakeholders in improving attendance.

Strategy 2: Increase parent participation in improving student attendance.

Activity for 2003-2004: Provide opportunities to educate parents about the importance of school attendance.

Implementation:

- Support and educate parents about the importance of school attendance through:
 - parent conferences, Pupil Services Team (PST), and Individualized Education Program (IEP) team meetings.
 - opportunities for evening conferences with parents.
 - school attendance brochures.
 - printed advertisements.
 - radio spots.
 - school newsletters and teacher communications.
- Implement initiatives developed by the pupil services attendance incentive committee to increase parent and community awareness of attendance issues.
- Educate all parents of new PreK and K students during the orientation process of the importance of school attendance and its connection to student and work success.
- Hold parent conferences in community sites to help parents feel more comfortable.
- Post school attendance information on the Department of Pupil Services' web site.

Person(s) Responsible Director of Pupil Services Supervisor of Pupil Services School Administration Pupil Personnel Workers Counselors School Nurses Classroom Teachers	Accomplishment Measure Pupil services school attendance brochures Copies of printed advertisements published in local media Print documentation of radio advertisements Documentation of letters or meetings with parents Sign-in sheets from conference days/evenings School newsletters Department of Pupil Services' web site	Impact Measure Attendance rates Quantity of parent conferences Disaggregated data: % of high school drop-outs % of high school graduates Projected number of people reached by media campaign	
Current Budget Considerations: See: <input type="checkbox"/> CIP <input type="checkbox"/> GF <input checked="" type="checkbox"/> Grant <input type="checkbox"/> No budget impact			
Facilities Considerations: N/A			
Proposed Activity for 2005 Review and revise plan as needed.	Proposed Activity for 2006 Review and revise plan as needed.	Proposed Activity for 2007 Review and revise plan as needed.	Proposed Activity for 2008 Review and revise plan as needed.

Goal #5: All students will graduate from high school.

Objective 1: Engage all stakeholders in improving attendance.

Strategy 3: Increase staffing to increase services available for students with poor attendance.

<p>Activity for 2003-2004: Develop a comprehensive plan to increase the quantity and quality of attendance support services provided for students with poor attendance patterns.</p> <p>Implementation:</p> <ul style="list-style-type: none"> Identify needs and priorities through school data and School Improvement Teams. Explore the funding plan to increase the attendance support services provided, including the addition of 1 new pupil personnel worker position and 3 high school attendance secretaries, requested for 2004-2005. 		
<p>Person(s) Responsible Director of Pupil Services Supervisor of Pupil Services School Administration Pupil Personnel Workers</p>	<p>Accomplishment Measure Documentation of attendance letters and meetings with parents PPW time-on-task survey results FY 04-05 budget Documentation of plans outlining specific PPW activities that will improve student attendance</p>	<p>Impact Measure Attendance rates Quality and quantity of attendance supports provided by PPWs and attendance secretaries Disaggregated data: % of high school drop-outs % of high school graduates</p>
<p>Current Budget Considerations: See: <input type="checkbox"/> CIP <input type="checkbox"/> GF <input type="checkbox"/> Grant <input checked="" type="checkbox"/> No budget impact</p>		
<p>Proposed Activity for 2005 Expand the quality and quantity of attendance support activities to each school (K-12) by: 1) Extending the staffing of 2 PPW positions from 10-month to 11-month positions. 2) Funding additional staffing: 1 new PPW position and 3 attendance secretaries.</p>	<p>Proposed Activity for 2006 Review and revise attendance support activities based on individual school needs and data.</p>	<p>Proposed Activity for 2007 Review and revise attendance support activities based on individual school needs and data.</p>
<p>Facilities Considerations: N/A</p>		
<p>Proposed Activity for 2008 Review and revise attendance support activities based on individual school needs and data.</p>		

Goal #5: All students will graduate from high school.

Objective 2: Reduce incidents of classroom disruption by increasing student time on task.

Strategy 1: Target interventions for students who repeatedly engage in negative behaviors.

<p>Activity for 2003-2004: In consultation with the Department of Pupil Services, all schools will implement research-based and/or scientifically-based and/or violence prevention programs and activities.</p>	
<p>Implementation:</p> <ul style="list-style-type: none"> Implement one or more of the following research-based and/or scientifically-based violence prevention programs: Positive Behavior Interventions and Supports (PBIS), grades K-12; Mentoring, grades 6-12; Peer mediation, grades 6-12; Second Step or Steps to Respect violence prevention curriculum, grades K-8. Expand the PBIS model to three additional schools (Leonardtown High School, Alternative Learning Center, and Spring Ridge Middle School). The Department of Pupil Services will provide program and technical supports. Provide professional development training: <ul style="list-style-type: none"> to expand learning opportunities for all staff (new teachers are a priority) through best-practice models designed to improve/enhance behavior management skills, increasing time students are engaged in learning. on the implementation of Pre-PST procedures. relative to cultural competence. Analyze school data to identify areas of need and measure impact of activities. Implement strategies to decrease classroom disruption and increase time on learning tasks. Provide parents with information to strengthen school involvement and promote student success. Provide direct services to boys, in particular African American boys, in grades 7-9. Implement MSAP at all levels, DARE at elementary schools in collaboration with Walden, MD State Police, and St. Mary's Sheriff's Office. 	
<p>Person(s) Responsible Director of Pupil Services Supervisor of Pupil Services School Administration Pupil Personnel Workers School Psychologists School Counselors School Nurses School Staff</p>	<p>Accomplishment Measure Needs assessment results Meeting minutes Number of staff trained Professional development agendas Sign-in sheets School Improvement Plans Pupil Services Annual Report of direct services to students</p>
<p>Impact Measure Discipline referral data BMC/SDC data Suspension data Disaggregated data: % of high school drop-outs % of high school graduates</p>	<p>Facilities Considerations: N/A</p>
<p>Current Budget Considerations: See: <input type="checkbox"/> CIP <input type="checkbox"/> GF <input checked="" type="checkbox"/> Grant</p>	<p>Proposed Activity for 2006 Expand peer mediation programs to include 2 middle schools. Expand PBIS model to additional schools as MSDE funding permits.</p>
<p>Proposed Activity for 2005 Expand peer mediation programs to all high schools. Expand PBIS model to additional schools as MSDE funding permits.</p>	<p>Proposed Activity for 2007 Expand peer mediation programs to include all 4 middle schools. Expand PBIS model to additional schools as MSDE funding permits.</p>
<p>Proposed Activity for 2008 Review and revise all programs as needed.</p>	

Goal #5: All students will graduate from high school.

Objective 2: Reduce incidents of classroom disruption by increasing time on task.

Strategy 2: Implement character education programs that include positive behavior initiatives in all schools.

Activity for 2003-2004: Implement a comprehensive and consistent character education program in all schools.

Implementation:

- Identify, develop, and implement research-based and scientifically-based character education programs and activities for consistent use in all schools.
- Provide supports and resources for implementation of comprehensive character education programs and supporting activities.
- Provide positive behavior strategies and character education training for staff.
- Provide additional positive behavior strategies and character education training for staff assigned to alternative education environments.
- Provide additional training to counselors, school psychologists, and pupil personnel workers to support school efforts.
- Develop and implement adult/student mentor programs in all secondary schools.
- Provide students with daily opportunities for skill development at the Alternative Learning Center.
- Identify students in need of additional social skills and provide training opportunities.

Person(s) Responsible

Director of Pupil Services
 School Administration
 Supervisor of Pupil Services
 Pupil Personnel Workers
 School Psychologists
 School Counselors
 School Staff

Accomplishment Measure

Needs assessment results
 Meeting minutes
 Number of staff trained
 Professional development agendas
 Sign-in sheets
 Individual School Improvement Plans

Impact Measure

Discipline referral data
 BMC/SDC data
 Suspension data
 Attendance rates
 Disaggregated data:
 % of high school drop-outs
 % of high school graduates

Current Budget Considerations:

See: CIP GF Grant No budget impact

Facilities Considerations:

N/A

Proposed Activity for 2005

Review and revise plan as needed.

Proposed Activity for 2006

Review and revise plan as needed.

Proposed Activity for 2007

Review and revise plan as needed.

Proposed Activity for 2008

Review and revise plan as needed.

Goal #5: All students will graduate from high school.

Objective 3: Strengthen the transition process to provide a seamless delivery of services.

Strategy 1: Provide transition activities at the key transition years. (See also Goal 1, page 77.)

Activity for 2003-2004: Provide consistent transition programs and activities for transitions at key grade levels.

Implementation:

- Use school registration information to identify students entering the transition process.
- Develop second/third grade transition programs to assist rising third grade students.
- Implement sixth grade small learning communities in all middle schools.
- Implement ninth grade small learning communities/academies in all high schools.
- Work with staff to coordinate transition activities as students move from home to school and between grade/school levels.
- Collaborate with PST and IEP teams to assist students with special needs.
- Institute quarterly meetings that allow administrators and staff in feeder schools to link behavioral and academic standards, PreK to 12.
- Provide opportunities for students in feeder schools to visit the next level.
- Consult with parents to facilitate the transition process.
- Increase parent involvement to facilitate the transition process.
 - Include parents in the goal setting process to focus on student success and career planning.
 - Provide parents with information on topics about the changing academic and behavioral expectations of students as they progress through the grade levels.
 - Provide parents with transition information prior to registration, including information about the Dr. James A. Forrest Career and Technology Center.
 - Provide parents with the opportunity to review student handbook information.
 - Offer transition information and school visitation opportunities.

<p>Person(s) Responsible Director of Pupil Services Director of Elementary Curriculum and Instruction Supervisor of Pupil Services School Administration School Counselors School Staff</p>	<p>Accomplishment Measure Documentation of parent letters Sign-in sheets Meeting agendas School newsletters</p>	<p>Impact Measure Disaggregated data: % of high school drop-outs % of high school graduates</p>	
<p>Current Budget Considerations: See: <input type="checkbox"/> CIP <input checked="" type="checkbox"/> GF <input type="checkbox"/> Grant <input type="checkbox"/> No budget impact</p>			
<p>Proposed Activity for 2005 Same as 2003-2004. Review and revise plan as needed.</p>	<p>Proposed Activity for 2006 Same as 2003-2004. Review and revise plan as needed.</p>	<p>Proposed Activity for 2007 Same as 2003-2004. Review and revise plan as needed.</p>	<p>Proposed Activity for 2008 Same as 2003-2004. Review and revise plan as needed.</p>

Goal #5: All students will graduate from high school.

Objective 4: Provide targeted academic intervention programs that support student success.

Strategy 1: Provide parents with options that increase their child's ability to access intervention programs.

<p>Activity for 2003-2004: Provide opportunities for identified students to attend academic intervention programs, K-12. (See also Goal #1.)</p> <p>Implementation:</p> <ul style="list-style-type: none"> Utilize school data to identify and prioritize student need. Use the Instructional Consultation (IC) model, the Pupil Services Team (PST) process, and the Individualized Education Program (IEP) team to identify students in need, develop appropriate placement options, and reduce the disproportionate placement of minority students in special education. (See Goal 2, page 8 for NEP and LEP students.) Provide identified students with academic intervention opportunities to increase academic success (extended day, Evening High School, summer school, and Evening Counseling Center). Investigate a partnership with St. Mary's Transit System to increase transportation options and extend academic opportunities for all students to participate in after-school programs, Evening High School, Evening Counseling Center activities, and concurrent enrollment courses. 		<p>Impact Measure Disaggregated data: % of high school drop-outs % of high school graduates</p>
<p>Person(s) Responsible Director of Pupil Services Supervisor of Pupil Services School Administration School Counselors</p>	<p>Accomplishment Measure Evening high school schedule of classes Summer school schedule of classes Evening Counseling Center schedule of activities</p>	<p>Facilities Considerations: N/A</p>
<p>Current Budget Considerations: See: <input type="checkbox"/> CIP <input type="checkbox"/> GF <input checked="" type="checkbox"/> Grant <input type="checkbox"/> No budget impact</p>		
<p>Proposed Activity for 2005 Review and revise plan as needed.</p>	<p>Proposed Activity for 2006 Review and revise plan as needed.</p>	<p>Proposed Activity for 2007 Review and revise plan as needed.</p>
		<p>Proposed Activity for 2008 Review and revise plan as needed</p>

Goal #5: All students will graduate from high school.

Objective 4: Provide targeted academic intervention programs that support student success.

Strategy 2: Provide appropriate pupil services activities to support academic success.

<p>Activity for 2003-2004: Explore options to enhance current pupil services programs and develop new programs and/or activities as needed.</p>			
<p>Implementation:</p> <ul style="list-style-type: none"> Utilize school and system data to identify needs. Develop and conduct in-service activities to strengthen present programs and initiate new programs. Identify and assess guidance, health, and other pupil services related needs of students. Assist in coordinating programs with appropriate local, state, and federal programs and/or regulations. Plan and organize system-wide orientations and staff development for appropriate personnel. Provide training for appropriate staff regarding crisis intervention and response, student attendance, safety, health care, PST/504 procedures, student records and student discipline. Provide additional support for students who find learning challenging. (See Goals 1 and 2.) Provide targeted support to students who are homeless including increased community awareness by poster distribution. 			
<p>Person(s) Responsible Director of Pupil Services Supervisor of Pupil Services School Psychologists Pupil Personnel Workers School Counselors School Nurses</p>	<p>Accomplishment Measure Needs assessment results Professional development agendas Professional development sign-in sheets School Improvement Plans Homeless posters distributed to schools and community sites.</p>	<p>Impact Measure Attendance rates Discipline data Disaggregated data: % of high school drop-outs % of high school graduates School health services data</p>	
<p>Current Budget Considerations: See: <input type="checkbox"/> CIP <input type="checkbox"/> GF <input checked="" type="checkbox"/> Grant</p>		<p>Facilities Considerations: N/A</p>	
<p>Proposed Activity for 2005 Review and revise plan as needed.</p>		<p>Proposed Activity for 2006 Review and revise plan as needed.</p>	
<p>Proposed Activity for 2007 Review and revise plan as needed.</p>		<p>Proposed Activity for 2008 Review and revise plan as needed.</p>	

Goal #5: All students will graduate from high school.

Objective 4: Provide targeted academic intervention programs that support student success.

Strategy 3: Provide appropriate 504/special education support to ensure academic success.

Activity for 2003-2004: Ensure that appropriate support services are provided for academic success.

Implementation:

- Identify student need by analyzing school data or by parent and/or teacher referral/request for team review.
- Develop, implement, and monitor IEPs and 504 Plans to include strategies that meet the academic and behavioral needs of students.
- Collaborate with parents to meet the academic and behavioral needs of students.

<p>Person(s) Responsible Director of Pupil Services Director of Special Education Supervisor of Pupil Services Supervisors of Special Education School Administration</p>	<p>Accomplishment Measure PST/504 and IEP agendas Documentation of meetings with parents</p>	<p>Impact Measure Disaggregated data: % of high school drop-outs % of high school graduates Annual PST/504 and IEP data</p>
<p>Current Budget Considerations: See: <input type="checkbox"/> CIP <input type="checkbox"/> GF <input type="checkbox"/> Grant <input checked="" type="checkbox"/> No budget impact</p>		
<p>Proposed Activity for 2005 Review and revise plans as needed.</p>	<p>Proposed Activity for 2006 Review and revise plans as needed.</p>	<p>Proposed Activity for 2007 Review and revise plans as needed.</p>
<p>Facilities Considerations: N/A</p>		
<p>Proposed Activity for 2008 Review and revise plans as needed.</p>		

Goal #5: All students will graduate from high school.

Objective 5: Increase and enhance alternative education environments to provide a seamless instructional program that meets the needs of students.

Strategy 1: Align alternative education programs under one supervisor.

<p>Activity for 2003-2004: Define the role of an alternative education program supervisor in order to implement staffing in the following year.</p> <p>Implementation:</p> <ul style="list-style-type: none"> • Develop a job description to align alternative education programs under one supervisor. • Conduct a needs assessment using a variety of data gathering techniques to target improvement efforts and provide baseline information for monitoring. <ul style="list-style-type: none"> ○ Assess status of actions taken, based on review of reports. ○ Analyze data trends and develop strategies for program success. ○ Implement activities to increase student learning and school success. • Review existing programs and resources. • Draft a plan to: <ul style="list-style-type: none"> ○ strengthen the alternative education programs. ○ include students in grades 4 and 5 in alternative settings. ○ utilize results of needs assessment to identify needs and plan effective activities for school success. 		<p>Impact Measure Increased flexibility in student scheduling</p>
<p>Person(s) Responsible Director of Pupil Services Director of Secondary Curriculum and Instruction ALC Principal</p>	<p>Accomplishment Measure Description of comprehensive plan Results of needs assessment Position description</p>	<p>Facilities Considerations: N/A</p>
<p>Current Budget Considerations: Sec: <input type="checkbox"/> CIP <input type="checkbox"/> GF <input type="checkbox"/> Grant</p>	<p>Proposed Activity for 2006 Review progress of implementation plan. Set goals for 2007-2008. Continue implementation.</p>	<p>Proposed Activity for 2007 Review progress of implementation plan. Continue implementation.</p>
<p>Proposed Activity for 2005 Begin implementation of plan. Hire a supervisor.</p>	<p>Proposed Activity for 2008 Review progress of implementation plan. Continue implementation.</p>	

Goal #5: All students will graduate from high school.

Objective 5: Increase alternative education environments to provide a seamless instructional program that meets the needs of students.

Strategy 2: Expand options for students to access required coursework to graduate from high school.

<p>Activity for 2003-2004: Examine alternative scheduling and coursework opportunities for high school students.</p> <p>Implementation:</p> <ul style="list-style-type: none"> Identify students in need of alternative education opportunities and provide scheduling options. Conduct a needs assessment to target improvement efforts and provide baseline information for monitoring. Create a menu to expand scheduling and coursework options for students at the Alternative Learning Center and Evening High School. Develop a plan to offer the "0" period option in all high school schedules. Offer the MSDE web-based courses as part of the high school program of studies (consideration to be determined). Provide students with course selection assistance that includes creative scheduling options (including "0" periods). Provide information regarding expanded options to students and parents. 		<p>Impact Measure</p> <p>Increase in number of students taking higher level courses</p> <p>Disaggregated data: % of high school drop-outs % of high school graduates</p>
<p>Person(s) Responsible Director of Secondary Curriculum and Instruction Director of Information Technology Current Supervisor of Evening High School School Administration High School Counselors</p>	<p>Accomplishment Measure</p> <p>Number of students enrolled in flexible scheduling options</p> <p>Results of needs assessment</p> <p>Quantity of flexible scheduling options offered</p>	<p>Facilities Considerations: See Review of Adequacy of Existing School Facility Needs.</p>
<p>Current Budget Considerations: See: <input checked="" type="checkbox"/> CIP <input checked="" type="checkbox"/> GF <input type="checkbox"/> Grant</p>	<p>Proposed Activity for 2005 Seek support for student transportation to make programs accessible to students. Develop a plan for the creation of a future science and engineering high school.</p>	<p>Proposed Activity for 2006 Review 2003-2004 plan and revise scheduling and coursework options as needed. Continue development activities for the science and engineering high school.</p>
<p>Proposed Activity for 2007 Review 2003-2004 plan and revise scheduling and coursework options as needed. Continue development activities for the science and engineering high school.</p>	<p>Proposed Activity for 2008 Review 2003-2004 plan and revise scheduling and coursework options as needed. Continue development activities for the science and engineering high school.</p>	