ESEA Flexibility

Request

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Washington, DC 20202

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INTRODUCTION

The U.S. Department of Education (Department) is offering each State educational agency (SEA) the opportunity to request flexibility on behalf of itself, its local educational agencies (LEAs), and its schools, in order to better focus on improving student learning and increasing the quality of instruction. This voluntary opportunity will provide educators and State and local leaders with flexibility regarding specific requirements of the No Child Left Behind Act of 2001 (NCLB) in exchange for rigorous and comprehensive State-developed plans designed to improve educational outcomes for all students, close achievement gaps, increase equity, and improve the quality of instruction. This flexibility is intended to build on and support the significant State and local reform efforts already underway in critical areas such as transitioning to college- and career-ready standards and assessments; developing systems of differentiated recognition, accountability, and support; and evaluating and supporting teacher and principal effectiveness.

The Department invites interested SEAs to request this flexibility pursuant to the authority in section 9401 of the Elementary and Secondary Education Act of 1965 (ESEA), which allows the Secretary to waive, with certain exceptions, any statutory or regulatory requirement of the ESEA for an SEA that receives funds under a program authorized by the ESEA and requests a waiver. Under this flexibility, the Department would grant waivers through the 2013–2014 school year, after which time an SEA may request an extension of this flexibility.

REVIEW AND EVALUATION OF REQUESTS

The Department will use a review process that will include both external peer reviewers and staff reviewers to evaluate SEA requests for this flexibility. This review process will help ensure that each request for this flexibility approved by the Department is consistent with the principles described in the document titled *ESEA Flexibility*, which are designed to support State efforts to improve student academic achievement and increase the quality of instruction, and is both educationally and technically sound. Reviewers will evaluate whether and how each request for this flexibility will support a comprehensive and coherent set of improvements in the areas of standards and assessments, accountability, and teacher and principal effectiveness that will lead to improved student outcomes. Each SEA will have an opportunity, if necessary, to clarify its plans for peer and staff reviewers and to answer any questions reviewers may have. The peer reviewers will then provide comments to the Department. Taking those comments into consideration, the Secretary will make a decision regarding each SEA's request for this flexibility. If an SEA's request for this flexibility is not granted, reviewers and the Department will provide feedback to the SEA about the components of the SEA's request that need additional development in order for the request to be approved.

GENERAL INSTRUCTIONS

An SEA seeking approval to implement this flexibility must submit a high-quality request that addresses all aspects of the principles and waivers and, in each place where a plan is required, includes a high-quality plan. Consistent with ESEA section 9401(d)(1), the Secretary intends to grant waivers that are included in this flexibility through the end of the 2013–2014 school year. An SEA will be permitted to request an extension of the initial period of this flexibility prior to the start of the 2014–2015 school year unless this flexibility is superseded by reauthorization of the ESEA. The Department is asking SEAs to submit requests that include plans through the 2014–2015 school year in order to provide a complete picture of the SEA's reform efforts. The Department will not accept a request that meets only some of the principles of this flexibility.

This version of the *ESEA Flexibility Request* replaces the document originally issued on September 23, 2011 and revised on September 28, 2011. Through this revised version, the following section has been removed: 3.A, Option B (Option C has been renamed Option B). Additions have also been made to the following sections: Waivers and Assurances. Finally, this revised guidance modifies the following sections: Waivers; Assurances; 2.A.ii; 2.C.i; 2.D.i; 2.E.i; Table 2; 2.G; and 3.A, Options A and B.

High-Quality Request: A high-quality request for this flexibility is one that is comprehensive and coherent in its approach, and that clearly indicates how this flexibility will help an SEA and its LEAs improve student achievement and the quality of instruction for students.

A high-quality request will (1) if an SEA has already met a principle, provide a description of how it has done so, including evidence as required; and (2) if an SEA has not yet met a principle, describe how it will meet the principle on the required timelines, including any progress to date. For example, an SEA that has not adopted minimum guidelines for local teacher and principal evaluation and support systems consistent with Principle 3 by the time it submits its request for the flexibility will need to provide a plan demonstrating that it will do so by the end of the 2011–2012 school year. In each such case, an SEA's plan must include, at a minimum, the following elements for each principle that the SEA has not yet met:

1. Key milestones and activities: Significant milestones to be achieved in order to meet a given principle, and essential activities to be accomplished in order to reach the key milestones. The SEA should also include any essential activities that have already been completed or key milestones that have already been reached so that reviewers can understand the context for and fully evaluate the SEA's plan to meet a given principle.

2. Detailed timeline: A specific schedule setting forth the dates on which key activities will begin and be completed and milestones will be achieved so that the SEA can meet the principle by the required date.

3. Party or parties responsible: Identification of the SEA staff (*e.g.*, position, title, or office) and, as appropriate, others who will be responsible for ensuring that each key activity is accomplished.

4. Evidence: Where required, documentation to support the plan and demonstrate the SEA's progress in implementing the plan. This *ESEA Flexibility Request* indicates the specific evidence that the SEA must either include in its request or provide at a future reporting date.

5. Resources: Resources necessary to complete the key activities, including staff time and additional funding.

6. Significant obstacles: Any major obstacles that may hinder completion of key milestones and activities (*e.g.,* State laws that need to be changed) and a plan to overcome them.

Included on page 19 of this document is an example of a format for a table that an SEA may use to submit a plan that is required for any principle of this flexibility that the SEA has not already met. An SEA that elects to use this format may also supplement the table with text that provides an overview of the plan.

An SEA should keep in mind the required timelines for meeting each principle and develop credible plans that allow for completion of the activities necessary to meet each principle. Although the plan for each principle will reflect that particular principle, as discussed above, an SEA should look across all plans to make sure that it puts forward a comprehensive and coherent request for this flexibility.

Preparing the Request: To prepare a high-quality request, it is extremely important that an SEA refer to all of the provided resources, including the document titled *ESEA Flexibility*, which includes the principles, definitions, and timelines; the document titled *ESEA Flexibility Review Guidance*, which includes the criteria that will be used by the peer reviewers to determine if the request meets the principles of this flexibility; and the document titled *ESEA Flexibility Frequently Asked Questions,* which provides additional guidance for SEAs in preparing their requests.

As used in this request form, the following terms have the definitions set forth in the document titled *ESEA Flexibility*: (1) college- and career-ready standards, (2) focus school, (3) high-quality assessment, (4) priority school, (5) reward school, (6) standards that are common to a significant number of States, (7) State network of institutions of higher education, (8) student growth, and (9) turnaround principles.

Each request must include:

- A table of contents and a list of attachments, using the forms on pages 1 and 2.
- The cover sheet (p. 3), waivers requested (p. 4-6), and assurances (p. 7-8).
- A description of how the SEA has met the consultation requirements (p. 9).
- Evidence and plans to meet the principles (p. 10-18). An SEA will enter narrative text in the text boxes provided, complete the required tables, and provide other required evidence. An SEA may supplement the narrative text in a text box with attachments, which will be included in an appendix. Any supplemental attachments that are included in an appendix must be referenced in the related narrative text.

Requests should not include personally identifiable information.

Process for Submitting the Request: An SEA must submit a request to the Department to receive the flexibility. This request form and other pertinent documents are available on the Department's Web site at: http://www.ed.gov/esea/flexibility.

Electronic Submission: The Department strongly prefers to receive an SEA's request for the flexibility electronically. The SEA should submit it to the following address: ESEAflexibility@ed.gov.

Paper Submission: In the alternative, an SEA may submit the original and two copies of its request for the flexibility to the following address:

Patricia McKee, Acting Director
Student Achievement and School Accountability Programs
U.S. Department of Education
400 Maryland Avenue, SW, Room 3W320
Washington, DC 20202-6132

Due to potential delays in processing mail sent through the U.S. Postal Service, SEAs are encouraged to use alternate carriers for paper submissions.

REQUEST SUBMISSION DEADLINE

SEAs have multiple opportunities to submit requests for the flexibility. The submission dates are November 14, 2011, February 28, 2012, and an additional opportunity following the conclusion of the 2011–2012 school year.

TECHNICAL ASSISTANCE MEETING FOR SEAS

The Department has conducted a number of webinars to assist SEAs in preparing their requests and to respond to questions. Please visit the Department's Web site at: http://www.ed.gov/esea/flexibility for copies of previously conducted webinars and information on upcoming webinars.

FOR FURTHER INFORMATION

If you have any questions, please contact the Department by e-mail at ESEAflexibility@ed.gov.

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Cover Sheet for ESEA Flexibility Request

Legal Name of Requester:	Requester's Mailing Address:
Michael P. Flanagan Superintendent of Public Instruction	Michigan Department of Education PO Box 30008 Lansing, MI 48909

State Contact for the ESEA Flexibilty Request

Name:

Venessa Keesler, Ph.D.
and
Abbie Groff-Blaszak

Position and Office:

Deputy Superintendent, Accountability Services
and
Special Assistant, Education and Accountability Services

Contact's Mailing Address:

Michigan Department of Education
PO Box 30008
Lansing, MI 48909

Telephone: (517) 335-0011

Fax: (517) 335-4565

Email address: keeslerv@michigan.gov and groff-blaszaka@michigan.gov

Chief State School Officer (Printed Name):	Telephone:
Michael P. Flanagan	(517) 335-0011
Signature of the Chief State School Officer: X	Date: 3/30/15

The State, through its authorized representative, agrees to meet all principles of ESEA flexibility.

WAIVERS

By submitting this updated ESEA flexibility request, the SEA renews its request for flexibility through waivers of the nine ESEA requirements listed below and their associated regulatory, administrative, and reporting requirements, as well as any optional waivers the SEA has chosen to request under ESEA flexibility, by checking each of the boxes below. The provisions below represent the general areas of flexibility requested.

☒ 1. The requirements in ESEA section 1111(b)(2)(E)-(H) that prescribe how an SEA must establish annual measurable objectives (AMOs) for determining adequate yearly progress (AYP) to ensure that all students meet or exceed the State's proficient level of academic achievement on the State's assessments in reading/language arts and mathematics no later than the end of the 2013–2014 school year. The SEA requests this waiver to develop new ambitious but achievable AMOs in reading/language arts and mathematics in order to provide meaningful goals that are used to guide support and improvement efforts for the State, LEAs, schools, and student subgroups.

☒ 2. The requirements in ESEA section 1116(b) for an LEA to identify for improvement, corrective action, or restructuring, as appropriate, a Title I school that fails, for two consecutive years or more, to make AYP, and for a school so identified and its LEA to take certain improvement actions. The SEA requests this waiver so that an LEA and its Title I schools need not comply with these requirements.

☒ 3. The requirements in ESEA section 1116(c) for an SEA to identify for improvement or corrective action, as appropriate, an LEA that, for two consecutive years or more, fails to make AYP, and for an LEA so identified and its SEA to take certain improvement actions. The SEA requests this waiver so that it need not comply with these requirements with respect to its LEAs.

☒ 4. The requirements in ESEA sections 6213(b) and 6224(e) that limit participation in, and use of funds under the Small, Rural School Achievement (SRSA) and Rural and Low-Income School (RLIS) programs based on whether an LEA has made AYP and is complying with the requirements in ESEA section 1116. The SEA requests this waiver so that an LEA that receives SRSA or RLIS funds may use those funds for any authorized purpose regardless of whether the LEA makes AYP.

☒ 5. The requirement in ESEA section 1114(a)(1) that a school have a poverty percentage of 40 percent or more in order to operate a school-wide program. The SEA requests this waiver so that an LEA may implement interventions consistent with the turnaround principles or interventions that are based on the needs of the students in the school and designed to enhance the entire educational program in a school in any of its priority and focus schools that meet the definitions of "priority schools" and "focus schools," respectively, set forth in the document titled *ESEA Flexibility*, as appropriate, even if those schools do not have a poverty percentage of 40 percent or more.

☒ 6. The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver so that it may allocate section 1003(a) funds to its

LEAs in order to serve any of the State's priority and focus schools that meet the definitions of "priority schools" and "focus schools," respectively, set forth in the document titled *ESEA Flexibility*.

☒ 7. The provision in ESEA section 1117(c)(2)(A) that authorizes an SEA to reserve Title I, Part A funds to reward a Title I school that (1) significantly closed the achievement gap between subgroups in the school; or (2) has exceeded AYP for two or more consecutive years. The SEA requests this waiver so that it may use funds reserved under ESEA section 1117(c)(2)(A) for any of the State's reward schools that meet the definition of "reward schools" set forth in the document titled *ESEA Flexibility*.

☒ 8. The requirements in ESEA section 2141(a), (b), and (c) for an LEA and SEA to comply with certain requirements for improvement plans regarding highly qualified teachers. The SEA requests this waiver to allow the SEA and its LEAs to focus on developing and implementing more meaningful evaluation and support systems.

☒ 9. The limitations in ESEA section 6123 that limit the amount of funds an SEA or LEA may transfer from certain ESEA programs to other ESEA programs. The SEA requests this waiver so that it and its LEAs may transfer up to 100 percent of the funds it receives under the authorized programs among those programs and into Title I, Part A.

Optional Flexibilities:

If an SEA chooses to request waivers of any of the following requirements, it should check the corresponding box(es) below:

☐ 10. The requirements in ESEA sections 4201(b)(1)(A) and 4204(b)(2)(A) that restrict the activities provided by a community learning center under the Twenty-First Century Community Learning Centers (21st CCLC) program to activities provided only during non-school hours or periods when school is not in session (*i.e.*, before and after school or during summer recess). The SEA requests this waiver so that 21st CCLC funds may be used to support expanded learning time during the school day in addition to activities during non-school hours or periods when school is not in session.

☒ 11. The requirements in ESEA sections 1116(a)(1)(A)-(B) and 1116(c)(1)(A) that require LEAs and SEAs to make determinations of adequate yearly progress (AYP) for schools and LEAs, respectively. The SEA requests this waiver because continuing to determine whether an LEA and its schools make AYP is inconsistent with the SEA's State-developed differentiated recognition, accountability, and support system included in its ESEA flexibility request. The SEA and its LEAs must report on their report cards performance against the AMOs for all subgroups identified in ESEA section 1111(b)(2)(C)(v), and use performance against the AMOs to support continuous improvement in Title I schools.

☐ 12. The requirements in ESEA section 1113(a)(3)-(4) and (c)(1) that require an LEA to serve eligible schools under Title I in rank order of poverty and to allocate Title I, Part A funds based on that rank ordering. The SEA requests this waiver in order to permit its LEAs to serve a Title I-eligible high school with a graduation rate below 60 percent that the SEA has identified as a

priority school even if that school does not otherwise rank sufficiently high to be served under ESEA section 1113.

☐ 13. The requirement in ESEA section 1003(a) for an SEA to distribute funds reserved under that section only to LEAs with schools identified for improvement, corrective action, or restructuring. The SEA requests this waiver in addition to waiver #6 so that, when it has remaining section 1003(a) funds after ensuring that all priority and focus schools have sufficient funds to carry out interventions, it may allocate section 1003(a) funds to its LEAs to provide interventions and supports for low-achieving students in other Title I schools when one or more subgroups miss either AMOs or graduation rate targets or both over a number of years.

If the SEA is requesting waiver #13, the SEA must demonstrate in its renewal request that it has a process to ensure, on an annual basis, that all of its priority and focus schools will have sufficient funding to implement their required interventions prior to distributing ESEA section 1003(a) funds to other Title I schools.

☐ 14. The requirements in ESEA sections 1111(b)(1)(B) and 1111(b)(3)(C)(i) that, respectively, require the SEA to apply the same academic content and academic achievement standards to all public schools and public school children in the State and to administer the same academic assessments to measure the achievement of all students. The SEA requests this waiver so that it is not required to double test a student who is not yet enrolled in high school but who takes advanced, high school level, mathematics coursework. The SEA would assess such a student with the corresponding advanced, high school level assessment in place of the mathematics assessment the SEA would otherwise administer to the student for the grade in which the student is enrolled. For Federal accountability purposes, the SEA will use the results of the advanced, high school level, mathematics assessment in the year in which the assessment is administered and will administer one or more additional advanced, high school level, mathematics assessments to such students in high school, consistent with the State's mathematics content standards, and use the results in high school accountability determinations.

If the SEA is requesting waiver #14, the SEA must demonstrate in its renewal request how it will ensure that every student in the State has the opportunity to be prepared for and take courses at an advanced level prior to high school.

ASSURANCES

By submitting this request, the SEA assures that:

☒ 1. It requests waivers of the above-referenced requirements based on its agreement to meet Principles 1 through 4 of ESEA flexibility, as described throughout the remainder of this request.

☒ 2. It has adopted English language proficiency (ELP) standards that correspond to the State's college- and career-ready standards, consistent with the requirement in ESEA section 3113(b)(2), and that reflect the academic language skills necessary to access and meet the State's college- and career-ready standards. (Principle 1)

☒ 3. It will administer no later than the 2014–2015 school year alternate assessments based on grade-level academic achievement standards or alternate assessments based on alternate academic achievement standards for students with the most significant cognitive disabilities that are consistent with 34 C.F.R. § 200.6(a)(2) and are aligned with the State's college- and career-ready standards. (Principle 1)

☒ 4. It will develop and administer ELP assessments aligned with the State's ELP standards, consistent with the requirements in ESEA sections 1111(b)(7), 3113(b)(2), and 3122(a)(3)(A)(ii) no later than the 2015–2016 school year. (Principle 1)

☒ 5. It will report annually to the public on college-going and college credit-accumulation rates for all students and subgroups of students in each LEA and each public high school in the State. (Principle 1)

☒ 6. If the SEA includes student achievement on assessments in addition to reading/language arts and mathematics in its differentiated recognition, accountability, and support system and uses achievement on those assessments to identify priority and focus schools, it has technical documentation, which can be made available to the Department upon request, demonstrating that the assessments are administered statewide; include all students, including by providing appropriate accommodations for English Learners and students with disabilities, as well as alternate assessments based on grade-level academic achievement standards or alternate assessments based on alternate academic achievement standards for students with the most significant cognitive disabilities, consistent with 34 C.F.R. § 200.6(a)(2); and are valid and reliable for use in the SEA's differentiated recognition, accountability, and support system. (Principle 2)

☒ 7. It will annually make public its lists of reward schools, priority schools, and focus schools prior to the start of the school year as well as publicly recognize its reward schools, and will update its lists of priority and focus schools at least every three years. (Principle 2)

If the SEA is not submitting with its renewal request its updated list of priority and focus schools, based on the most recent available data, for implementation beginning in the 2015–2016 school year, it must also assure that:

☐ 8. It will provide to the Department, no later than January 31, 2016, an updated list of priority and focus schools, identified based on school year 2014–2015 data, for implementation beginning in the 2016–2017 school year.

☒ 9. It will evaluate and, based on that evaluation, revise its own administrative requirements to reduce duplication and unnecessary burden on LEAs and schools. (Principle 4)

☒ 10. It has consulted with its Committee of Practitioners regarding the information set forth in its ESEA flexibility request.

☒ 11. Prior to submitting this request, it provided all LEAs with notice and a reasonable opportunity to comment on the request and has attached a copy of that notice (Attachment 1) as well as copies of any comments it received from LEAs. (Attachment 2)

☒ 12. Prior to submitting this request, it provided notice and information regarding the request to the public in the manner in which the SEA customarily provides such notice and information to the public (*e.g.*, by publishing a notice in the newspaper; by posting information on its website) and has attached a copy of, or link to, that notice. (Attachment 3)

☒ 13. It will provide to the Department, in a timely manner, all required reports, data, and evidence regarding its progress in implementing the plans contained throughout its ESEA flexibility request, and will ensure that all such reports, data, and evidence are accurate, reliable, and complete or, if it is aware of issues related to the accuracy, reliability, or completeness of its reports, data, or evidence, it will disclose those issues.

☒ 14. It will report annually on its State report card and will ensure that its LEAs annually report on their local report cards, for the "all students" group, each subgroup described in ESEA section 1111(b)(2)(C)(v)(II), and for any combined subgroup (as applicable): information on student achievement at each proficiency level; data comparing actual achievement levels to the State's annual measurable objectives; the percentage of students not tested; performance on the other academic indicator for elementary and middle schools; and graduation rates for high schools. In addition, it will annually report, and will ensure that its LEAs annually report, all other information and data required by ESEA section 1111(h)(1)(C) and 1111(h)(2)(B), respectively. It will ensure that all reporting is consistent with *State and Local Report Cards Title I, Part A of the Elementary and Secondary Education Act of 1965, as Amended Non-Regulatory Guidance* (February 8, 2013).

CONSULTATION

An SEA must meaningfully engage and solicit input from diverse stakeholders and communities in the development of its request. To demonstrate that an SEA has done so, the SEA must provide an assurance that it has consulted with the State's Committee of Practitioners regarding the information set forth in the request and provide the following:

1. A description of how the SEA meaningfully engaged and solicited input on its request from teachers and their representatives.

2. A description of how the SEA meaningfully engaged and solicited input on its request from other diverse communities, such as students, parents, community-based organizations, civil rights organizations, organizations representing students with disabilities and English Learners, business organizations, and Indian tribes.

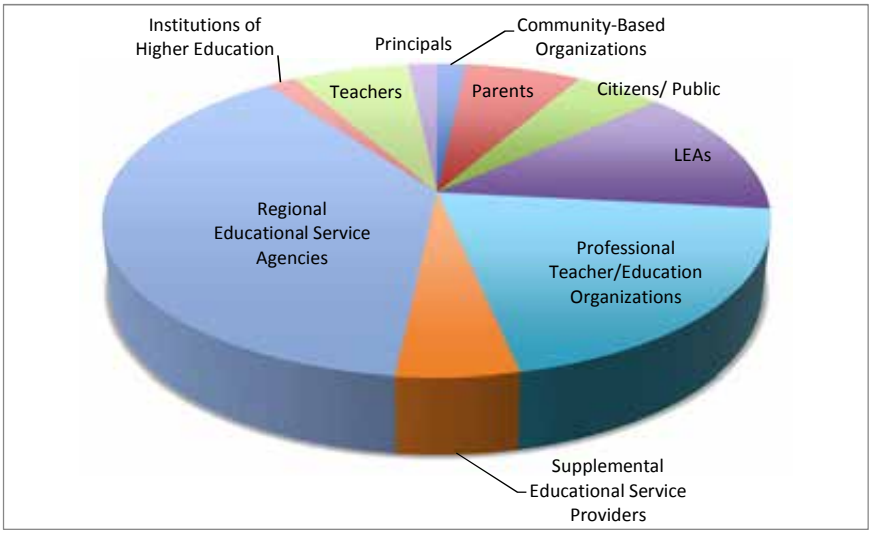
The Michigan Department of Education (MDE) has had active stakeholder engagement on an ongoing basis, especially during the last several years of intensive education reform efforts. State officials work closely with organizations of teachers, administrators, higher education representatives, student advocacy groups, and others whose input continuously shapes and strengthens educational policy and practice. Throughout the waiver request, examples are provided of stakeholder input and support. At the time the waiver opportunity was announced, MDE contacted the leaders of the state's education stakeholder organizations with critical details and timelines for providing input. Engagement and input are outlined below by Principle. Examples are given, in this section and elsewhere, where stakeholder input changed the waiver request.

A complete list of organizations that provided input can be found in Attachment 2 along with a summary of the input received. Beginning in October, regular phone conversations and meetings were held with education organizations and others to ensure that all constituencies were involved to consider strategies and responses. We also conducted webinars and online surveys as a means of determining feedback across our state.

During our stakeholder engagement, we have considered the feedback of our education "customers" —parents, families, communities—as well as that of our teachers and practitioners. We reached out to seek the advice of parents, students, community members, and business leaders, taking care to pay special attention to traditionally under-represented communities such as minority groups and persons with disabilities.

MDE also collected and reviewed comments from the general public, which came through a specialized email account established for this purpose (ESEAFlexibility@michigan.gov).

A pie chart showing the array of stakeholders providing feedback —in all formats and sessions —is included below:



From November to January, we solidified and documented all input into the MDE's proposal. Initial drafts and concepts were shared and discussed in a large group facilitated by the American Institutes for Research, and through individual consultation with associations, institutions of higher education and others. Our staff met with the Committee of Practitioners, as well as special education, data, and a student advisory group. In total, input was gathered from hundreds of educators including teachers, principals, Title I coordinators, school board members, and specialists.

Feedback from these and other stakeholder organizations suggests that the MDE's waiver request is well aligned with visible opportunities in educational policy and practice. Representative comments are as follows:

- "Some details may need tuning, but overall it looks like a well-considered plan. I wish we had developed such a plan 10 years ago." - *Parent, local school board member*
- "I feel that this proposal provides the opportunity for many schools across the state to have their hard work validated...." - *Teacher*
- "I believe that this proposal will also allow teachers and administrators to think less about what consequences their school may face if they fall short of AYP and focus more on how to

proactively close achievement gaps that is needed to beat the odds and restore American education to the global prominence it once had." - *Teacher*

- "(A)s a first-year curriculum director...and a parent of two school-aged children, I'd like to say thank you. Thank you for valuing education enough to raise the bar and hold all students to a higher standard... When my two young children graduate from high school and the diploma is placed in their hands, I look forward to knowing that they have earned something great, something that will prepare them for postsecondary experiences." - *Educator, Parent*

- "I am ecstatic about the aggressive position that the State of Michigan is taking to raise the rigor and expectations for academic achievement of all students. I am re-energized by the recognition that higher academic standards and requirements of proficiency are needed at all levels in education. The proposed Flexibility Waivers will move us in the right direction toward closing gaps and improving the quality of public education." - *Educator*

- "MDE and Superintendent Flanagan should receive consistent thanks for continually pushing Michigan forward in an effort to provide all levels of learners the skills necessary to be college and career ready by the time they graduate." - *Educator*

We divided our stakeholder groups into 39 categories, and tracked their participation in each of the statewide, local and virtual opportunities provided for their feedback. These categories of participation — and the number of specific engagements we had with each — are listed below.

Organization/Group	Waiver Communications
21st Century Community Learning Center Providers	2
Accountability Stakeholder Group (Accountability Specialists from ISDs, MEA, LEAs, & Ed Trust)	1
Alternative Education Student Focus Group	3
American Federation of Teachers Michigan	8
Association of Independent Colleges and Universities	4
Bureau of Assessment and Accountability Advisory Council	3
Business Community	3
Committee of Practitioners (Title I)	4
Education Trust & Education Trust - Midwest	5
English Language Learners Advisory Committee	1
First Nations (American Indian)	1
Hispanic/Latino Commission of Michigan	2
Intermediate School District Advisory Council	3

MI Alma-Latino Education and Civic Engagement Summit	1
Michigan Association of Administrators of Special Education	2
Michigan Association of Intermediate School Administrators	9
Michigan Association of Non-Public Schools	5
Michigan Association of Public School Academies	7
Michigan Association of School Administrators	7
Organization/Group	Waiver Communications
Michigan Association of School Boards	3
Michigan Association of Secondary School Principals	6
Michigan Association of State and Federal Program Specialists	5
Michigan Community College Association	4
Michigan Education Association	3
Michigan Elementary and Middle School Principals Association	3
Michigan Legislature	1
Michigan Office of the Governor	1
Michigan PTA (Including Parent Members)	5
Michigan School Business Officers	6
Michigan State Board of Education	2
Michigan State University K-12 Outreach	4
Michigan Women's Commission	2
Middle Cities Education Association	8
Network of Michigan Educators (MI Teachers of the Year and Milken Award Winners)	4
Presidents Council, State Universities of Michigan	4
School Improvement Facilitators Network	3
Special Education Advisory Committee	3
The Superintendent of Public Instruction's Teacher Advisory Group	2
The Superintendent of Public Instruction's Student Advisory Group	2

In developing MDE's request for ESEA flexibility, MDE took the following actions to meaningfully engage diverse stakeholders:

- Conducted a webinar and survey of students in alternative high schools about the underlying principles of ESEA and the requested changes thereto. We believe that student voices are important to the conversation about what is working and what isn't working in terms of instruction, testing, and accountability – particularly the voices of those students for whom traditional instructional settings have not worked.
- Met with the English Language Learner Advisory Council (ELLAC), comprised of district and classroom level practitioners who are representative of both high- and low-incidence districts dealing with a multiplicity of languages and cultures. With this group, we discussed the impact of the CCSS, new state assessments, and school and district accountability measures on English Language Learners. The ELLAC was one of several stakeholder groups who advocated to maintain the traditional subgroups for accountability reporting, while adding the lowest 30% subgroup.
- Met with the Title I Committee of Practitioners (COP), which also includes representatives of English Language Learners. The COP contributed to the development of the ESEA Request multiple times, influencing decisions made regarding state assessments and accountability requirements for schools and districts.
- Met with the Middle Cities Education Association (MCEA), a consortium of 30 urban school districts in Michigan and member of the Education Alliance. MCEA was one of the most active groups in participating in the various stakeholder meetings, webinars, and public comment periods. The MCEA represents a majority of those schools that have been identified in Michigan as persistently lowest performing as well as School Improvement Grant recipients.
- Met with administrators from the Detroit Public Schools at stakeholder meetings convened by MDE to provide thoughts, opinions, and recommendations from Michigan's largest school district – and district with the most schools on the states persistently lowest achieving schools list.
- Held multiple meetings and phone calls with staff from the Education Trust and Education Trust-Midwest, a leading advocate for underperforming schools and students, to discuss various aspects of the accountability and evaluation tools and metrics contained in the ESEA request.

MDE regularly collaborates with these groups and will continue to do so as ESEA flexibility is implemented and evaluated.

Consultation with Urban Districts and Subgroup Populations

The MDE consulted with a wide variety of groups and individuals in order to develop its ESEA Flexibility Request. Of the groups identified above, all were represented through multiple organizations. Urban districts are represented in our consultation process by the Detroit Public

Schools and Middle Cities. Detroit Public Schools participated in two meetings for general stakeholder input and was also represented through several of the educational groups such as the Committee of Practitioners, the Special Education Advisory Committee, and the English Language Learner Advisory Council. Middle Cities represents urban centers and has as its stated purpose to serve as an advocate for member districts to insure quality educational programs for all urban students. The following districts are among the 33 member school districts: Benton Harbor, Dearborn, Flint, Grand Rapids, Jackson, Kalamazoo, Lansing, Pontiac, and Saginaw. Middle Cities participated in four face to face or virtual meetings from October 2011 through February 2012 and provided comment in each situation. Both Detroit and Middle Cities represent member interests in African American and Middle Eastern students as well as English Language Learners.

Further consultation was sought through the English Language Learner Advisory Council in order to assure that the needs of students whose primary language is not English were being considered and addressed. The Council suggested that there be a very strong role for parents in the formation and execution of the locally developed reform plans. The Council has representation from district and classroom level practitioners. These practitioners are representative of both high- and low-incidence districts dealing with a multiplicity of languages and cultures. The Council meets four times a year and has representation from Oakland and Wayne counties which make up the largest portion of Middle Eastern students in the state and the nation.

The Michigan Title I Committee of Practitioners served as another opportunity to gather input regarding the needs of urban, African American, Middle Eastern students, and English Language Learners. All facets of the Michigan student population are represented on the committee through parents, teachers, principals, central office, and superintendents. The Committee met twice and was generally supportive of the Waiver Request. There were concerns expressed about funding in order support the rapid turnaround necessary to achieve the learning targets for all students, teacher preparation, and ongoing professional development. There were no concerns specifically raised regarding any of the populations mentioned above.

The Michigan Parent Teacher Association organized a face-to-face meeting with parents from across the state in order to understand the components of the Waiver Request and to provide feedback. The membership of the group present at the meeting represented all ethnic and racial groups as well as a spectrum of ages. The feedback from the group included concerns about the ability of the school to address the specific needs of each child, behavior concerns and the involvement of parents at the local district level in both the planning and implementation of any reform plans. The parents also expressed a desire to set the learning targets at 100% proficiency rather than 85%.

Meetings with all groups mentioned above were face-to-face or virtual unless otherwise noted. These groups as well as others have memberships that work with students from urban settings, are African

American and/or Middle Eastern, and/or are English Language Learners. Their input was insightful and assisted in the formation of the ESEA Flexibility Request.

Feedback

While stakeholder input shaped and informed many aspects of MDE's proposed ESEA Flexibility request, much of our public dialogue was focused on the fundamental tension between "ambitious" and "attainable" proficiency goals for schools. The distinguishing feature of MDE's proposal is its rigor; we are moving with determination toward the goal of career- and college-readiness for all students. The establishment of fair, appropriate performance targets has been a key outcome of our discussions with stakeholders.

Other critical stakeholder issues are described below, organized by principle.

Principle 1: Career- and College-Ready Standards for all Students

MDE was engaged in analysis, alignment and implementation of Career- and College- Ready Standards prior to the announcement of the flexibility request option. This was a collaborative endeavor among MDE, regional service agencies, teacher organizations, and others.

Implementation activities are detailed in Section I.B, and show that practitioners are deeply involved in aligning their own curricula with the Common Core. Through this work, which is occurring at the local level, they are building a stronger understanding of what career- and college-ready truly means for each of their students.

Stakeholders are also telling us what they need to do this work more effectively and efficiently. They have asked for more state-level dissemination of the Common Core at statewide conferences, and increased work with the higher education institutions to enhance focus on these standards. Teachers also have requested more professional learning to help support good classroom instruction related to the Common Core.

MDE has worked to address these concerns in this proposal. We have laid out action plans for dissemination at the state and local level, and will engage with partners to ensure professional learning is provided.

Principle 2: State-Developed Differentiated Recognition, Accountability, and Support

Because of the high-stakes nature of accountability systems and the need for intensive support for Priority schools, Principle 2 gathered the greatest level of input.

As mentioned previously, the tension between ambition and attainability framed many of our stakeholder discussions around Principle 2. MDE's proposed proficiency standards aim at 85% for all schools. Some stakeholders argued that anything less than 100% was not appropriate, while others argued it would be impossible for many schools to come up to the 85% standard within expected time frames.

MDE responded to these changes by introducing a new safe harbor methodology that recognizes growth in student performance, even if the absolute proficiency target isn't hit. We also introduced more careful, diagnostic supports to help schools achieve their aims more quickly. Our past interventions were of high quality, but they were not the only tools and resources that might work to turn around school performance at the local level. We began to discuss diagnostic, targeted interventions rather than "one-size-fits-all" approaches to school improvement.

Teacher and school administrator groups argued for simplicity and flexibility in light of the differentiated needs of schools in unique settings across the state. When stakeholder groups were given a series of written, face-to-face, and virtual opportunities for facilitated discussion, the following concerns were raised:

- Timely, accurate, useful information must be made available to all stakeholders
- Local communities must be engaged and activated to build school improvement
- Make it impossible for schools to mask subgroup performance
- Accommodate unique community needs and demands – all schools are different
- Make sure data are reported in ways that are easy to understand at the local level
- Early interventions are needed to support subgroups
- Improved teacher preparation is needed to ensure the needs of various subgroup populations are fully understood
- Educational dollars should be spent in ways that are targeted and maximize value

As a result of this detailed input, MDE revised and refined the methods for identifying Priority, Reward, and Focus schools and the interventions that will be provided. The depth of discussion and the high level of participation of stakeholders have resulted in support for the methods detailed in Section 2. This differentiated recognition, accountability, and support system provides the structure that weaves all three waiver Principles together.

Principle 3: Supporting Effective Instruction and Leadership

In 2009, Michigan passed legislation requiring annual educator evaluations that included student growth as a "significant part," the results of which are used to inform decisions about promotion, retention, placement and compensation. These evaluations were specified to begin during the 2011-2012 school year. Michigan's LEAs immediately began preparing to implement this legislation, and are now in the midst of the first year of implementing these locally-developed annual educator evaluations for all teachers and administrators. For the first time, every single one of Michigan's educators will be evaluated using measures of student growth, and the results of these evaluations will be reported into MDE's data systems.

One issue with the original legislation was that it did not provide much in the way of standardization across districts, in order to ensure both a standard of quality and continuity in ratings. To address this shortcoming, the Michigan legislature adopted Public Act 102 of 2011 to introduce more standardization and comparability into both the educator evaluation system and the ratings produced by this system. Stakeholders now have the opportunity to give testimony before the Michigan Council on Educator Effectiveness, a statutory panel working to support the statewide development and implementation of educator evaluation systems. The dean of the University of Michigan's College of Education, Dr. Deborah Loewenberg Ball, leads the Council, which consists of two school principals, data analysts from Michigan State University, a charter school management company, and MDE.

In the last two years, MDE convened a stakeholder group to develop new recommendations regarding professional learning. This group produced a new policy on professional learning, which the Michigan State Board of Education adopted in January 2012. This policy is based on the Learning Forward Standards for Professional Learning, and the intent is to help districts, schools, and educators appropriately identify professional learning opportunities to support their work. We anticipate the field can leverage these standards when integrating professional learning into their evaluation systems, and we intend to produce interim guidelines to assist them with these efforts.

Michigan is one of few states implementing annual educator evaluations that include student growth as a significant portion in the 2011-2012 school year, due to our proactive and aggressive legislation. We believe this is a strength for us, even though the evaluations systems differ across districts. We do know, however, that districts have been having critical conversations with stakeholders, designing observation rubrics, looking for solutions to integrate growth, developing local assessments, partnering with foundations or other nonprofit enterprises in their area, and collaborating with each other as they work to develop a system that is fair and that meets the criteria of the original law. To support this, MDE hosted two statewide Educator Evaluation Best Practices conferences in 2011 and 2012 focused on student growth, in order to help the field come together and share their best practices with each other.

Next Steps

MDE plans several ongoing strategies to continuously engage teachers and their representatives:

- Starting in the summer/fall of 2012, MDE will partner with the Michigan Education Association, the state's largest teachers' union, to deliver regular webinars on instructional strategies for successful implementation of the CCSS.
- Develop, through direct email and social media, outlets for the regular communication with classroom teachers regarding instruction, assessment, evaluation, and accountability.
- Continue to convene, either in person or virtually, the Superintendent's Teacher Advisory Panel, to provide insights and recommendations regarding statewide education and education reform efforts.
- Engage the Network of Michigan Educators, a consortium of Michigan's National Board Certified teachers, present and prior teachers of the year, Milken award winners, and others, in an ongoing conversation regarding and action planning for instructional excellence, professional learning, and other timely topics and statewide efforts.
- Work with the Michigan Education Alliance to facilitate ongoing dialogue with constituent groups, including intermediate school districts, teachers, school leaders, board members, and others. Already, this group has begun to provide written information about their ability to support our work in the months ahead.
- Finally, we will develop and issue periodic written communications in the form of newsletters, emails, and memoranda to ensure all educators in Michigan have access to up-to-the minute information about the progress of our work.

Consultation on ESEA Flexibility Implementation and Renewal

Michigan has remained engaged in dialogue with stakeholders throughout the initial implementation period of ESEA Flexibility. As evidence of Michigan's commitment to continuous conversation and evaluation of the impact of implementation, the MDE has worked with its stakeholders, including LEAs, ISDs/RESAs, the Education Alliance (representing parents, teachers, administrators, school boards, higher education, public school academies, non-public schools, and teachers' representatives in addition to LEAs and ISDs/RESEAs), the Committee of Practitioners, the Michigan Legislature, Governor's Office, and other interested parties to continuously improve the programming to support ESEA Flexibility and student outcomes through three optional amendment processes and extension request between 2012 and 2014. The initiation of each amendment and approval process was the result of ongoing engagement between the MDE and stakeholders that resulted in the identification of areas for improvement.

Throughout the development of the ESEA Flexibility Renewal Request, the MDE has meaningfully solicited input on the implementation of ESEA Flexibility and proposed changes to its currently approved Request from LEAs, teachers and their representatives, administrators, students, parents, community-based organizations, civil rights organizations, organizations representing students with disabilities,

organizations representing English Learners, business organizations, institutions of higher education, Indian tribes, the Michigan Legislature, the Governor's Office, the State Board of Education, and other key stakeholder groups in Michigan, including Education Trust – Midwest, the Michigan College Access Network, and local and national experts in assessment and accountability. Attachment 2.D provides information on specific meetings held and outreach mechanisms used with various stakeholder groups. Examples of the outreach recorded in Attachment 2.D include:

- Presentations to standing groups, including the Special Education Advisory Council (SEAC); the Committee of Practitioners; the School Improvement Facilitators' Network; the ISD Advisory; the General Education Leadership Network; the Michigan Association of State and Federal Programs Supervisors; the Title III Advisory Committee; and the MDE's Division of Accountability Services Technical Advisory Committee;
- Specifically-convened meetings with the Education Alliance, Ed Trust – Midwest, and Michigan's Office of Civil Rights;
- Meetings with Michigan Representatives and Senators as well as testimony before Legislative committees on ESEA Flexibility and the renewal thereof; and
- Public presentations to the Michigan State Board of Education in February and March 2015 (see attachments 3.F and 3.G).

These meetings and outreach efforts provided the feedback necessary for the MDE to develop the updates, changes, and amendments reflected in the updates to this ESEA Flexibility Request document.

Michigan's ESEA Flexibility Renewal Request, as well as a redline version of this document, were published for public comment from March 9, 2015 through March 23, 2015 (see Attachment 1.E and 3.H). The MDE received 45 comments during the public comment period (see Attachment 2.E), representing 20 LEAs, seven ISDs/RESAs, and four advocacy/professional organizations (the Michigan Association of Secondary School Principals, the Education Trust – Midwest, the Michigan Association of School Administrators, and the Michigan Association of Intermediate School Administrators), as well as individual teachers, building administrators, parents, and the general public. All comments were read, analyzed, and considered in preparing Michigan's final Renewal Request to be submitted on March 31, 2015.

Two key changes were made to Michigan's Request based on feedback received during the public comment period:

1. The Renewal Request published by the MDE for public comment proposed that Priority schools in the 2012 cohort would not be eligible for exit until 2017, despite completing three full years of intervention and support implementation at the end of the 2015-16 school year. This delay in exit for 2012 cohort schools was based on the years of transition in state assessments and continuity in two years of data under a stable assessment system for high-stakes identification and exit determinations. Public comments received demonstrated an

overwhelming desire to allow 2012 cohort schools meeting exit criteria to exit in 2016. In consideration of these comments and a re-examination of the original rationale, the MDE has modified its proposal to make 2012 cohort schools eligible for exit in 2016. High-stakes accountability decisions regarding identification of Priority schools is fundamentally different from the demonstration of improvement over time, and thus the MDE is comfortable in the ability to use state assessment data during transition years for an exit determination.

2. Similarly, the Renewal Request published by the MDE for public comment proposed that Focus schools in the 2012 cohort be conditionally suspended from status and that Focus schools in the 2013 and 2014 cohorts be held in their current status for supports and interventions. Public comments received demonstrated an overwhelming desire to allow schools from each cohort to exit as soon as they become eligible based on meeting exit criteria for two consecutive years. In consideration of these comments and a re-examine of the original rationale, the MDE has modified its proposal to make all cohorts of Focus schools eligible for exit once they meet exit criteria for two consecutive years, meaning that 2012 cohort schools are eligible this year; 2013 cohort schools in 2015-16; and 2014 cohort schools in 2016-17. High-stakes accountability decisions regarding identification of Focus schools is fundamentally different from the demonstration of improvement over time, and thus the MDE is comfortable in the ability to use state assessment data during transition years for an exit determination.

A significant number of public comments were also received urging the creation of an annual Parent Dashboard separate from Priority/Focus/Reward identification and Accountability Scorecard publication. Based on this feedback, the MDE will work to encourage the formation of stakeholder groups to discuss the concept and make recommendations for a family-friendly tool to report annually on the status, progress, and successes of Michigan's schools.

Although outside the purview of ESEA Flexibility, the MDE also notes that a significant number of stakeholder comments were received requesting a delay in the requirement to administer state assessments to English Learners until a student has been living and learning in Michigan for 2-3 years. The MDE will continue to engage USED, other states, and key stakeholders in this discussion to work toward the best system for serving English Learners in Michigan.

An online survey of over 500 Michigan parents (of students in grades Pre-K through 12) and over 300 Michigan students (in grades 8-12) representing over 60 counties across the state was conducted concurrently with the public comment period to solicit feedback from these critical stakeholders. The survey indicated that parents and students:

- Find the elements of Principle I of Michigan's ESEA Flexibility Request to be most important to improving Michigan's schools, with the most important aspect being Principle I's new focus on

early intervention when students fall behind and ensuring appropriate training for teachers in early literacy instruction.

- Agree that holding schools accountable for success, providing trained education experts to identify problems and provide solutions, and having an Accountability Scorecard are the most important elements of Principle 2 of Michigan's ESEA Flexibility Request.

The MDE will continue and continuously improve its collaborative approach to evaluating the impacts of ESEA Flexibility implementation in Michigan via stakeholder engagement as described in this section and throughout the Request.

EVALUATION

The Department encourages an SEA that receives approval to implement the flexibility to collaborate with the Department to evaluate at least one program, practice, or strategy the SEA or its LEAs implement under principle 1, 2, or 3. Upon receipt of approval of the flexibility, an interested SEA will need to nominate for evaluation a program, practice, or strategy the SEA or its LEAs will implement under principles 1, 2, or 3. The Department will work with the SEA to determine the feasibility and design of the evaluation and, if it is determined to be feasible and appropriate, will fund and conduct the evaluation in partnership with the SEA, ensuring that the implementation of the chosen program, practice, or strategy is consistent with the evaluation design.

☒ Check here if you are interested in collaborating with the Department in this evaluation, if your request for the flexibility is approved.

OVERVIEW OF SEA'S REQUEST FOR THE ESEA FLEXIBILITY

Provide an overview (about 500 words) of the SEA's request for the flexibility that:

1. explains the SEA's comprehensive approach to implement the waivers and principles and describes the SEA's strategy to ensure this approach is coherent within and across the principles; and

2. describes how the implementation of the waivers and principles will enhance the SEA's and its LEAs' ability to increase the quality of instruction for students and improve student achievement.

Our Theory of Action

If a school's challenges are accurately diagnosed through data analysis and professional dialogue at the building and district levels, then the implementation of a focused and customized set of interventions will result in school and student success. This approach will result in:

* Consistent implementation of career- and college-ready standards

- Rapid turnaround for schools not meeting annual measurable objectives (AMOs)
- Reduction in the achievement gap
- Reduction in systemic issues at the district level
- Improvements to the instructional core
- Better understanding/utilization of data
- Improved graduation and attendance rates
- Building of/support for effective teaching
- Building of/support for school leadership capacity
- Effective accomplishment of responsibilities by district leadership

Core Principles

Excellence and equity are the twin underpinnings of our work to improve student achievement in Michigan. We hold ourselves deeply accountable for providing rigorous, effective learning opportunities to all children, from infancy to adulthood. Student learning is the center and aim of all we do.

We believe:

- All means all. Every child has an innate capacity for learning, and we must meet the needs of each and every Michigan student with high-quality systems, tools and resources. Our expectations for all students must be consistently high.
- We must ensure our children are career- and college-ready. We define this as student preparation that is adequate to allow a student to pass first-year technical training and first-year college courses in core areas without remediation. Our state is preparing students not just for the opportunities we know about today, but also for the economic and intellectual challenges of the future.
- Our teachers and administrators are professionals whose talents are equal to the task before them. We must ensure our systems support their work effectively and allow them to innovate to meet the needs of their students.
- Our work with schools and districts must emphasize careful diagnosis and targeted support, to maximize all available resources, capitalize on the creativity and analysis of our front-line professionals, and effectively address the needs of all students.

Recent Changes

In recent years, our advancements relative to educational policy, practice and accountability have reflected the above-listed principles. Some highlights:

* We were among the first in adopting career- and college-ready standards to challenge our students, and we are extending this work through implementation of the Common Core State Standards developed through the National Governor's Association and the Council of Chief State School Officers.
* We already administer rigorous student assessments in grades 3-9, culminating with a high school assessment that includes the ACT in grade 11. This year, we have raised the cut scores for these tests, to better reflect how well schools are preparing their students to be on track for each step of their journey toward careers and/or college. In the coming years, we will transition to summative assessments being deployed through the SMARTER Balanced Assessment Consortium, using similarly rigorous cut scores to determine student performance.
* Our teachers and staff are being supported through a strong, coherent school improvement framework. In the coming year, we will revamp our state-level supports for Priority and Focus schools, to eliminate achievement gaps and ensure high-quality opportunities for all Michigan children.

Taken together, we believe these changes —all of which are being carried out in partnership with teachers, policymakers and other stakeholders — create a tighter, more coherent system of accountability and performance for all Michigan schools and the students they serve.

We view this waiver request as an opportunity to leverage our work in these and other areas. Our proposed activities include:

- Alignment of our assessment system with new career-and college-ready standards;
- An accountability system that holds schools responsible for student learning of the standards, and that sharpens our collective focus on closing achievement gaps;
- Achievable but rigorous objectives that move students rapidly toward proficiency in the standards;
- Supports, incentives, and monitoring that help keep all schools on track to increased student learning and aid them in meeting the needs of student subgroups; and
- A teacher and administrator evaluation system that uses assessment data to keep the focus on student learning.

We are confident full implementation of the items specified in this waiver request will enhance our ability to continue building toward excellence and equity for all Michigan learners.

PRINCIPLE 1: COLLEGE- AND CAREER-READY EXPECTATIONS FOR ALL STUDENTS

1.A ADOPT COLLEGE- AND CAREER-READY STANDARDS

Select the option that pertains to the SEA and provide evidence corresponding to the option selected.

Option A	Option B
☒ The State has adopted college- and career-ready standards in at least reading/language arts and mathematics that are common to a significant number of States, consistent with part (1) of the definition of college- and career-ready standards. i. Attach evidence that the State has adopted the standards, consistent with the State's standards adoption process. (Attachment 4)	☐ The State has adopted college- and career-ready standards in at least reading/language arts and mathematics that have been approved and certified by a State network of institutions of higher education (IHEs), consistent with part (2) of the definition of college- and career-ready standards. i. Attach evidence that the State has adopted the standards, consistent with the State's standards adoption process. (Attachment 4) ii. Attach a copy of the memorandum of understanding or letter from a State network of IHEs certifying that students who meet these standards will not need remedial coursework at the postsecondary level. (Attachment 5)

1.B TRANSITION TO COLLEGE- AND CAREER-READY STANDARDS

Provide the SEA's plan to transition to and implement no later than the 2013–2014 school year college- and career-ready standards statewide in at least reading/language arts and mathematics for all students and schools and include an explanation of how this transition plan is likely to lead to all students, including English Learners, students with disabilities, and low-achieving students, gaining access to and learning content aligned with such standards. The Department encourages an SEA to include in its plan activities related to each of the italicized questions in the corresponding section of the document titled *ESEA Flexibility Review Guidance*, or to explain why one or more of those activities is not necessary to its plan.

The state ~~will~~ has worked with its education partners to ensure that career- and college-ready standards form the basis of teaching and learning for all students, including English language learners and students with disabilities. ~~As one of the governing states in the SMARTER Balanced~~

~~Assessment Consortium, Michigan will provide leadership to ensure robust, rigorous measurement of performance for all learners.~~

Our intention now is to amplify what we have accomplished in 1.A and 1.B by instituting a statewide plan to ramp up early literacy and math requirements and postsecondary access and persistence rates throughout the state.

Our Theory of Action → Principle One[1]

If a school's challenges are accurately diagnosed through data analysis and professional dialogue at the building and district levels, then the implementation of a focused and customized set of interventions will result in school and student success. This approach will result in:

- **Consistent implementation of career- and college-ready standards**
- Rapid turnaround for schools not meeting annual measurable objectives (AMOs)
- Reduction in the achievement gap
- Reduction in systemic issues at the district level
- **Improvements to the instructional core**
- Better understanding/utilization of data
- Improved graduation and attendance rates
- **Building of/support for effective teaching**
- Building of/support for school leadership capacity
- Effective accomplishment of responsibilities by district leadership

Career and College Readiness Agenda

Our state took a major leap forward in 2004, with the release of new grade level content expectations in K-8 English Language Arts (ELA) and mathematics. At the time of their release these expectations were considered some of the most rigorous in the nation. Two years later we adopted a rigorous new set of statewide graduation requirements designed to ensure that all students graduate from high school career- and college-ready. No longer is it acceptable to graduate high school with credit based on seat time. Instead, all Michigan students are required to demonstrate proficiency in required academic standards in order to receive a diploma.

By the end of 2008, MDE had K-12 content expectations in ELA, mathematics, science, and social studies as well the visual and performing arts, physical education/health, and world languages. Subsequent adoption in June 2010 of the Common Core State Standards in mathematics and ELA

[1] At the beginning of each section, our Theory of Action is restated. We have bolded the elements that most directly relate to the Principle being addressed.

served to validate Michigan's already rigorous standards in these content areas, as evidenced by key crosswalk documents. Although in some cases content shifted grades, essentially the content required by the Common Core was already represented in MDE's content expectations. This past year, in a message to the Michigan Legislature, Governor Snyder proposed a new public school learning model: students should be able to learn "Any Time, Any Place, Any Way, Any Pace." These shifts have put a spotlight on the need for teaching rigorous content with multiple access points and opportunities for success. Our challenge now is to support schools with instituting systems of instruction that provide all students with opportunities to learn this content.

To further the focus on a CCR agenda, MDE committed to an early literacy and mathematics initiative in 2014. Through discussions with literacy and mathematics experts, a vision for supporting educators to ensure student proficiency in early literacy and mathematics was developed. The vision supports MDE as the cornerstone for a statewide network to provide consistent and equitable access of resources to ALL of Michigan's children to ensure proficiency in these content areas by the end of 3rd grade.

Organizing to Support Effective Teaching and Learning

Although curricular decisions, including implementation of the CCSS, are the responsibility of the local school districts, MDE is dedicated to promoting instructional systems that prepare all students to be career- and college-ready. The adoption of the Common Core has allowed Michigan to be a part of various multi-state conversations about implementation and assessment of a common set of standards. Our state's education agencies and partners have sought to leverage these opportunities by finding ways to break down silos created by funding sources and task demands. We also are working together to identify and use the resources, tools and information that best fit our state's educational opportunities.

To these ends, an MDE "Career- and College-Ready Core Team" has been developed with the purpose of developing common messages, complimentary and parallel activities, and the sharing of expertise. This work will be done through six workgroups:

- Effective Instruction and Interventions
- Effective Educators
- Balanced Assessment
- Accountability and Transparency
- Infrastructure
- P-20 Transitions

Workgroups will initially be used to organize work across MDE offices, but eventually other stakeholders will be added to groups as the work evolves. These workgroups are parallel to the State Implementation Elements outlined in Achieve's "A Strong State Role in Common Core State

Standards Implementation: Rubric and Self-Assessment Tool." Currently the CCR Core Team is using this rubric to determine where the MDE is in terms of building the capacity of districts to successfully support students in becoming career- and college-ready.

The work of the MDE CCR Core Team runs parallel to the work of our state's **regional educational service agencies (RESAs)**, a network of 57 regional resource centers for local schools, which have helped deliver regional presentations on standards, curriculum and assessments. These agencies, represented by the Michigan Association of Intermediate School Administrators (MAISA), have been vital in the work to unpack and crosswalk the Common Core with MDE's existing academic standards. In providing regional technical assistance and professional learning opportunities, these organizations continue as partners in moving forward with curricular and instructional resources for Michigan educators. Table 1 shows the alignment of the MDE CCR Core Team workgroups to the Achieve Rubric and Self-Assessment tool. This table is superimposed with the colors of MAISA's three areas of transition focus: competency, leadership and organization. More detail on MAISA's plans for supporting the LEAs in transitioning to the CCSS during the current year can be found in Table 2. Table 3 lists MDE initiatives designed to support implementation of the CCR standards and assessment. Table 4 provides a more detailed timeline with a summary of the type of activities expected to occur at the regional, district and building level. Together, MDE and MAISA plan to support the LEAs in moving to systems that support the career and college readiness agenda (Table 4).

State affiliates of national organizations are also committed to supporting the dissemination of the career- and college-ready agenda. These partners include:

- The Michigan Association for Supervision and Curriculum Development (MASCD)
- Teacher unions including the Michigan Education Association and the American Federation of Teachers-Michigan
- The Michigan Parent/Teacher Association (PTA), and
- Other professional organizations comprised of school leaders, board members, and school support staff.

Parents are key partners in the education of every Michigan child. To support and extend their engagement, MDE has developed the "Collaborating For Success" Parent Engagement Toolkit; a comprehensive, research-based resource that includes pertinent and practical information, proven strategies and tools to assist in enhancing parent engagement efforts and/or providing a simple yet powerful guide to jump start school programs. The toolkit is also available in Spanish and Arabic versions to ensure proper inclusion of all populations.

To significantly expand the capacity of Michigan's educational system to deliver high-quality, online professional development services to Michigan teachers, administrators and paraprofessionals on an "anytime/anywhere" basis, Michigan Virtual University (MVU) and MDE have created a statewide communication and professional development portal for use by Michigan's educators and members of the K-12 community (Learnport). These efforts continue with support from Title II—Improving Teacher Quality funds.

Other partners include:

- The **Education Alliance of Michigan**, an independent, non-profit organization made up of the executive directors of the statewide teacher unions, and administrator, parent, postsecondary and school business official associations. This alliance has established working relationships across stakeholder groups that enable it to exchange ideas and develop education policy recommendations that improve the design and delivery of education at all levels from infancy through adulthood.

With these programs and partners, MDE has planted a number of seeds for success in implementing the Common Core. We are actively working with our partners to encourage their growth, knowing that educators who are reached by one or more of these initiatives will realize greater success in improving the quality of the instructional core here in Michigan.

Table 1: MDE CCR Core Team - Organizing for Implementation

MDE CCR Core Team		Achieve's Rubric and Self-Assessment Tool		
Work Groups	Activities	Implementation Elements	Tools	
Effective Instruction and Interventions	Provide resources and guidance, for the implementation of effective, relevant instruction for all students based on rigorous academic standards	Student Supports	Targeted interventions Funding for student supports	Outreach Communications Stakeholder engagement
		Educator Supports	Teacher Professional development Curricular resources & instructional materials	
Effective Educators	Support multiple pathways to educator licensure and provide assistance to districts in ensuring that all students receive instruction from an effective teacher		Teacher evaluation systems Teacher preparation and advancement Principal instructional leadership and capacity	
Balanced Assessment	Develop a system of formative, interim, and summative assessments based on rigorous common content standards		Formative assessment	
Accountability and Transparency	Ensure that student achievement and progress are appropriately measured, reported, and used for continuous school improvement	System alignment	Summative assessments Accountability K-12 and higher education alignment with CCSS High school graduation requirements	
P-20 Transitions	Align early childhood programs and services and postsecondary education with standards for K12 content and instruction			
Infrastructure	Provide support, guidance, and statutory reform to help build the foundation for effective data systems, foundation, and technology support	Infrastructure	Technology infrastructure State funding alignment	

Table 2: Regional – Organizing for Implementation

Region/District Implementation

maisa

Intermediate School District
Career and College Readiness Standards Transition Guidance-2012

Career and College Readiness Standards transition forces us all to revisit the what, how and when. This document is intended to provide a tool for intermediate and local district planning and implementation to Career and College Readiness Standards. There are three areas of transition focus: competency, leadership and organization. These areas of consideration are critical for the fidelity of implementation.

Implementation Essential Elements	ISD/RESA	District
Competency/Knowledge – What skills do people need to implement this practice with accuracy and fidelity?		
• Career and College Readiness Standards depth of understanding • Implement effective instruction for all learners • Assessing (formative, universal, diagnostic and progress monitoring) • Technology integration skills	• All staff should have CCRS overview training • Review regional assessment plan • Assess region wide technology equipment, accessibility and competencies (student and staff) • Identify professional learning needs and set a professional learning plan and schedule.	• Support unpacking of CCRS standards • With local districts discuss and plan for instructional shifts • Discuss and identify Professional Learning needed –plan for implementation monitoring • Support district in aligning resource materials necessary to support instructional changes
Organization – What infrastructures and supports are needed to be in place to assure the practices can be implemented by the people?		
• Conduct crosswalk of current district and building curriculum with CCRS (curriculum maps, pacing guides, etc). • Develop a plan for addressing differences (gaps)between curriculum maps and CCRS • Identify the time and funds needed for the professional learning to take place for the transition to the CCRS • Discuss teacher and student access to technology	• Develop adjusted curriculum maps for distribution to LEA staff • Support and facilitate professional learning identified • Provide MAISA units and necessary professional learning for implementation.	• Support districts in conducting crosswalk work from current curriculum maps to CCRS and develop new curriculum maps that includes the changes • Support districts in identifying the concepts and skills that are taught in each grade level (I can statements, learning targets, etc) • Support districts in identifying the instructional changes needed
Leadership – What leadership capacity needs to exist to assure that the practices are implemented and maintained?		
• Identify and educate Board of Education, Parent and community members on the new CCRS expectations • Set up monitoring plan for implementation of CCRS • Review assessment data for evidence of implementation	• Conduct information sessions with identified groups • Develop a monitoring plan for the ISD/RESA implementation of CCRS • Review assessments for evidence of ISD/RESA/Regional implementation	• Support and/or facilitate information sessions with identified groups • Support districts in developing a monitor ng plan for the building implementation of CCRS • Support for districts in reviewing assessment data for evidence of district implementation

Table 3. MDE Implementation Initiatives

Work Groups	Activities	Initiatives include:
Effective Instruction and Interventions	Provide resources and guidance, for the implementation of effective, relevant instruction for all students based on rigorous academic standards	• Career and College Ready Portal • Hiring additional instructional consultants • Partnering with MAISA to develop model instructional units • Connecting the Dots model academic goals project • Michigan Online Professional Learning (MOPLS)modules • SIOP training for ELL and General Ed teachers • Reaching and Teaching Struggling Learners • Title II funded grant projects • Early literacy and mathematics initiative • Integration of academics/CCR standards into CTE instructional programs
Effective Educators	Support multiple pathways to educator licensure and provide assistance to districts in ensuring that all students receive instruction from an effective teacher	• Deciding whether to continue to use the PSMTs (Professional Standards for Michigan Teachers) or move to INTASC. • Revised its endorsement program approval process to reflect outcome measures, instead of inputs. • Plan to revise the ESL and bilingual endorsement standards to reflect the needs of the field and CCSS. • An EL/Special Education Core Team has begun discussing how/ what it would look like to include EL aspects into the Special Education endorsement, as well as EL and Special Education aspects into all endorsement standards. • Considering incorporating aspects cultural competence, EL, Special Education and instructional technology within all endorsement standards. • MI began discussion of CCSS and the relationship with educator preparation in the Fall of 2011. • Revising all ELA related endorsement to include CCSS/CCR • Plan to revise the elementary endorsement standards to reflect Math and ELA CCSS, as well as the elementary and secondary mathematics endorsement standards. • Michigan Council on Educator Effectiveness
Balanced Assessment	Develop a system of formative, interim, and summative assessments based on rigorous common content standards	• Michigan Assessment Consortium • Smarter Balanced Assessment Consortium • Dynamic Learning Maps • English Language Proficiency Assessment
Accountability and Transparency	Ensure that student achievement and progress are appropriately measured, reported, and used for continuous school improvement	• School Improvement Plans • Connecting the Dots academic goals project • AdvancED partnership

P-20 Transitions	Align early childhood programs and services and postsecondary education with standards for K12 content and instruction	• Office of Great Start • CTE/Academic standards alignment • Dual enrollment • Seat time waivers • Early colleges • Michigan Merit Exam • Michigan Transition Outcomes Project (MI-TOP)
Infrastructure	Provide support, guidance, and statutory reform to help build the foundation for effective data systems, foundation, and technology support	• Smarter Balanced Assessment Consortium • Regional Educational Media Centers (REMC) • Data warehouses • Center for Educational Performance and Information (CEPI)

Table 4. Timeline for Implementing New Standards and Assessments

Workgroups	Who	2011-2012 Prepare for Implementation	2012-2013 Implementation	2013-2014 Evaluate/Revise	2014-2015 Test
Effective Instruction and Interventions	MDE	*Provide resources and guidance, for the implementation of effective, relevant instruction for all students based on rigorous academic standards*			
	ISD/RESA	• Support unpacking of CCSS standards and alignment of resources • Provide guidance in implementing a multi-tiered model of instruction and intervention	• Support piloting of new resources • Provide technical assistance to districts implementing a multi-tiered model of instruction and intervention	• Monitor/support multi-tiered models of instruction and intervention	• Monitor/support in multi-tiered models o instruction and intervention
	District	• Support unpacking of CCSS standards and alignment of resources • Align district resources • Work with buildings to design a multi-tiered model of instruction and intervention	• Support schools in piloting new resources • Provide technical assistance to schools in implementing a multi-tiered model of instruction and intervention	• Evaluate/revise as necessary implementation of new resources • Evaluate/revise as necessary multi-tiered models of instruction and intervention	• Monitor/support implementation of instructional resource • Monitor/support in multi-tiered models o instruction and intervention
	Building	• Unpack CCSS standards • Align current resources and identify needed resources • Work with district to design a multi-tiered model of instruction and intervention	• Pilot new resources • Implement a multi-tiered system of instruction and intervention	• Evaluate/revise as necessary implementation of new resources • Evaluate/revise as necessary multi-tiered models of instruction and intervention	• Continue to evaluate/revise as necessary implementation of instructional resource • Continue to evaluate/revise as necessary multi-tiered models of instruction
Effective Educators	MDE	*Support multiple pathways to educator licensure and provide assistance to districts in ensuring that all students receive instruction from an effective teacher*			
	ISD/RESA	• Prepare for professional learning needs of districts • Support development of and/or training in	• Provide/support professional learning opportunities for all educators, including principals and teachers	• Provide/support professional learning opportunities for all educators, including teachers of SWD and	• Continue to provide professional learning opportunities for all educators, including

		educator evaluation tools and processes	of SWD and ELL students (i.e. SIOP, effective Tier 1 instruction, intervention strategies, coaching) • Support implementation of educator evaluation systems	ELL students (i.e. SIOP, effective Tier 1 instruction, intervention strategies, coaching) • Monitor/support implementation of educator evaluation systems	teachers of SWD and ELL students • Monitor/support implementation of educator evaluation systems
	District	• Plan for professional learning needs of buildings • Develop and/or train principals to use educator evaluation tools and processes	• Provide/support professional learning opportunities for all educators, including principals and teachers of SWD and ELL students (i.e. SIOP, effective Tier 1 instruction, intervention strategies, coaching, mentoring new educators) • Support implementation of educator evaluations	• Evaluate/revise as necessary professional learning opportunities for all educators, including principals and teachers of SWD and ELL students • Monitor/support implementation of educator evaluations	• Evaluate/revise as necessary professional learning opportunities for all educators, including principals and teachers of SWD and ELL students • Monitor/support implementation of educator evaluations
	Building	• Identify professional learning needs of teachers • Learn to use educator evaluation tools	• Implement/support professional learning opportunities for all educators, including principals and teachers of SWD and ELL students • Implement educator evaluations	• Evaluate/revise as necessary professional learning opportunities • Monitor/support implementation of educator evaluations	• Evaluate/revise as necessary professional learning opportunities • Monitor/support implementation of educator evaluations
Balanced Assessment	**MDE**	*Develop a system of formative, interim, and summative assessments based on rigorous common content standards*			
	ISD/RESA	• Review regional assessment plan	• Support implementation of interim and formative assessments • Provide summative assessments information [Smarter Balanced (SBAC)/Dynamic Learning Maps (DLM)/~~English Language Proficiency Assessment (ELPA)]~~WIDA	• Monitor/support implementation of interim and formative assessments • Provide SBAC summative assessments information	• Monitor/support implementation of interim /formative assessments • Support ~~SBAC~~ M-STEP summative assessment administration
	District	• Review district assessment plan	• Support building implementation of interim and formative assessments • Stay informed about SBAC/DLM/~~ELPA~~ WIDA summative assessments	• Monitor/support building implementation of interim and formative assessments • Stay informed about SBAC/DLM/~~ELPA~~ WIDA summative assessments	• Monitor/support building implementation of interim /formative assessments • Support ~~SBAC~~M-STEP/DLM/~~ELPA~~ WIDA summative assessments administration
	Building	• Review building assessment plan	• Begin using interim and formative assessments • Stay informed about SBAC/DLM/~~ELPA~~ WIDA summative assessments	• Monitor/revise as necessary interim/formative assessments • Stay informed about SBAC/DLM/~~ELPA~~ WIDA summative assessments	• Monitor/revise as necessary interim/formative assessments • Administer the ~~SBAC~~M-STEP/DLM/~~ELPA~~ WIDA

			• Continue to administer current summative assessments	• Continue to administer current summative assessments	summative assessments
Accountability and Transparency	**MDE**	*Ensure that student achievement and progress are appropriately measured, reported, and used for continuous school improvement*			
	ISD/RESA	• Plan for implementation monitoring • Provide support for developing effective school improvement plans	• Monitor/support CCR implementation activities • Provide support for developing effective school improvement plans	• Monitor/support CCR implementation activities • Monitor/support implementation of school improvement plans	• Monitor/support CCR implementation activities • Monitor/support implementation of school improvement plans
	District	• Develop district improvement plans, including academic goals based on CCSS and gap analysis	• Implement district improvement plans, including academic goals based on CCSS and gap analysis • Monitor/support implementation of school improvement plans	• Evaluate/revise as necessary district improvement plans, including academic goals based on CCSS and gap analysis • Monitor/support implementation of school improvement plans	• Evaluate/revise as necessary district improvement plans, including academic goals based on CCSS and gap analysis • Monitor/support implementation of school improvement plans
	Building	• Develop school improvement plans, including academic goals based on CCSS and gap analysis	• Implement school improvement plans	• Evaluate/revise as necessary school improvement plans	• Evaluate/revise as necessary school improvement plans
P-20 Transitions	**MDE**	*Align early childhood programs and services and postsecondary education with standards for K12 content and instruction*			
	ISD/RESA	• Support alignment of early childhood programs and services and postsecondary education with standards for K12 content and instruction	• Support implementation of early childhood programs and services • Support district CCR implementation/ Postsecondary articulation	• Monitor/support implementation of early childhood programs and services • Monitor/support district CCR implementation/ Postsecondary articulation	• Monitor/support implementation of early childhood programs and services • Monitor/support district CCR implementation/ Postsecondary articulation
	District	• Align early childhood programs and services and postsecondary education with standards for K12 content and instruction	• Implement early childhood programs and services • Implement CCR programs and services	• Evaluate/revise as necessary early childhood programs and services • Evaluate/revise as necessary CCR programs and services	• Evaluate/revise as necessary early childhood programs and services • Evaluate/revise as necessary CCR programs and services
	Building	• Align early childhood programs and services and postsecondary education with standards for K12 content and instruction	• Implement early childhood programs and services • Implement CCR programs and services	• Evaluate/revise as necessary early childhood programs and services • Evaluate/revise as necessary CCR programs and services	• Evaluate/revise as necessary early childhood programs and services • Evaluate/revise as necessary CCR programs and services
Infrastructure	**MDE**	*Provide support, guidance, and statutory reform to help build the foundation for effective data systems, foundation, and technology support*			
	ISD/RESA	• Assess region-wide technology equipment,	• Implement regional technology upgrades	• Monitor/support regional technology upgrades	• Monitor/support regional technology

		accessibility and competencies	• Support district technology upgrades	• Support district technology upgrades	• Support district technology upgrades
	District	• Assess district-wide technology equipment, accessibility and competencies	• Implement district technology upgrades • Support school and classroom technology upgrades	• Evaluate/revise as necessary district technology upgrades • Monitor/support school/ classroom technology upgrades	• Evaluate/revise as necessary district technology • Monitor/support school/ classroom technology
	Building	• Assess school-wide technology equipment, accessibility and competencies	• Implement school/classroom technology upgrades	• Evaluate/revise as necessary school/classroom technology upgrades	• Evaluate/revise as necessary school/classroom technology upgrades

Renewed Focus on Early Literacy and Numeracy

As mentioned earlier, Michigan is focusing on increasing the early literacy and numeracy skills of our students. Career- and college-readiness begins in the earliest grades. If students are not proficient in reading and numeracy by the end of third grade, their chances of becoming proficient are minimal. The MDE believes that to ensure the early literacy and numeracy skills of all Michigan students, we need a system that provides high-quality instruction to all students, provides regular information on student progress, strategically intervenes with research-based strategies when students fall behind, and ensures that teachers have the skills and training they need to use evidence-based reading instruction.

The early literacy/numeracy work will:

- Align early childhood standards with our K-3 standards in ELA and mathematics, ensuring that Michigan students advance through the early learning system coherently. These standards also provide the basis for providing high-quality instruction to all Michigan students.
- Provide for regular diagnostic screening and support in using that information to identify students who are falling behind.
- Provide support for research-based interventions when students do fall behind so that the supports provided are tailored to the needs of students and resources can be deployed effectively.
- Help ensure that Michigan teachers have the skills and training they need to understand the foundations of early literacy and numeracy as well as the training to utilize data effectively.

This work is a core component of supporting the implementation of career- and college-ready standards in Michigan, particularly in the early grades. To help us focus more on key drivers of student achievement, we have integrated an early literacy focus throughout this application. This

also aligns us with Michigan-specific statewide metrics and state-based funding tied to early literacy.

Rolling Out the Standards

The Common Core State Standards have been cross-walked with the Michigan Merit Curriculum standards and expectations, and incorporated in to our current guidance documents (i.e. course descriptions, grade-level descriptors). To reiterate, the CCSS themselves do not represent a significant change in the content compared to the content expectations they replace. Instead, MDE is taking this opportunity to message more strongly regarding good Tier I instruction for all students. The first indication of this substantial change is within MDE. We ~~are in the process of hiring~~hired four consultants whose role ~~will be~~is to work with Priority, Focus, low achieving schools and others in the areas of instruction. The foci of their work will be on intervention, integration, and instructional design for low socio-economic students, and literacy. Linking the instructional shifts necessary in the classroom with the work of Michigan Association of Intermediate School Administrators (MAISA), the organization representing our ISDs/RESAs, and the work of the Smarter Balance Consortium around formative, interim and summative assessments, will lead to a complete series of models for administrators and teachers to learn from as they implement the Career and College Ready Standards.

One of the first projects initiated after the adoption of the CCSS was the initiation of the Career and College Readiness Model Curriculum Unit project. These plans are designed to be used for professional development to support the instructional shifts necessary for successful implementation of the CCSS. The MDE Curriculum and Instruction consultants are actively involved in the development and piloting of these units. At the same time, the MDE is working with national and local experts, including staff from the ISDs/RESAs, to provide guidance and support around Multi-tiered systems of Support (~~RtI~~-MTSS~~) through guidance and technical assistance to be shared with LEAs~~). A statewide MTSS grant began during the 2013-2014 school year. ISDs/RESAs were eligible to apply for the grant, thus receiving funds and technical assistance to support their efforts around MTSS. During the first grant year, 21 ISDs/RESAs applied and received the grant award, which included intensive trainings and multiple PD opportunities. An additional seven ISDs/RESAs were part of cohort 2, receiving the same guidance and support throughout 2014-15.

MDE supports the use of multi-tiered system of instruction, assessment, and intervention designed to meet the achievement and behavioral health needs of all students. The eleven essential components of Michigan's MTSS framework are as follows:

- Implement effective instruction for all learners
- Intervene early
- Provide a multi-tiered model of instruction and intervention

- Use data to make instructional decisions
- Implementation of Evidence-Based Practices
- Use a problem-solving model
- Use assessments for three purposes: universal screening, diagnostics, and progress monitoring
- Monitor student progress
- Assure a research-based core curriculum aligned to state standards
- Stakeholder engagement
- Implement with fidelity

MTSS is meant to streamline a school's efforts in order to maximize resources and improve achievement for all learners. MTSS is easily embedded into the Michigan Continuous School Improvement Process and can strengthen any improvement strategies by increasing collaboration and eliminating competing initiatives.

Similarly, the MDE Curriculum and Instruction consultants are working with School Improvement experts at the regional level, and engaging in cross-office work within MDE, to develop model academic goals that provide strategies for implementing the CCSS based on targeted areas of instruction. This project is titled "Connecting the Dots" and is designed to help schools and their instructional staff incorporate the CCSS and appropriate Tier 1 instruction[2] into the planning work they already are required to do through the School Improvement process. Finally, the MDE staff meets with MAISA leadership regularly at their leadership meetings to discuss issues related to promoting the state's CCR agenda, including resources for professional development, communications support, etc. The MDEs goals with the above initiatives are to promote instructional systems that support all students. In order to support students struggling due to disabilities or language barriers, MDE has worked with partners to develop resources for schools to use in supporting Tier II and beyond instruction.

Boosting STEM Instruction

MDE's support for Science and Math instruction has been augmented by the work of our education partners. Teachers who need support in these subject areas have ample tools and strategies at their disposal.

MDE works closely with a newly formed statewide Michigan STEM Partnership, a network of business, industry, and education professionals organized into regional hubs linking together STEM

[2] "Tier 1 instruction" is a term used in ~~Response to Intervention~~MTSS programs, where multi-tiered levels of instruction and intervention are used to reach learners. Tier 1 instruction refers to instruction that is focused on the core curriculum, with instruction and intervention targeted at all students. Tier 2 instruction commonly focuses on small groups of students, and Tier 3 is most intense and often one-on-one.

stakeholders across the state. The Michigan STEM Partnership has increased networking to include the Michigan Economic Development Corporation, the Governor's Office, and members of the Michigan Legislature. The broader group is focused on K-6 STEM professional development for teachers. The ultimate goal is to reduce the gap between STEM job openings and appropriately prepared Michigan citizens who can fill those jobs.

The Michigan Association for Computer Users in Learning (MACUL), and Michigan Virtual University (MVU) are using Title IID funds for the STEM MI Champions Project, a statewide project designed to provide Michigan's middle school teachers with the instructional strategies and resources they need to ensure that all students develop the 21st century skills necessary for career and college. STEM MI Champions Project participants learn how to work across disciplines to build project-based learning units that focus on science, technology, engineering and mathematics.

State dollars are also currently being used to fund the Science and Mathematics Misconceptions Management (SAM[3]), a statewide project designed and delivered by the Math/Science Center Network, (a system of 33 centers, which bring together STEM professionals from Michigan's institutions of higher education, talented faculty members, and other state and regional supports to transmit effective practices). The project provides sustained, job-embedded professional development for teams of teachers from high-priority and persistently low achieving schools to support the implementation of math and science standards required of all students.

In addition, MDE has implemented a statewide Algebra for All project. This important initiative was designed to support the state's mathematics standards. The effort was started with Title IID funds and, following significant expansion, was recently awarded Title IIB funds for another two years.

Support for Literacy Standards

The **Regional Literacy Training Centers (RLTC)** have worked to support the development of online and other resources to support ELA achievement. Recently federal Striving Reader funds were used to develop the Michigan Statewide Comprehensive Literacy Plan (MiLit Plan), which provides a platform for educators to coordinate efforts with community members for the increased and sustained literacy achievement of all Michigan students. The MiLit Network was created as a website that regional teams can use for collaboration.

To provide clear communication to ISDs regarding continued support for literacy standards, MDE is taking note of research[3] revealing that early mathematics is a predictor of later success in

[3] Education Commission of the States. (2013). Math in the Early Years. *Progress of Education Reform*, 14(5). Retrieved from: http://www.du.edu/kennedyinstitute/media/documents/math-in-the-early-years.pdf

mathematics as far as into high school as well as later success in reading. MDE's early literacy and mathematics initiative will recognize that to prepare all students for career and college readiness, educators must attend to deep cognitive levels of learning for all students and must attend to real world, engaging practices in the classroom.

Monitoring for Implementation and Disseminating Postsecondary Access and Persistence Data

MDE will engage in an active monitoring effort for implementation of the Career and College Ready (CCR) Standards by all local education agencies and public school academies in Michigan. This monitoring serves both to provide evidence to ensure that Michigan's schools are providing students with the necessary skills, information, and competencies to be career and college ready upon graduation, and to gather information on the implementation of the various supports and instructional programming by districts to meet student needs in these areas. For the latter, MDE will engage in regular programmatic review efforts to ensure that supports are meeting the needs of educators and learners throughout the education system, and, where appropriate, to modify, adapt, or supplement the program of supports described in this section based upon information gathered during monitoring efforts.

MDE will monitor and review evidence of local implementation of career and college readiness standards through the following mechanisms:

- Use of the ASSIST Platform (through submission of School and District Improvement Plans). As a part of their school data analysis, LEAs are required to address their readiness, knowledge and skills, and opportunities for implementing the career and college ready standards in mathematics and English language arts (ELA) using a rubric based on the Title I Program Evaluation tool. The Program Evaluation Tool is a four-point rubric that is being used with all Title I schools for the 2013-14 school year, and beyond that, is intended to focus on implementation considerations and outcomes of federally funded programs in LEAs. This tool is built into the School Improvement Planning tool for Michigan schools, named ASSIST. Schools will document CCR efforts through both an assurance of completion of efforts identified in the prior-year School and District Improvement Plans, and the documentation provided for the program evaluation rubric in ASSIST. This tool is housed by AdvancEd through a partnership with the Michigan Department of Education.

- Use of the Michigan Technology Readiness Tool (MTRAx). As a part of their technology readiness planning, LEAs will be required to address their technology readiness efforts that support career and college ready standards in mathematics and English language arts

(Common Core State Standards). This addresses access to technologies to support both instruction and assessment of CCR through local and statewide assessment tools.

- MAISA Common Core Professional Development Survey. The Michigan Association of Intermediate School Administrators (MAISA) administers an annual survey of all Intermediate School District (ISDs) and district and school administrators and teachers regarding professional learning needs for implementing Career and College Ready Standards. The focus of this survey will center on implementation of the Common Core State Standards and other content standards.

- Title I Onsite Monitoring. All Title I receiving schools in Michigan participate in an onsite review of federally funded programs once every five years. During this process, consultants from the Office of Field Services at MDE will ask for evidence from implementation of supplemental programs to support CCR standards for all students.

- Priority and Focus School monitoring. Monitors from the School Reform Office, as well as partners from ISDs and the MI-Excel statewide system of support, review the implementation of reform plans for priority schools. This includes monitoring instructional programming and curriculum alignment, professional development for educators, and data-based differentiated instruction around the CCR standards for all students in Priority schools, which are used to monitor progress in plan implementation. Similarly, ISD and other partners in the MI-Excel program support Focus schools at the district level by engaging in a data-dialogue around the instructional needs to close achievement gaps within the schools. Documentation of these efforts will be a part of the specialized monitoring efforts for these schools around CCR standards for all students. Additionally for these schools, ISDs receive Regional Assistance Grants to provide regional training and support for efforts of Priority and Focus schools in their service area. These ISDs will incorporate regular documentation of instructional efforts at these schools to provide to the department as evidence of support for implementation of the CCR standards.

- The Survey of Enacted Curriculum (SEC) is a diagnostic tool that are used by educators to document and reflect on content taught and instructional strategies used to support CCR standards in core subject areas. The SEC is completed on an annual basis by core content teachers in Priority and Focus schools, and is also required of schools participating in selected grant programs focusing on professional learning supports for content standards, such as the Math and Science Partnership grants. The SEC is also used by several districts for school improvement and instructional alignment efforts. The SEC provides a variety of data tools, including tables and heat maps of individual standards, and shows where teacher energies are placed for instruction based upon standards or assessments. This tool can be reviewed online at the state or ISD level for individual subject areas based upon

building, district, ISD or project, and provides evidence of implementation of CCR standards, as well as tools to support greater implementation through instruction or alignment of instructional topics.

- Program cohort participation documentation. A number of specialized programs addressing instructional practices and content for specific goals and/or audiences are provided through state and federal programs administered by MDE to support CCR standards. These include support for 42 ISD and LEA teams around the implementation of Multi-Tiered Systems of Support (MTSS) at the building and classroom level; ISD and LEA teams participating in the Formative Assessment for Michigan Educators (FAME) project, which takes place at 9 regional ISDs and focuses on instructional practices and use of data in a formative assessment model to implement CCR standards; and Sheltered Instructional Observation Protocol (SIOP) training, which focuses on CCSS implementation specifically in classrooms with English learners. Each of these programs engages in regular collection and review of data relevant to their programming efforts as a part of a program evaluation effort. This data will be utilized in the generation of relevant evidence of implementation of CCR standards in participating schools.

- Carl D. Perkins CTE monitoring. Each year, recipients of Perkins funds are asked to review the sutdnet achievement data for mathematics and ELA. Where gaps exist for any student population, districts must write and improvement plan.

- Collection and reporting of new postsecondary access and persistence data points that will be shared with stakeholders throughout the state, including:

    - The number and percentage of students that apply to any postsecondary institution (including career and technical institutions).

    - Remediation rates in mathematics, reading and writing for community college students in the classes of 2011 forward

    - Success rates for each discipline, meaning that a student went on to earn college credit in the area in which he or she was remediated

    - The number and percentage of students that begin at any postsecondary institution (including career and technical institutions)

    - The number and percentage of students that persist through degree or certificate at any postsecondary institution (including career and technical institutions)

These data will be pulled from existing collections done by the Center for Education Performance and Information (CEPI). MDE will conduct the data analysis and work with regional service agencies (ISDs and RESAs) and local College Access Networks to share the information with LEAs to help guide local decision-making.

The evidence of implementation of CCR standards through these mechanisms will be reviewed at least once per year at the department level to identify potential areas of need and support for implementation of CCR standards statewide. The intent of this analysis is to focus resources and expertise from both MDE and ISD partners on those LEAs in need of support for effective implementation of CCR standards. The Curriculum and Instruction unit at MDE will create a database to incorporate the various evidence and reports from the aforementioned documentation efforts on an annual basis. This data will be reviewed by a cross-office group at MDE, as well as by select stakeholder groups, to identify schools, LEAs, ISDs, or regions where implementation of CCR standards, or some specific subset of the standards, is lacking. Similarly, content areas within the standards will be analyzed on a standard and strand level to see if specific topics or concepts need supports or resources developed to support effective implementation for students. MDE will partner with ISD leadership through our monthly ISD advisory meetings and other structures to develop a strategic plan to actively support the schools, LEAs and ISD regions around the problematic topics or content strands. The efforts identified will either be inserted and aligned into the support efforts for schools (which follow within this section), or supplemental supports by educators.

Workgroup Progress and Aims

Effective Instruction and Intervention

Keeping in mind that curricular and instructional decisions are in the realm of the districts, and consistent with our Theory of Action, MDE plans to support districts in their use of the required school improvement process to analyze multiple sources of data, identify gaps and then develop a plan to close those gaps.

In furtherance of this work, we have adopted an initiative entitled "Connecting the Dots – Preparing All Students to be Career- and College-Ready", the first component of which provides for the *development of model academic goals* that schools can use as they develop their annual school improvement plans. The idea is to leverage schools' required improvement activities by providing examples of focused, coherent instructional strategies that successfully implement the Common Core for all students. In doing so, the work of MDE is coalesced and focused on promoting systems that are connected and coherent in supporting all students to be career- and college-ready.

It is important to note that MDE believes strongly that districts need to have a system of tiered support. The model academic goals operate at the Tier 1 level in that they make visible the types of instructional strategies that need to occur to support the majority of students in the classroom. MDE has recently developed guidance to districts for implementing a multi-tiered system of

support (MTSS, or, commonly referred to as Response to Intervention systems or RtI). This guidance includes information on the essential elements of an effective tiered support system and an annotated list of resources to support implementation. Consultants from the offices of Educational Improvement and Innovation, Special Education, and Field Services were active participants in creating this guidance. Furthermore, the State Board of Education recently approved the revised Professional Learning Policy and the Standards for Professional Learning. These documents will support the first component of the "Connecting the Dots" work described above.

The following graphic shows the connections among a multi- tiered system of support, the School Improvement Plan, and MDE initiatives that support district and school implementation of curriculum, instruction and assessment.

Table 5. Connecting the Dots—Preparing All Students to Be Career and College Ready

Tiered Intervention System		*School Improvement Framework Standards and Questions*		
Essential Elements		**Classroom**	**School/District**	**MDE Support**
1. *Implement effective instruction for all learners* 2. *Intervene early* 3. *Provide a multi-tiered model of instruction and intervention* 4. *Utilize a collaborative problem solving model* 5. *Assure a research-based Core Curriculum (aligned with Michigan's state standards)* 6. *Implement research/ evidence-based, scientifically validated, instruction/ interventions* 7. *Monitor student progress to inform instruction* 8. *Use data to make instructional decisions* 9. *Use assessments for three purposes: universal screening, diagnostics, and progress monitoring* 10. *Implement with fidelity* 11. *Engage parents and community*	**Strand 1: Teaching for Learning**	**Standard 1: Curriculum** Schools/districts have a cohesive plan for instruction and learning that serves as the basis for teachers' and students' active involvement in the construction and application of knowledge.		
		• *How is the curriculum design modified/differentiated to support the needs of all students?* • *In what ways is the curriculum clear, concise, and discussed by staff?*	• *How does the school curriculum align with, and reference Michigan's standards?* • *How does the school curriculum align with, and reference, the benchmarks and Content Expectations for English Language Arts, Mathematics, Science, Social Studies, ...?*	*Crosswalk documents* *CTE alignment* *MORE Portal* *MAX Plan*
		Standard 2: Instruction Intentional processes and practices are used by schools and teachers to facilitate high levels of student learning.		
		• *How are the planned instructional processes and practices appropriate for the levels and needs of all students?* • *In what ways is the curriculum clear, concise, and discussed by staff?* • *How is instruction differentiated to meet the needs of individual learners?*	• *How are classroom lessons aligned to the school's/district's written curriculum?* • *How is research-based instruction practice being used across the curriculum?* • *How does staff integrate technology into curriculum instruction and assessment?*	*MASA Instructional Units* *"Connecting the Dots" DP academic goals project* *MOPLI* *Teaching for Learning Frameworks*
		Standard 3: Assessment Schools/districts systematically gather and use multiple sources of evidence to monitor student achievement.		
		• *How are assessments aligned with the curriculum and instruction (written and enacted)?* • *How are multiple measures used to evaluate student learning (classroom assessments, district assessments, MEAP, student portfolios, behavioral, measures other than achievement, etc.)?* • *How is data used to determine/improve student learning?*	• *How are students enrolled in Preschool/Kindergarten through 12th grade assessed?* • *In what ways are assessment results used to identify needs and assist students?*	*Michigan Assessment Consortium (MAC)* *Smarter Balanced Assessment Consortium (SBAC)* *Dynamic Learning Maps (DLM)*

Districts' interpretation of their own data will guide them in deciding where to focus their improvement efforts, whether for all students or for a particular subgroup. Technical assistance around data analysis and these model goals will be provided through multiple channels, from MDE and regional educational service agency field staff to our partnering practitioner organizations.

All this implies that all teachers have access to the professional learning and resources they need to better deliver this type of instruction. This leads to the second component of this "Connecting the Dots" initiative: *supporting implementation of activities outlined in the academic goals*. To that end, MDE is developing a Career and College Ready Portal. This portal is designed to quickly and easily connect teachers, administrators, instructional coaches and others to information and resources for implementing a local career- and college-ready agenda. The portal is organized around the CCR workgroups (see Table 1). The portal is still in development, but as this screen shot shows, MDE is intent on providing assistance that helps students with disabilities, English language learners, and other subgroups in need of performance support.

As noted, one of the advantages of the CCSS is that high quality instructional expertise, grounded in research, is being harnessed by foundations, universities, and others to create high quality instructional materials and professional development opportunities that all states can use. This includes the Smarter Balanced Assessment Consortium (SBAC – MDE's CCSS assessment provider) proposed digital clearinghouse. Therefore, MDE is working closely with its partners to organize the maze of resources and structure the portal so that once schools have created their academic goals, they have a place to go to systematically connect with the human and/or material resources they need to implement their goals.

Figure 1. Screen Shot of Career and College Ready Portal

MDE is also working with the Michigan Association of Intermediate School Administrators (MAISA) on its Collaborative Career and College Readiness Standards project. The goal of the project is to

design model curricular units in mathematics and ELA (based on the Common Core) that will serve as a basis for curriculum development at the local level. These units also will serve as a professional development tool to help teachers respond to the instructional implications of the Common Core. The Dynamic Learning Maps Consortium's professional development consultants have offered to adapt some of the curricular units for students with the most severe disabilities to show how all students can access the common core standards.

Other resources available to Michigan educators (and thoroughly vetted for coherence, consistency, and rigor) include:

- The Michigan Online Resources for Educators (MORE) portal, a collection of standards-based free curricular resources for districts and regional educational service agencies to use to help deliver innovative instruction.

- ~~The Teaching for Learning Framework (TLF): created to support effective instruction in challenging content across all grade levels and content areas.~~

Through a number of other initiatives, the state will continue to guide school districts in the analysis of student data in order to provide appropriate levels of student assistance and ensure timely acquisition in meeting the standards. Michigan's Integrated Behavior and Learning Support Initiative (MiBLSi), for example, coaches school district personnel on the collection and analysis of academic and behavioral data, and the implementation of a school-wide tired intervention system. Additionally, an MDE multi-office team has provided materials and trainings on tiered intervention to districts not involved in MiBLSi. The core elements of a tiered intervention system have been integrated into the school improvement process to ensure that any student who is not progressing toward the standards will receive additional assistance.

Another mandated activities project from the Office of Special Education, Reaching and Teaching Struggling Learners, strives to ensure positive outcomes for all learners by exploring effective secondary school practices and their impact on all students. The initiative is designed to reduce the risk of dropout. Teams support students during their high school experience and foster a culture of high expectations for all students in the school. The teams share data, observations, and ideas with each other and their staff as each team works to create positive outcomes for students by addressing school improvement practices.

The Michigan Transition Outcomes Project (MI-TOP) project facilitates the development of effective systems that help students with disabilities as they work to achieve postsecondary outcomes. The project supports effective transition practices to ensure all students with disabilities are prepared for postsecondary education, employment, and independent living. MI-TOP provides mandatory professional development to transition coordinators around the state on an ongoing basis.

Title IIA—Improving Teacher Quality funds also provide professional development for special education/ELL teachers with priority given to English language arts and mathematics projects that are focused on the Common Core.

While the Connecting the Dots project and others as described above are designed to help priority and focus schools focus in on instructional strategies that will close the achievement gap, it should be noted that in recent years, MDE has sought to pioneer new approaches to accelerated and innovative learning. Not only has MDE initiated the concept of credit that is based on proficiency with the Michigan Merit Curriculum, but it also has implemented seat time waivers, which allow schools to provide instruction at any time and at any location, with individual attention to students working at their own pace. These opportunities are provided through online education programs and/or work experience that integrates the content standards.

Michigan has developed a series of reports to help districts analyze the quality of their CTE student performance data and to improve their ability to use their data for program improvement and for data-based decision making. Many reports allow the districts to drill down to student level data and can be accessed by secure login.

MDE has also implemented the early/middle college concept with great success. The number of early/middle colleges and students enrolled in early/middle colleges has dramatically increased over the past three years. The state is considering strategies for boosting the number of early/middle college programs working in the state. Currently, early/middle colleges must undergo a fairly rigorous review process before enrolling pupils and commencing operation. This process is based solely on past practice rather than any statutory foundation; state leaders are considering ways to reduce or eliminate the burden of this process in a way that incentivizes growth in the number of Michigan's early/middle colleges.

Five colleges in Michigan have voluntarily developed statewide articulation agreements for high school CTE students. Postsecondary content taught at the high school level is held in escrow until the student arrives at the college. At that time, courses or credits are waived saving time and money for the students.

Nearly 13,500 — or more than 7 percent of eligible Michigan students —are participating in dual enrollment opportunities, a number that we estimate to increase as the state legislature works to loosen student eligibility requirements. Recent statutory amendments eliminate grade level and test score requirements that serve as barriers to dual enrollment for many students, and allow non-public and home-schooled students to take part in these types of opportunities.

Michigan also has nearly 64,500 students participating in advanced and accelerated learning opportunities, including more than 770 International Baccalaureate program students.

Balanced Assessment

Districts are expected to have the Common Core fully implemented by the fall of 2012. This timeline ensures schools can adjust their curricula based on student data from interim assessments and from pilot items for the new assessments. More importantly however, this implementation timeline gives students nearly 2 full years of instruction based on the Common Core before they encounter the new assessment.

As shown above, MDE's corollary professional development and school improvement activities are on track to meet those deadlines and support student achievement. The next major order of business in our state will then be the adoption of the SMARTER Balanced Assessment Consortium summative assessments, which are scheduled to replace the state's current reading and mathematics state tests in the spring of 2015. Through these assessments, MDE will ensure robust measurement of Common Core implementation statewide. As the new assessment is being developed, MDE is modifying current state summative assessments (Michigan Educational Assessment Program and Michigan Merit Examination) to support the transition to the Common Core.

- Prior to implementation of the new assessments, MDE will work through its partners to build awareness and understanding of the demands of the new assessments. Teachers and administrators will have an opportunity to experience the new assessment items, discuss what changes may be needed in their instruction and redesign their lesson plans utilizing the model lessons created through the MAISA work. Likewise, working with our partners, MDE will support work with building and district leaders about the initiatives necessary to support good classroom instruction. MDE will update and conduct further professional learning as necessary to support schools in meeting these expectations. In addition to the supports provided by the SBAC, the **Michigan Assessment Consortium (MAC)** will continue to provide training in the development and use of formative assessment. The MAC consists of individuals and organizations that work together to promote the use of balanced assessment systems in Michigan schools, so that students learn, grow and flourish. MAC is the only statewide organization helping educators, and their organizations improve student learning and achievement through aligning systems of coherent curriculum, balanced assessment and effective instruction.

Through the implementation of the Common Core and the adoption of challenging assessment measures, Michigan is able to deliver — with rigor— on its promise of excellence and equity for its learners. Consistent with our commitment to learning for all students, we are cognizant there are special populations that require additional achievement support: English language learners,

students with disabilities, and other traditionally underserved subgroup populations. How we'll deliver on our commitment to these students in particular is a significant part of our story.

Support for Students with Disabilities (SWD)

MDE offers assessment alternatives for students with disabilities. MI-Access is Michigan's alternate assessment system, designed for students with severe cognitive impairments whose IEP (Individualized Educational Program) Team has determined that MEAP or MEAP-Access assessment, even with accommodations, would not be appropriate. MI-Access satisfies federal law requiring that all students with disabilities be assessed at the state level. Looking ahead to assessments based on the CCSS, MDE has joined the Dynamic Learning Maps Consortium which is developing an assessment based on the Common Core Essential Elements (CCEEs). The CCEEs were created by the member states in the DLM Consortium. Special education teachers are currently transitioning from MDE's extended grade level expectations to the CCEEs.

It should be noted here that MDE offers an additional alternate assessment based on modified achievement standards. MEAP-Access is administered in the fall of each year and is intended to bridge the gap between the MI-Access assessments and the Michigan Educational Assessment Program for students with disabilities. MEAP-Access assesses students on grade level content expectations in the core content areas of reading and mathematics for students in grades 3 - 8, and writing at grades 4 and 7. Accommodations such as scribes, tape recorders and Braillewriters are available.

Cut scores for MEAP-Access were set and were utilized in the fall 2011 testing, and will continue to be utilized in fall 2012 and fall 2013. When MDE adopts the Smarter Balanced Assessment Consortium assessments, all MEAP-Access students will be transitioned to those assessments. Professional learning and technical assistance will be provided to teachers in order to help them prepare their students for this transition, and this training will also be included in teacher preparation institutions.

Currently students with disabilities in Michigan have multiple choices of assessments to demonstrate what that know and can do. It is expected that the majority of students with disabilities will be assessed on the general assessment and that only a small percentage of SWDs be assessed on an alternate assessment. Therefore, teachers of SWDs should be included in all professional development of CCSSs and CCEEs in order to ensure that all students are progressing on their individual goals and meet the state proficiency standards. In the past, special educators were not invited to the robust curriculum professional development opportunities. With the new teacher effectiveness requirements and clear expectations, special educators need to be active participants in curricular PD activities. MDE will be supporting teachers to not only understand the standards but be able to teach to the standards through PD activities provided through the ISDs,

professional development modules offered through Dynamic Learning Maps (DLM), and the Michigan Online Professional Learning System (MOPLS). MOPLS is described in more detail below.

For all assessments, individual education program teams must determine and document which assessments are appropriate for students with disabilities. IEP teams are encouraged to use the "Decision Making Worksheet for Statewide Assessments" to ensure students with disabilities are participating in the most appropriate statewide assessment. The Michigan Statewide Assessment Selection Guidelines and accompanying online professional learning module direct IEP Teams to consider the MEAP/MME first with accommodations as needed. The guidelines support data-based decision making when determining appropriate assessments for students with disabilities.

MDE will provide specific support to students with disabilities in Priority schools. Each school will be required to incorporate specific programming decisions for supporting these students through components of the reform/redesign plan related to differentiated instruction. As a part of the initial data review and analysis for the creation of the reform/redesign plan, schools will use Michigan's RtI-MTSS model to review and further develop a school wide tiered intervention system. In addition, the MDE will work to integrate project resources if appropriate and available such as MDE the Reaching and Teaching Struggling Learners program for dropout prevention, and the Michigan Transition Outcomes Project (MiTOP) program for developing systems to support postsecondary outcomes into the online professional learning tools for Priority school educators. Other pedagogical practices focusing on Differentiated Instruction, Universal Design for Learning, and Co-Teaching will be incorporated into the online learning supports for Priority school educators.

Development of Michigan's state-level Technical Assistance System, led by the MDE's Office of Special Education, will provide additional supports for all students via a responsive tiered model of technical assistance to support districts in their capacity to improve student outcomes.

Support for English Language Learners (ELL)

Michigan's existing system of standards, assessments, accountability and supports for English language learners is robust, defined in MDE's current accountability workbook and meets the federal guidelines. Standards are aligned and MDE has an assessment for ELLs, as described below.

~~English Language Proficiency Assessment (ELPA)~~World-Class Instructional Design and Assessment (WIDA) is the annual assessment given to Michigan's students who are English language learners. ELPA measures, on an annual basis, the progress Michigan's ELLs are making in the acquisition of their English language skills. ~~ELPA~~ WIDA reports on student progress are provided to districts, regional educational service agencies, the state, and the federal government.

ELLs will take the general assessments, either MEAP or MME, with ELL accommodations that are recommended and routinely used for their instruction in the content area(s) assessed. ELL students who have an IEP will take the assessment specified in their IEP, either MEAP/MME, MEAP-Access, or MI-Access, with the accommodations also specified in the IEP for the assessment.

We use the ELPA WIDA to establish annual measurable achievement objectives for progress and proficiency in English and content achievement. Based on ELPAWIDA, Annual Measurable Achievement Objectives and local data, LEAs adjust school and district improvement plans to better serve ELLs. Michigan has developed a strong array of services, including intensive professional development, and is working with various partners to implement improved services across the state for ELLs.

While these supports are effective in helping ELLs as they achieve the state's existing graduation requirements, it was generally felt that these materials were in need of refinement. The adoption of the Common Core, coupled with the ESEA flexibility request opportunity, provides the state with a timely point of departure to engage in this important work.

MDE's Title III/EL program office is pursuing membership in the World Class Instructional Design and Assessment (WIDA) consortium. WIDA has already established research-based ELP standards and assessments, many professional development tools, and a technical assistance plan. The WIDA ELP assessments have already been aligned to the Common Core standards and include assessments for ELL students with disabilities. WIDA has over 27 member states and has received the federal Enhanced Assessment Grant whose purpose is to develop online ELP assessments for English learners and improve overall measurement of the Common Core. Michigan has involved its ELL Advisory Committee (comprised of parents, teachers, and other key stakeholders) in gathering the necessary information about their ELP standards and considered possible professional development plans that pertain to the adoption of WIDA standards. Michigan leadership is pursuing the adoption of WIDA standards and is awaiting required approvals from the state's Department of Technology, Management and Budget (DTMB). We are anticipating that Michigan's MDE's Title II/EL program office will carry out a thorough staff development plan during the 2012/2013 school year. The plan will support current professional development activities and incorporate training on the ELP standards and the CCSSs simultaneously. Since WIDA has already completed the alignment study between the ELP standards and the CCSSs, the staff development sessions will also better prepare teachers of ELLs in incorporating effective strategies so that students can successfully navigate through complex text, acquire academic vocabulary and meet these rigorous standards.

With assistance from Great Lakes East, MDE launched the Sheltered Instruction Observation Protocol (SIOP) Model Capacity-Building Professional Development Initiative in 2009, to address the needs of English learners in the state. The purpose of the initiative is to develop the capacity of

the department to provide sheltered instruction training of trainers across the state that will improve the achievement of English learners, particularly in content area classes. Each MDE trainer provides a four-day regional workshop in the summer to about 40-60 educators and provides ongoing job-embedded professional development with model lessons, debriefing and collegial visits. Such workshops focus on: a) making content comprehensible through language and content objectives; b) teaching both ELP and CCSSs in alignment; c) teaching oral language, comprehension and writing strategies across the curriculum; d) use of balanced assessment to guide and lead instruction.

To support the growing number of English Language Learners in Priority schools, each such school will need to address specific programming decisions for supporting the needs of these students within the instructional program component of their reform/redesign plans. The School Reform Office will collaborate with MDE staff to provide SIOP program access for schools with sizable populations of English Language Learners. In addition, model programs from school districts throughout Michigan will be encouraged to share practices that address the needs of specific populations of English Language Learners.

For Title I schools experiencing difficulty with English Language Learners and not identified as a Priority or Focus school, the Department will coordinate efforts with the Title III program requiring that the school's improvement plan focus on the identified needs of the English Language Learners in the school. The school initiatives will be coordinated with the existing evidenced-based supports identified above as well as access to the subject matter experts utilized to support Priority and Focus Schools.

Federal IDEA funds are being used to complete the Michigan Online Professional Learning System (MOPLS) — an online, interactive, user-driven program available to all Michigan educators who want high-quality professional learning options. MOPLS supports teachers as they deliver content and instruction aligned to the Common Core State Standards, and offers ways to engage students who struggle with key concepts in ELA and mathematics. A resource section is offered in both content areas so that educators can extend their understanding of key concepts and methodologies. These resources have been carefully reviewed and selected so that they align to the Common Core. The instructional examples provided through MOPLS were created to provide teachers alternate ways to teach the core content to students who are struggling, specifically students with disabilities.

Two additional MOPLS modules have also been available to Michigan's educators since 2011. The Assessment Selection Guidelines module aids educator teams and assessment coordinators in the correct identification of students with the proper statewide assessment, guiding instructional teams in their assessment decisions with an interactive flowchart. This module acts as a primer for the MEAP assessment, providing users with detailed understanding of MDE's assessments, the laws

and policies that govern them, and sample assessment items. Finally, the Using and Interpreting ELPA WIDA Reports program is also available to teachers of English language learners (ELLs) who administer the ELPAWIDA. This module, supported with state funds, provides teachers with a complete overview of the assessment reports for the ELPAWIDA, starting at the most basic explanations of language domains and score calculation and progressing to a walkthrough of the Student Data File. A second part to this program presents videos made with the cooperation of five different Michigan regional educational service agencies and districts, showing how districts and schools use scores for student placement, program evaluation, and parent communications.

MDE also provides technical assistance to all schools based on Annual Measurable Achievement Objectives of English language learners and other criteria. Technical assistance and professional development incorporate webinars, video conferencing, web dialogues, annual conferences and individualized meetings. The annual Special Populations conference also includes sessions for technical assistance and best instructional practices.

The Office of Career and Technical Preparation supports the Michigan Occupational Special Populations Association. Local districts and personnel that support CTE special populations students meet annually for professional development and technical assistance.

Support for Other Subgroups

The MDE recognizes that sub-group achievement gaps are especially problematic throughout the state. In particular, the statewide achievement gap of African-American students compared with other racial/ethnic groups is dramatic. An analysis of Michigan's current Priority schools reveals that over half of the schools on the current PLA list have student populations that are over 80% African-American.

Recognizing this gap, as well as the other gaps that will be identified in Priority and Focus schools, the School Reform Office has initiated a department-wide effort to analyze existing data throughout the state and nation, and to identify programs that have closed (or show promise for closing) achievement gaps for students. Rather than focusing solely on school practices and gaps in academic achievement, this effort is designed to examine issues of school culture and climate and policy that may impact African-American student performance. The goals of this effort are to create strategies that result in outcomes that not only reduce the achievement gap in academic performance, but also reduce the disparity in dropout rate, disciplinary referrals, and special education placement in Michigan's schools. While initial efforts will be incorporated into plan requirements for Priority and Focus schools, these efforts will be expanded broadly to address all relevant offices and programs in the MDE.

We aim to help all students achieve ambitious, attainable objectives for their learning and growth. Our work with the above-described assessments in the coming years will strive toward career- and college-readiness and emphasize the Common Core State Standards for every Michigan child.

Michigan's New Cut Scores

In spring of 2011, the Michigan State Board of Education authorized MDE to conduct a study linking proficiency cut scores on its high school assessment (the Michigan Merit Examination) to readiness for college or technical job training at two- and four-year colleges, and linking proficiency cut scores on its elementary/middle school assessment (the Michigan Educational Assessment Program) to being on track to career- and college-readiness in high school. That study was conducted over the summer of 2011 and the new career- and college-ready cut scores were adopted by the State Board of Education in the fall of 2011.

This was a bold and courageous move on the part of the Michigan State Board of Education and MDE, in that the proficiency cut scores increased dramatically in rigor and resulted in substantially lower percentages of students being considered proficient. The seriousness of the impact and the level of commitment to career- and college-readiness in Michigan can be seen in the impact data shown below. The impact data describe below for each grade level and content area the statewide percentage of students who were considered proficient based on the previous cut scores, and the statewide percentage of students who would have been considered proficient had the new cut scores been in place in the 2010-2011 school year. Figure 2 shows the impact for mathematics, Figure 3 for reading, Figure 4 for science, and Figure 5 for social studies. In addition, Figures 6 and 7 show the shift in distributions of mathematics percent proficient in schools based on the old cut scores and new cut scores for elementary and middle schools (Figure 6) and high schools (Figure 7). The same shifts are shown for reading in Figures 8 and 9, science in Figures 10 and 11, and social studies in Figures 12 and 13.

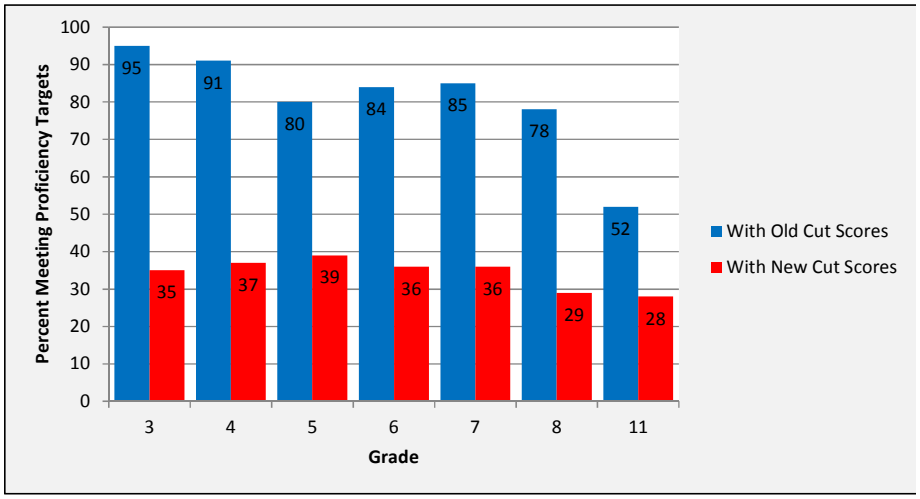


Figure 2. Impact of new cut scores on statewide proficiency in mathematics.

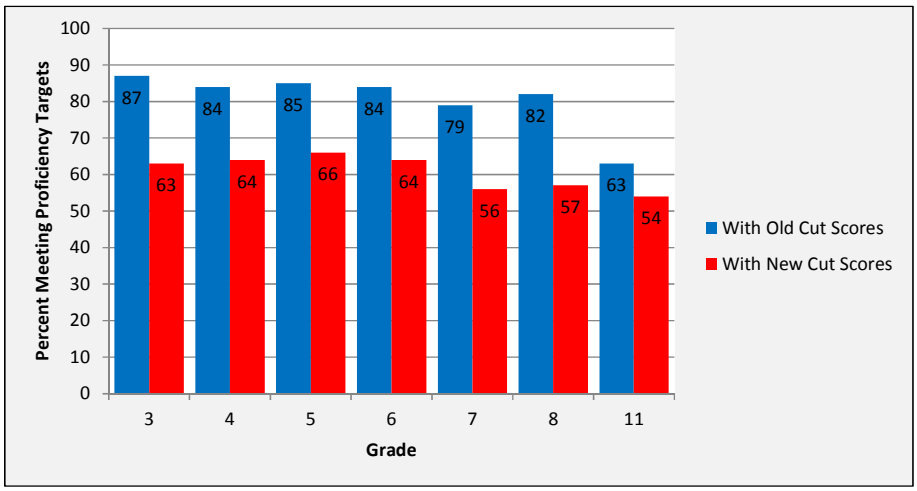


Figure 3. Impact of new cut scores on statewide proficiency in reading.

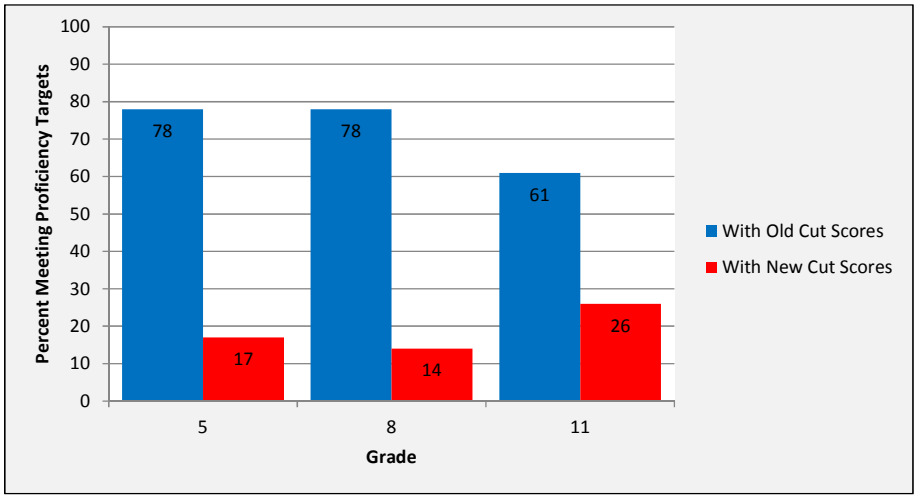


Figure 4. Impact of new cut scores on statewide proficiency in science.

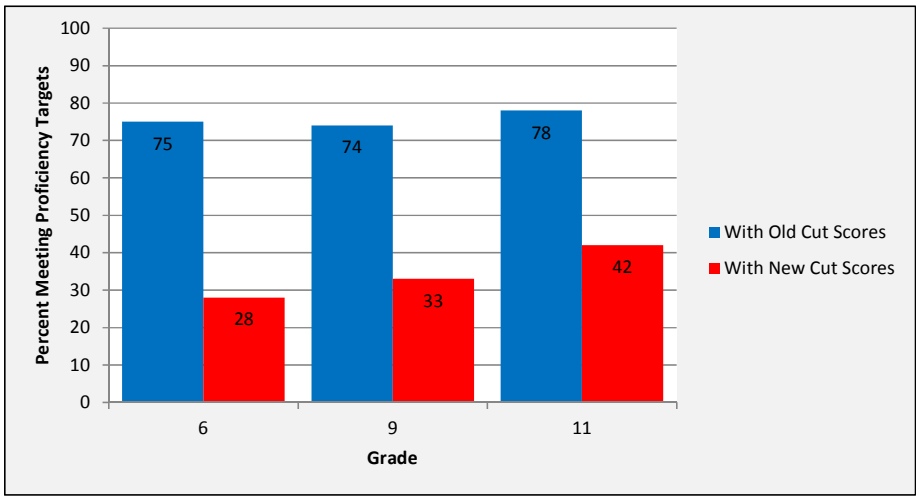


Figure 5. Impact of new cut scores on statewide proficiency in social studies.

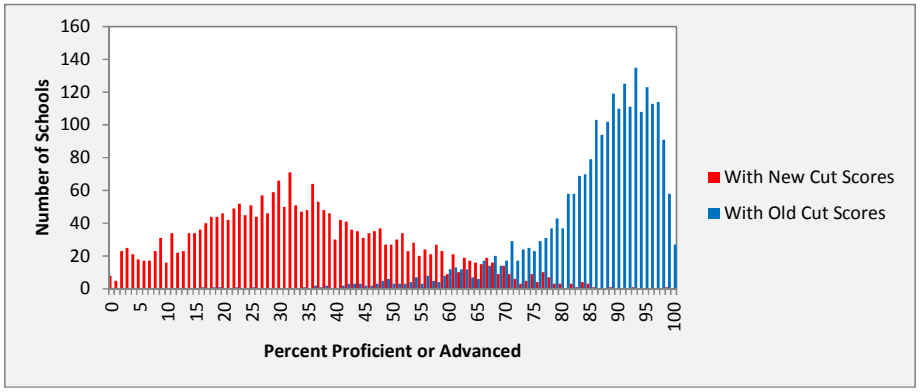


Figure 6. Shift in elementary/middle school distributions of mathematics proficiency from old to new cut scores.

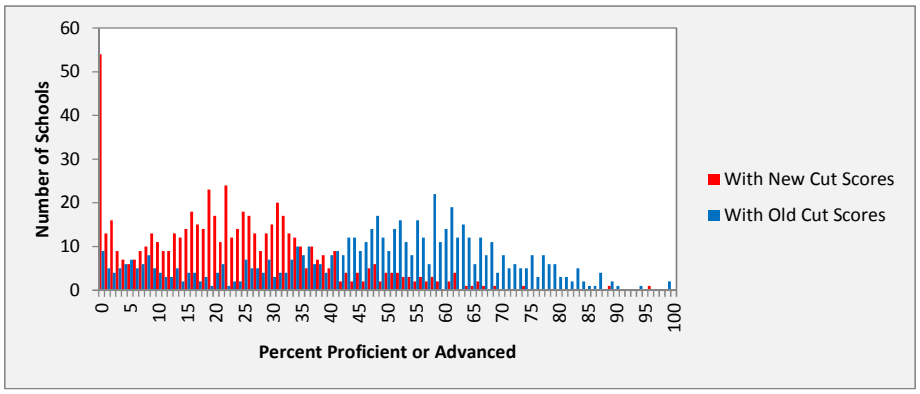


Figure 7. Shift in high school distributions of mathematics proficiency from old to new cut scores.

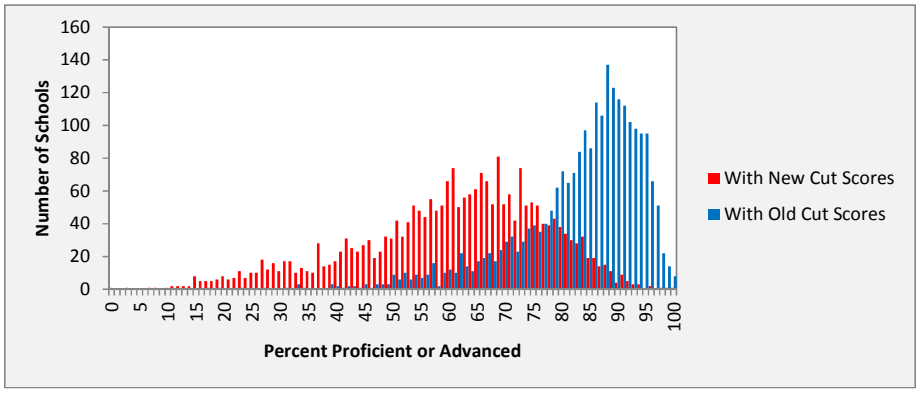


Figure 8. Shift in elementary/middle school distributions of reading proficiency from old to new cut scores.

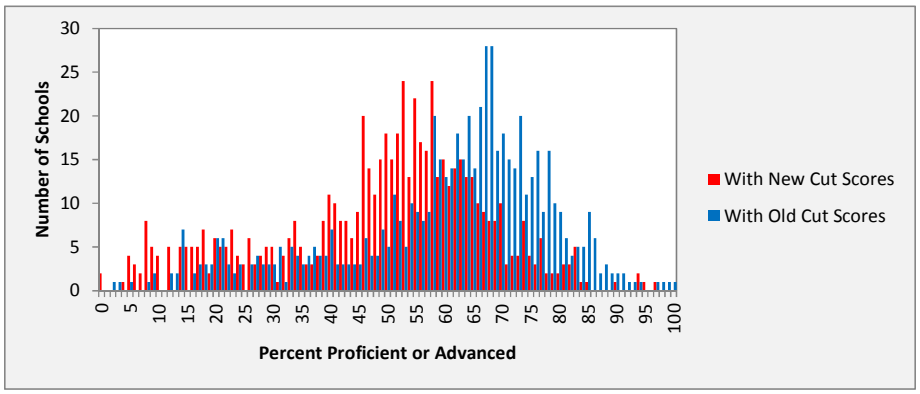


Figure 9. Shift in high school distributions of reading proficiency from old to new cut scores.

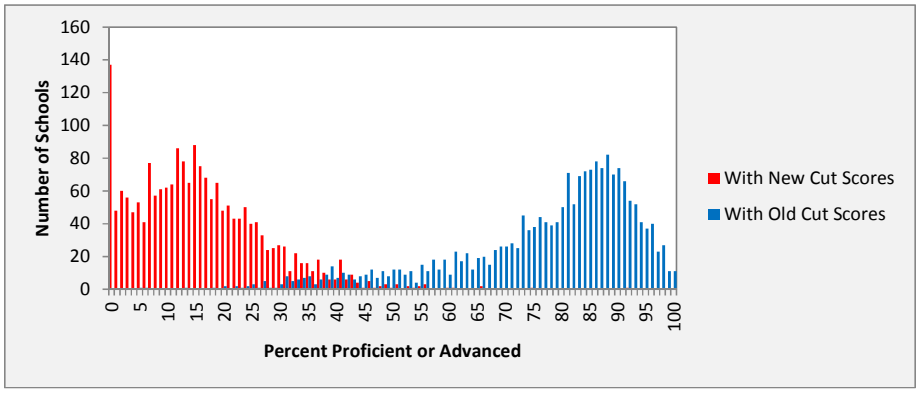


Figure 10. Shift in elementary/middle school distributions of science proficiency from old to new cut scores.

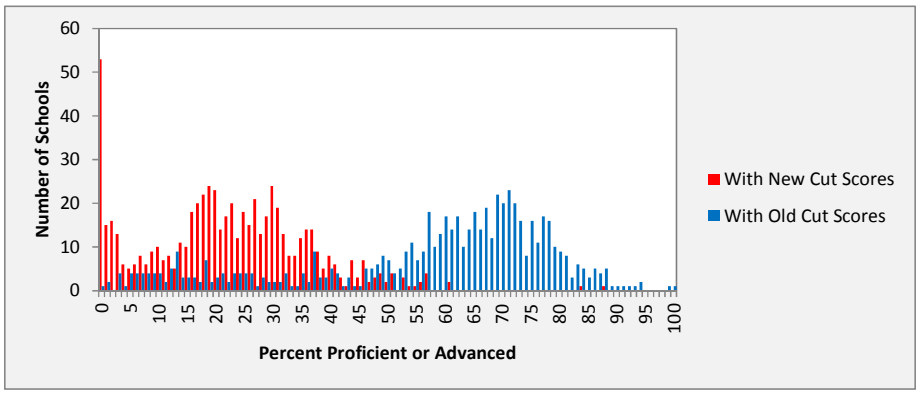


Figure 11. Shift in high school distributions of science proficiency from old to new cut scores.

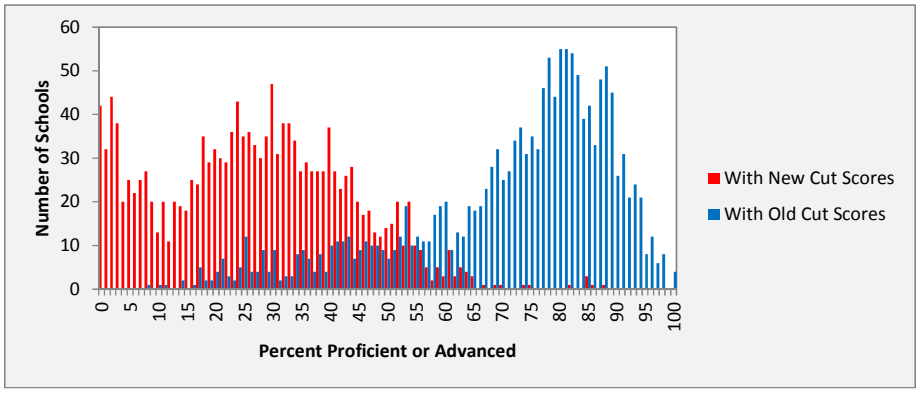


Figure 12. Shift in elementary/middle school distributions of social studies proficiency from old to new cut scores.

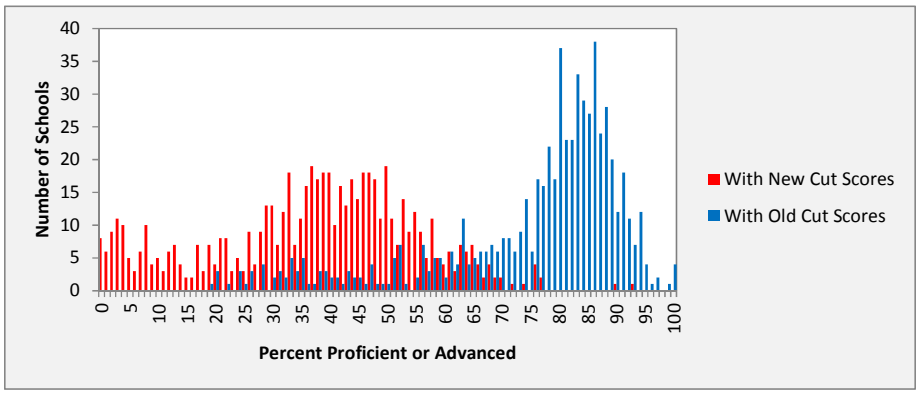


Figure 13. Shift in high school distributions of social studies proficiency from old to new cut scores.

As can be seen from Figures 2 through 13, the rigor of performance expectations on MDE's standardized assessments has increased dramatically. For more information about how these cut scores were derived, please refer to the Technical Appendix (Attachment 13.A).

Effective Educators

MDE is already using its network of partner agencies and organizations to provide specific support to educators. In addition to the development opportunities provided by the state's regional educational service agencies, Math/Science and Regional Literacy Centers, and other partner organizations, Michigan school leaders have access to other quality tools and information through the following resources:

- MDE has ongoing relationships with colleges and universities, professional associations such as the Michigan Association of Secondary School Principals, the Michigan Association of Public School Academies, and other membership and/or advisory organizations that allow for direct interaction, dialogue and learning opportunities for Michigan principals. Administrators can attend endorsement programs to earn specialty and enhanced endorsements that are added to their school administrator certification. These specialization and enhancement areas include, but are not limited to curriculum, instruction, as well as principal and superintendent enhancement. MDE works closely with the administrator preparation institutions, associations, and organizations to disseminate effective practices and provide training presentations at conferences and other events.

- Michigan State University's Office of K-12 Outreach has provided instructional leadership development during the past six years, as part of our Statewide System of Support. ~~Michigan State University will continue to partner with MDE to develop training for local specialists who can provide tools and processes to improve the quality of leadership at both the district and building levels~~.

- MDE is working with educator preparation institutions (EPI's) to improve their programs by offering more technical assistance as well as offering information on current trends to incorporate within programs. The review process of programs is coordinating with NCATE to improve principal preparation programs as well as updating current principal and central office standards to include more specified technology and teacher leader standards. The professional associations are also offering more district level programs in conjunction with the department.

MDE collaborated with Great Lakes East/American Institutes for Research (AIR) to develop an evaluation design that determined whether student achievement improved as a result of these efforts.

Teacher Preparation

MDE is currently working to examine and revise teacher preparation endorsement and certification standards in English Language Arts and mathematics to align with the depth of content and rigor of instruction required to effectively teach the Common Core State Standards. We will continue to examine the need for revising endorsement and certification standards as the development of career and college ready content standards are developed and adopted in additional content areas. MI has also revised its endorsement program approval process to emphasize outcome measures, rather than program inputs. This means that each endorsement program must ensure that their candidates are prepared to effectively teach all students based on certification examination data.

MDE worked with stakeholders to develop the Professional Standards for Michigan Teachers (PSMT), adopted by the State Board of Education in 2008. The PSMT work in conjunction with endorsement and certification standards to guide teacher preparation institutions in developing programs that prepare teachers to effectively:

- Create supportive learning environments for all students
- Use innovative technology, including online and virtual learning environments
- Demonstrate depth in content knowledge and content specific pedagogy
- Integrate Instructional design and assessment
- Demonstrate professional responsibility and supportive and collaborative relationships with the student, the school, the district, and the community.

In order to ensure that all parts of the educator preparation program aligns with the knowledge and skills necessary to effectively deliver instruction and assess learning of career and college ready content, MI is currently deciding whether to revise and continue to use the PSMT (Professional Standards for Michigan Teachers) to ensure alignment with the updated endorsement and certification standards or move to the Interstate Teacher Assessment and Support Consortium (InTASC) Standards.

As part of the revision of teacher certification standards, we are revising the Michigan Test for Teacher Certification (MTTC) program to align with the Common Core State Standards (CCSS). All special education teachers in Michigan are required to obtain a general education teaching certificate before a special education endorsement is added. In this way, we ensure every Michigan teacher knows and understands the Common Core. The institutions that prepare special education teachers will have professional training on the Common Core Essential Elements to ensure that teachers of students with severe cognitive disabilities graduate with the understanding

they'll need in their work. MDE will provide this training through the Special Education IHE committee in the spring of 2012.

Other initiatives include:

- Plans to revise the ESL and bilingual endorsement standards to reflect the needs of the field and CCSS. Specifically, the standards will include competencies regarding high incident areas, where it is difficult to distinguish between an EL (language) and special education issues, as well as data driven decision-making. This work will most likely begin in early Fall 2012.
- An EL/Special Education Core Team was formed in 2007. Recently, this team has begun discussing how/ what it would look like to include EL aspects into the Special Education endorsement, as well as EL and Special Education aspects into all endorsement standards.
- We are currently revising all secondary English Language Arts related endorsement standards (i.e. Reading, Reading Specialist, English, Speech, Journalism, and Communication Arts, and Language Arts) to include CCSS/CCR. The standards have been drafted and are being reviewed by the committees.
- We are currently working to draft revisions to the elementary endorsement standards to reflect Math and ELA CCSS, as well as the elementary and secondary mathematics endorsement standards.
- We are currently reviewing the rules to certify CTE teachers to ensure that they are adequately prepared to teach all special populations students.

MDE views the adoption of the Common Core State Standards as a catalyst for continued systematic change. MDE will work closely with representatives of teacher preparation institutions and key stakeholders to ensure the Common Core is fully supporting career- and college-readiness for all learners in Michigan.

P-20 Transitions

All the strategies and teams described in this section work together with one singular aim in mind: effective student preparation and achievement. Every child attending a Michigan school will experience the best we have to offer in the way of curriculum, instruction, assessment and results. To this end, we will work with our partners to deliver high-quality systems and support that is continuously improving for the benefit of all. But it does not stop there. We are also reaching

beyond K-12 to ensure our state addresses the needs of all learners, even those who are not yet old enough to attend school.

In 2011, the Governor established an Office of Great Start within the MDE. The new office combines the Department of Human Service's Office of Child Development and Care and the Head Start State Collaboration with the Department of Education's Office of Early Childhood Education and Family Services. By housing the office in the MDE, the state sends a strong signal about the importance of early care and education: it's not about baby-sitting; it's about learning and development in ways that allow for adequate stimulation, brain development, and preparation for school.

The Office of Great Start is responsible for management and leadership for all publicly-funded early education and care programs, including Child Development and Care, the Head Start Collaboration Office, state Pre-Kindergarten (Great Start Readiness Program), early intervention (Part C of IDEA, called Early On in Michigan), early childhood special education (Part B, Section 619), and the state parent education initiative (Great Parents, Great Start), and is responsible for collaborative efforts with other offices that use available Title I, Part A funds and state at-risk (Section 31a of the State School Aid Act), as well as funds for migrant, dual language learning young children, and funds for homeless children for young children. Bringing these funding streams under one management authority allows for a coordinated system of standards, assessment and accountability and for collaborative efforts to develop regional recruitment and enrollment strategies to serve more vulnerable children in high-quality settings. MDE is working with the Early Childhood Investment Corporation with Early Learning Advisory Council funds to revise and enhance our Early Childhood Standards of Quality documents to include alignment from Infant-Toddler through Preschool/Prekindergarten to K-3 standards. Contracted writers are working with large advisory groups to complete the alignment and enhanced documents this school year. The standards and assessments designed to measure program quality are used in all programs and form the basis for the state's Tiered Quality Rating and Improvement System (Great Start to Quality), which is used for all licensed, regulated, and child care subsidy programs and settings. Aligning these initiatives with kindergarten and the primary grades is a necessary foundational step to ensuring that vulnerable children have a chance to enter school prepared for its rigors, safe, healthy, and eager to succeed.

The Michigan Office of Great Start will manage a coherent system of early learning and development that aligns, integrates and coordinates Michigan's investments in critical early learning and development programs. We are reaching beyond K-12 in our approach, and taking bold steps to boost readiness and achievement in our schools.

1.C DEVELOP AND ADMINISTER ANNUAL, STATEWIDE, ALIGNED, HIGH-QUALITY ASSESSMENTS THAT MEASURE STUDENT GROWTH

Select the option that pertains to the SEA and provide evidence corresponding to the option selected.

Option A	Option B	Option C
☐ The SEA is participating in one of the two State consortia that received a grant under the Race to the Top Assessment competition. i. Attach the State's Memorandum of Understanding (MOU) under that competition. (Attachment 6)	☒ The SEA is not participating in either one of the two State consortia that received a grant under the Race to the Top Assessment competition, and has not yet developed or administered statewide aligned, high-quality assessments that measure student growth in reading/language arts and in mathematics in at least grades 3-8 and at least once in high school in all LEAs. i. Provide the SEA's plan to develop and administer annually, beginning no later than the 2014–2015 school year, statewide aligned, high-quality assessments that measure student growth in reading/language arts and in mathematics in at least grades 3-8 and at least once in high school in all LEAs, as well as set academic achievement standards for those assessments.	☐ The SEA has developed and begun annually administering statewide aligned, high-quality assessments that measure student growth in reading/language arts and in mathematics in at least grades 3-8 and at least once in high school in all LEAs. i. Attach evidence that the SEA has submitted these assessments and academic achievement standards to the Department for peer review or attach a timeline of when the SEA will submit the assessments and academic achievement standards to the Department for peer review. (Attachment 7)

In June 2014, a change in state law required the Michigan Department of Education (MDE) to develop a new test for spring 2015, creating a need to reduce a normal three-year test development process to nine months. The MDE worked relentlessly to accomplish the feat and successfully developed its new assessment system for implementation in spring 2015, the Michigan Student Test of Educational Progress, or M-STEP.

The M-STEP includes Michigan's summative assessments designed to measure student growth effectively for today's students. English language arts and mathematics will be assessed in grades 3-8, science in grades 4 and 7, and social studies in grades 5 and 8. It also includes the Michigan Merit Exam (MME) in 11th grade, which consists of the ACT Plus Writing, WorkKeys, and M-STEP summative in English language arts, mathematics, science, and social studies.

When MDE was asked to develop a new test of our current state standards, it was necessary to investigate all possible solutions to include content that has been properly field-tested in Michigan for English language arts (ELA) and mathematics, as MDE's current item pool did not contain items in mathematics and ELA aligned to our current standards.

MDE discussed options internally and with our assessment partners to identify possible sources of content for the spring 2015 assessment. The only solution found for ELA and mathematics was to use content from Smarter Balanced, as it is the only resource that could truly measure Michigan's standards in terms of content and nature and were field-tested in Michigan last spring.

By including the rich content available from Smarter Balanced in ELA and mathematics, Michigan is able to take advantage of the rigorous alignment work Smarter Balanced and its states have put into the alignment of Smarter Balanced item inventory to the Common Core State Standards. The evidence-centered design model of the Smarter Balanced claims and targets allows Michigan to administer a valid, rigorous assessment to use as a gauge of students' career- and college-readiness. Information on the Smarter Balanced Content and Item Specifications can be found at http://www.smarterbalanced.org/smarter-balanced-assessments/#item.

Spring 2015 M-STEP summative tests for grades 3-8 and 11 will include

- ELA (Grades 3-8): Smarter Balanced content plus Michigan-developed field-test items. This will include a computer adaptive piece, a classroom activity, and a performance task.
- Mathematics (Grades 3-8): Smarter Balanced content plus Michigan-developed field-test items. This will include a computer-adaptive piece, a classroom activity, and a performance task.
- Science (Grades 4 and 7): Michigan-developed assessment of online, fixed-form, multiple-choice based items.

- Social Studies (Grades 5 and 8): Michigan-developed assessment of online, fixed form, multiple-choice based items.
- Michigan Merit Exam (MME), Grade 11: ACT Plus Writing, WorkKeys, M-STEP summative assessment that includes ELA and mathematics comprised of Smarter Balanced content that will include a computer adaptive piece, a classroom activity, and a performance task. It will also include Science and Social Studies content comprised of Michigan-developed online, fixed form, multiple-choice based items.

As described, the M-STEP will be used to deliver a valid, reliable summative assessment measuring Michigan's standards for the 2014-15 school year.

PRINCIPLE 2: STATE-DEVELOPED DIFFERENTIATED RECOGNITION, ACCOUNTABILITY, AND SUPPORT

2.A DEVELOP AND IMPLEMENT A STATE-BASED SYSTEM OF DIFFERENTIATED RECOGNITION, ACCOUNTABILITY, AND SUPPORT

2.A.i Provide a description of the SEA's differentiated recognition, accountability, and support system that includes all the components listed in Principle 2, the SEA's plan for implementation of the differentiated recognition, accountability, and support system no later than the 2012–2013 school year, and an explanation of how the SEA's differentiated recognition, accountability, and support system is designed to improve student achievement and school performance, close achievement gaps, and increase the quality of instruction for students.

MDE is taking the opportunity offered by the ESEA Flexibility Request to develop a truly unified and differentiated system of accountability and support. The proposed accountability system combines: (i) normative ranking approaches, which allow us to identify those schools most in need of intervention to increase student performance and close achievement gaps, with (ii) a criterion-referenced proficiency-based approach that requires all schools to reach ambitious and attainable proficiency goals and systematically address the needs of every learner. This accountability system uses an easily accessible diagnostic "scorecard" and intuitive color-coding in order to continue to leverage the importance of light-of-day reporting and increased information to educators, parents and community members. The accountability system informs the differentiated system of recognition and supports, allowing resources and targeted interventions to be accurately deployed to districts. In all of this, MDE reaffirms our singular focus on increasing student achievement through the targeted use of strategic interventions and best practices that are informed by data and accountability.

There is substantial interest from some stakeholders, including the Michigan Legislature, to move from the color-coding described in this document to a diagnostic scorecard that utilizes an A-F schema to indicate overall school performance. The MDE will continue to work with stakeholders, including the Michigan Legislature, over the next year to align state and federal accountability systems and determine the most meaningful indicators to use, including the steps necessary to transition from colors to a new schema by the next high-stakes accountability cycle in 2017.

MDE is proposing to implement a three-year identification cycle for Priority and Focus schools. The Accountability Scorecard will continue to be produced annually, and serve as a diagnostic to stakeholders. MDE's normative Top-to-Bottom ranking will be used every three years, starting with academic year 2016-17, to identify Priority and Focus schools. Resuming in 2016-17, Reward schools will be identified annually as described in section 2.C. MDE will produce "at-risk" lists annually for

stakeholders to use in diagnosing areas for improvement before an official identification year. "At-risk" lists will be generated for Priority schools using the lowest 10% of ranked schools. Focus school "at-risk" lists will consist of the 20% of schools ranked with the widest achievement gaps. MDE will use the most recent two years of data to identify Priority and Focus schools. In order to be identified in the third year as a Priority/Focus school, schools must have been identified in the lowest 5% of ranked schools for Priority status and the largest 10% of achievement gaps for Focus status in the year prior to the identification year, as well as ranked in the lowest 5% of schools for Priority status or 10% of schools with largest achievement gaps in the identification year. Sections 2.D-2.G. provide detail on supports and interventions that occur in interim, non-identification years.

Our Theory of Action → Principle Two

If a school's challenges are accurately diagnosed through data analysis and professional dialogue at the building and district levels, then the implementation of a focused and customized set of interventions will result in school and student success. This approach will result in:

- **Consistent implementation of career- and college-ready standards**
- **Rapid turnaround for schools not meeting annual measurable objectives (AMOs)**
- **Reduction in the achievement gap**
- **Reduction in systemic issues at the district level**
- **Improvements to the instructional core**
- **Better understanding/utilization of data**
- **Improved graduation and attendance rates**
- **Building of/support for effective teaching**
- **Building of/support for school leadership capacity**
- **Effective accomplishment of responsibilities by district leadership**

Our work on this principle will breathe life into all components of MDE's Theory of Action, and allow us to support teaching and learning in customized, diagnostic ways. Our plans build on available knowledge and resources — standards, instruction and assessment — to make real our twin pillars of excellence and equity for all Michigan learners.

Here's how it will work:

- MDE will rank its schools, developing a "Top-to-Bottom" List of schools and their performance. The ranking will be based on *student achievement* and~~,~~ *student growth over time*/~~,~~ *school improvement over time*~~, and *achievement gaps*~~ across all ~~five~~ four tested subjects (mathematics, ~~reading~~ELA, science, and social studies,~~ and writing~~). This list and

the methodology used in compiling it are incorporated throughout the accountability system.[4]

- MDE will also generate an Accountability Scorecard for every school, showing their performance on proficiency and improvement targets for all students and for all subgroups. This scorecard will provide schools with Dark Green, Lime Green, Yellow, Orange or Red ratings that allow them to assess at a glance where their areas of strengths and weakness lie. ~~This is discussed in greater detail in Principle 2B.~~
- One of the key innovations allowing us to focus relentlessly on closing achievement gaps is the addition of the "Bottom 30%" Subgroup that will be used along with the nine traditional subgroups. This subgroup consists of the lowest-performing 30% of students in every school. Its use will ensure that schools are held accountable for increasing the achievement levels of their lowest performing students, and that all schools testing at least 30 full academic year students have a subgroup regardless of the demographic composition of their school. By improving the achievement of the bottom 30% subgroup, a school improves its overall achievement, improves the achievement of low-performing students in each of the demographic subgroups, and closes its achievement gaps.
- Schools at the bottom 5% of the Top-to-Bottom list will be identified as Priority schools (or persistently low achieving schools). ~~Within the Priority school category, four sub-classifications will be used to facilitate triage and ensure appropriate supports are delivered (see Table 1).~~
- The 10 percent of schools with the largest achievement gaps in the state and having bottom 30% subroups demonstrating achievement or improvement in achievement below the state average for the bottom 30% subgroup will be categorized and treated for improvement as Focus schools. The achievement gap is calculated as the distance between the average standardized scale score for the top 30% of students and the bottom 30% of students in that each school. Larger gaps decrease a school's overall ranking; smaller gaps help raise their ranking.
- A list of schools Beating the Odds will be developed. A school will be considered as "beating the odds" when it outperforms its predicted Top-to-Bottom percentile ranking as predicted

[4] We would like to note that the Top-to-Bottom methodology is a modification of the federally prescribed ranking rules for school improvement grants to persistently lowest achieving schools. Over the course of the 2010-2011 school year, MDE took the original methodology for persistently lowest achieving schools, engaged in multiple and repeated conversations with stakeholders regarding the methodology, and made significant revisions based on that stakeholder feedback. Revisions included adding the achievement gap to the rankings, standardizing scale scores to better compare students and schools, adding graduation rate, and a variety of other improvements. The Technical Appendix contains a chart comparing the two methodologies, along with more detail on the changes made through this iterative process with our stakeholders. Although that stakeholder feedback was generated prior to the ESEA Flexibility opportunity, we would like to acknowledge that the yearlong process on the Top-to-Bottom ranking was an important component in helping to position us to submit this flexibility application.

by schools' demographic makeup[5], or based on outperforming the 30 most demographically similar schools in the state.

- A list of schools making and not making Adequate Yearly Progress. AYP will now be presented in a scorecard approach, and incorporates proficiency targets on career- and college-ready cut scores. After 2012, this will not be labeled as Adequate Yearly Progress.
- A list of Reward schools will be identified. Identification will result from the following:
  - Making Adequate Yearly Progress (being a Dark Green, Lime Green, Yellow, or Orange school)

  AND
- Achieving one or more of the following distinctions:
  - Being in the top 5% of the Top-to-Bottom ranking
  - Being in the top 5% of schools on the improvement measures in the Top-to-Bottom ranking
  - Being a school identified as Beating the Odds
  - Being a school showing continuous improvement beyond the 2022 proficiency targets (beginning in 2013)
- All Schools in Michigan – whether they are Title I or not — will be subject to state-level requirements and eligible for various levels of MDE support, /assistance, and resources upon request.

Michigan School Classifications— By The Numbers

MDE is able to demonstrate the required number of priority, focus, and reward schools that meet the respective definitions of those groups of schools.

Priority Schools:

- Step 1: Determine the number of schools it must identify as priority schools
  - Michigan: 100 schools must be identified as priority

[5] The demographic characteristics used are: locale, grade configuration, state foundation allowance, enrollment, percent racial/ethnic in each category, percent economically disadvantaged, percent students with disabilities and percent limited English proficient. MDE intends to continue to refine the Beating the Odds methodology and may add or remove demographic characteristics depending on their usefulness in identifying similar schools and in differentiating among schools.

We are considering modifications to the matching process, and are engaged in a study withhave been in discussions with the Regional Educational Laboratory-Midwest to re-evaluate the Beating the Odds methodology. We have considered droppingdropped the Census-based locale coding currently used in previous years, and instead are considering using a Michigan-specific regional measure, as we feel the Census-based codes are not accurately reflecting the realities of experience of schools in Michigan. We are also investigating the impact of dropping enrollment, or redefining the cluster size based on enrollment, because Michigan has a relatively small number of very large schools (i.e. over 1000 students) and so those schools have fewer opportunities to "beat the odds." Those decisions are underway, and will be made based on further data analysis done in conjunction with the Regional Educational Laboratory-Midwest.

- Step 2: Identify the schools on the list generated by the overall rating in the accountability system that are currently-served Tier I or Tier II SIG schools
  - Michigan: 52 SIG schools currently served.
- Step 3: Identify the schools on the list generated by the overall rating in the accountability system that are Title I-participating or eligible high schools that have had a graduation rate less than 60% over a number of years
  - Michigan: 4 schools
- Step 4: Determine the number of additional schools the SEA needs to identify as among the lowest-achieving five percent of Title I schools in the State to reach the minimum number of priority schools it must identify by subtracting the number of schools identified in steps 2 and 3 from the number identified in step 1
  - Michigan: 44 schools (100-52-4 = 44)
- Step 5: Generate a list that rank-orders Title I schools in the State based on the achievement of the "all students" group in terms of proficiency on the statewide assessments combined and lack of progress on those assessments over a number of years. To generate this list, an SEA might use the same method that it used to identify its PLA schools for purposes of the SIG program, but apply that method to the pool of all Title I schools in the State.
  - Michigan: This was accomplished by taking the ranking system that is used for our current PLA schools and applying it to all Title I schools, as opposed to only the Tier I and Tier II pools.
- Step 6: using the list from step 5, identify which schools fall within the lowest-achieving five percent.
  - Michigan: The lowest 5% of schools on that straight Top-to-Bottom list was identified.
- Step 7: Demonstrate that the list generated based on schools' overall rating in the accountability system includes a number of schools at least equal to the number determined in step 4 that are also on the list of lowest-achieving five percent schools identified in step 6. Note that the schools counted for this purpose must not have been counted as currently served SIG schools or low graduation rate schools.
  - Michigan: We have 55 schools that are both lowest 5% of the PLA list (using percent proficient and improvement) AND lowest 5% of our Top-to-Bottom list, not including SIG or low grad schools. We needed 44 to meet the threshold.

Although Michigan has a sufficient number of schools identified by both metrics to meet the demonstration requirements outlined above, we would also like to present conceptual considerations for USED to review as they consider ranking mechanisms for schools.

MDE has produced and distributed the ranking of all Title I schools that is used to produce the PLA list for two years. In the initial year that the list was released, MDE engaged in substantial discussions with stakeholders regarding the ranking methodology, as MDE was integrating this methodology into our state accreditation system. Stakeholders raised a number of concerns about the ranking, many of which MDE found to be valid concerns and which resulted in changes in our ranking calculations, producing the Top-to-Bottom methodology we presented here.

One of the key criticisms was that the use of percent proficient as the achievement component of the ranking was unfair, because cut scores were differentially difficult at various grade levels. Being proficient in third grade was easier to obtain than being proficient in eighth grade, so schools with grade spans that included the higher grades were at a disadvantage. MDE conducted some internal analyses, and found some validity in the claim—there did seem to be a relationship between grade span and ranking. Measurement research suggests that this is a common issue with a lack of vertical articulation of standards across grades. Our modified ranking system relies on a standardized student scale score, where the student's scale score on the assessment taken by that student is compared to the statewide average of all students who took that same assessment in the same grade and content area. This helps negate the grade-level differences in standards that are present in any assessment and content standard system, and also makes for a more fair comparison of schools to each other, where grade span is not as easily conflated with achievement. One additional benefit is that keying off scale scores provides a more stable ranking methodology because we are not throwing away information in the scale scores by bifurcating them into proficient/not proficient categories. Finally, with our new, more rigorous cut scores, it would be difficult to determine differences in ranking at the lower end of the ranking, as many schools are clustered around a low percent of students proficient.

We include all full academic year students who take any of our assessments in the Top-to-Bottom ranking. For students who take our alternate assessment, MI-Access, the way this is accomplished is that we take the student's scale score on the assessment they took (the three levels of our alternate assessment are Functional Independence, Supported Independence, and Participation), and standardize that scale score against all students who took that same assessment in the same subject, grade and year. This allows us to standardize scale scores from all assessments and then combine them into the three components of the Top-to-Bottom ranking. We do not limit the number of scores from the alternate assessment that can be included in the Top-to-Bottom ranking. See Appendix 13.E regarding accountability designation for special education centers.

We fully believe our Top-to-Bottom methodology is an improvement over the percent proficient ranking methodology that was part of the original PLA system, and believe this should be considered in a more general sense when asking states to rank schools. Although we can demonstrate that we

meet the requirements for number of schools identified under both methods, MDE stands by its revised ranking methodology as a more accurate and fair way to conduct a school ranking.

Reward Schools

- Generate a list that rank orders Title I schools in the state based on aggregate performance in reading/language arts and mathematics for the all students group over a number of years.
    - Use the original PLA methodology, which ranked schools on percent proficient and used only reading and mathematics.
    - Identified the top 5% of Title I schools as "high-performing"
- Generate a list that rank-orders Title I high schools in the state based on graduation rates.
    - Used the graduation rate over four year; identified any school with a graduation rate over 97% as high-performing.
- For each list, set a cut point.
    - Top 5% of the overall PLA list, and over 97% for graduation rate.
- We also generated a list of composite improvement rate for all schools and used only the reading and mathematics improvement composite, then flagged the top 5% of those schools as "reward' schools.
- Remove from the lists all schools not making AYP
    - Done
- Remove from the lists schools that have significant achievement gaps
    - Removed all Focus schools from this list.

Results:
Looking only at the Title I schools, we identify 109 Title I schools using the steps outlined above and 109 Title I schools using our three methods (high performing on our Top-to-Bottom ranking, high improvement on the improvement component of the Top-to-Bottom ranking, and beating the odds). Of those 109, 51 schools (or 47%) are identified by both methodologies. Fifty-eight schools are identified by our methods that are not identified by USED's; and 58 are identified by USED's that are not identified by ours (53%).

Of those identified by MDE's methodology that are not by USED's, 45 of those (78%) are identified by our Beating the Odds methodology, which looks at schools that can significantly outperform their expected outcomes or the outcomes of a comparison group of schools. There is no equivalent to this in the USED system, so therefore we would not expect coherence here.

Of those identified by USED's methodology that are not identified by USED's, these are largely elementary/middle schools (only three standalone high schools), and they are identified as either high achieving or high performing. We believe this indicates what we had previously stated about basing a ranking on percents proficient instead of our preferred and more precise formula of ranking schools based on their standardized student scale scores, improvement, and achievement. We also believe this reflects the inclusion of five tested subjects as opposed to only two.

It is MDE's belief that a 47% overlap between our preferred methodologies and the suggested methodologies of USED is sufficient.

Focus Schools Comparison

- Determine the number of schools that must be identified as focus schools.
  - In 2010-2011, we had 2006 Title I schools, so we needed to identify 201 schools as focus schools
- Identify the schools on the list generated by the overall rating in the accountability system that are Title I and have a graduation rate less than 60% and are not priority schools.
  - Zero.
- Identify additional Title I participating high schools that have graduation rate less than 60% and have not been identified as priority schools.
  - 5
- Determine the remaining number of schools that the SEA needs to identify as focus schools by subtracting the number of schools identified in steps 2 and 3 from the number identified in step 1.
  - 201-5 = 196
- Generate a list that rank orders Title I schools in the state based on achievement gaps between subgroups in a school over a number of years; set a cut point that separates highest achievement gap schools from others.
  - This is our focus schools metric; the average achievement gap between the top 30% and bottom 30% subgroups within each school, across all five tested subjects. The cut point is the value represented by the Title I school at the 10th percentile of this ranking.
- Using this method, we identify 340 Focus schools, 206 of which are Title I schools, and 5 of those are schools with graduation rates below 60% over three years.

Understanding the Top-to-Bottom Methodology

Commented [GA(1]: Moved from section 2.C.i

In 2011, MDE produced a comprehensive Top-to-Bottom ranking of all schools in the state. This ranking was developed based on the original methodology for identifying persistently lowest achieving schools, following the federal School Improvement Grant ranking formula requirements. Throughout the 2010-2011 school year, MDE modified the original PLA ranking based on extensive comments from stakeholders and internal evaluation of the methodology and data. Although the 2011 PLA list was still run using the original methodology (due to a technicality in state legislation), MDE produced the full Top-to-Bottom list as part of our "light of day" reporting initiatives. It gave schools a "low-stakes" look at their ranking on the new metric, provided them with important

diagnostic data for their schools, and afforded MDE the opportunity to educate schools and educators on the metric before it took on a more high-stakes nature.

The Top-to-Bottom list includes all ~~five~~four tested subjects (mathematics, ~~reading~~ELA~~, writing~~, science, and social studies) and graduation rate (when available). Each subject is measured using ~~three~~two indices: achievement and~~,~~ student growth/school improvement~~, and achievement gap~~. Achievement gap is now calculated separately for purposes of identifying Focus schools.

- Achievement: To obtain a measure of a school's achievement over all students in various grades and test types, we standardize each student's scale score on the test they took. This gives us a value that tell us how well each student did on that test compared to all others statewide who took that same test in that same grade and subject in a given year. This allows us to standardize out potential differences in difficulty of cut scores or tests not accounted for in the psychometric properties of the test, and also allows us to put all students on a similar metric so that we can combine it for overall school achievement. Additionally, given our recent change in cut scores, looking at the percent of students proficient would have made it impossible to accurately rank at the bottom of the distribution, as so many schools have zero percent of their students proficient. Using standardized scale scores makes this truly a normative ranking system, as the proficiency criteria are not reflected in a school's ranking.
- Improvement: ~~Student improvement is included in two ways –~~ Improvement is calculated using an error-adjusted mean student growth percentile (SGP) aggregated at the school level where SGP data exists. ~~integrating individual student-level growth data where available (reading and mathematics, grades 3-7) and examining school-level improvement rates where the student-level growth is not available.~~ Provisions are made so that higher-performing schools are not penalized if they lack room to show improvement.
- Achievement gap: This gap is calculated as the distance between the average scale score for the top 30% of students and the bottom 30% of students in that each school. Larger gaps decrease a school's overall ranking on the Focus schools list; smaller gaps help raise their ranking.

For schools with a graduation rate, the school is ranked on both the graduation rate as well as improvement in graduation rate, and this counts as 10% of the overall school ranking.

Each content index ~~counts equally toward~~ is weighted by the number of student scores in the final ranking, and a school receives a ranking if it has at least 30 full academic year students in both the current and the previous year in at least two content areas.

Each content area metric is based on achievement (1/2 of the metric) and improvement (1/2 of the metric). This creates a tension between high achievement and improvement over time. This

weighting will be monitored during the first 3-year accountability cycle to determine if modifications to the weighting may be necessary in order to take advantage of new and more accurate measures of growth.

In 2013-2014, MDE proposes modifications to the Top-to-Bottom Ranking to account for outliers.

Commented [GA(2]: Moved from section 2.C.i

Following the implementation of our ESEA Flexibility application in the 2012-2013 school year, MDE convened a group of stakeholder to discuss the metrics, and in particular, the Focus metric. There was a concern voiced by the field that schools were being identified as Focus Schools "only" because they had very high-achieving students. While this was not true in the majority of the cases, the resulting data analysis and discussions with the field helped MDE identify an issue with our Top-to-bottom ranking methodology: the impact of extreme z-scores from outliers in the assessment data. In order to address this issue, we propose a change to the overall Top to Bottom methodology by which we normalize the underlying student assessment distributions, and then cap the resulting z-scores at (-2, 2). This minimizes the impact of extreme z-scores. It is important to note that we do not drop those scores, but rather cap them and still include them in the ranking.

MDE believes this helps us to more appropriately identify schools in which there is systematic low-achievement and/or large gaps, as opposed to schools with a relatively small number of very high- or low-achieving students whose extreme z-scores exerted undue influence on the metric. Our predictive analyses also establish that we are not losing schools with large gaps between various demographic subgroups, including students with disabilities and demographic subgroups with this change in the overall Top-to-Bottom ranking methodology.

The Technical Appendix includes a rationale for TTB changes (see Attachment 13.C) and detailed business rules (see Attachment 13.B) on this methodology. We have also created a webpage with extensive resources for schools, districts and others to understand their ranking.

Finally, MDE has initiated a significant informational campaign regarding the Top-to-Bottom ranking methodology. This included presentations on the ranking during a 12-stop Accountability Tour around the state, a statewide webcast, recorded interactive presentations, and numerous hands-on presentations with schools, districts, and other organizations.

Figure 14 below demonstrates how the components of the accountability system work together to hold all schools accountable. If a school is a Priority school, it cannot be a Focus school or Reward school, and is "Red" on the Accountability Scorecard. Focus Schools, on the other hand, will be allowed to achieve the appropriate color on the Scorecard and will not automatically be considered

"red." Reward schools are drawn from those schools who are not Priority, Focus, or "Red" on the Scorecard, and are identified as high-achieving, high-improvement, or Beating the Odds.

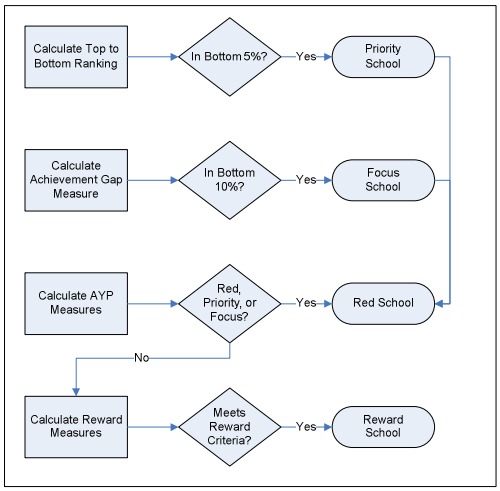
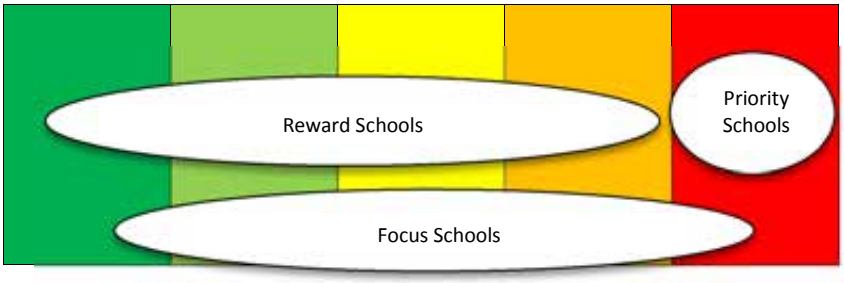


Figure 14. MDE's accountability system as a coherent whole.

The way that all schools are accounted for in MDE's accountability system as a whole is presented in Figure 15 below. As can be seen, all Priority schools are Red in the Red/Orange/Yellow/Lime/Dark Green color scheme, with Reward and Focus schools spanning the Green/Lime/Yellow/Orange boundary. All schools are included in the Dark Green, Lime, Yellow, Orange, and Red buckets—the color-coded Accountability Scorecard ensures that all schools receive a meaningful accountability status. A low-achieving school—for example, one that is ranked at the 10th percentile—with a small achievement gap would not be designated as a Priority school or a Focus school. However, it would still receive a "Red" rating, which indicates to the school and its stakeholders that there are areas of concern at that school.



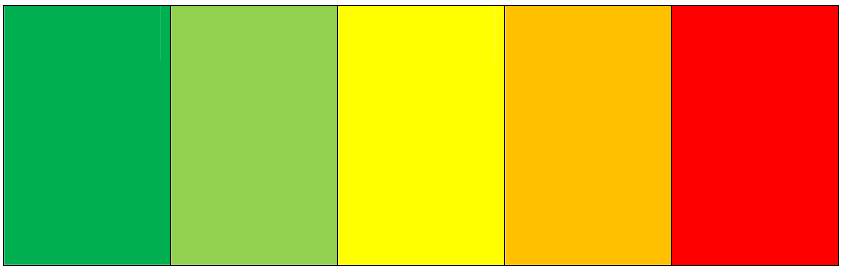
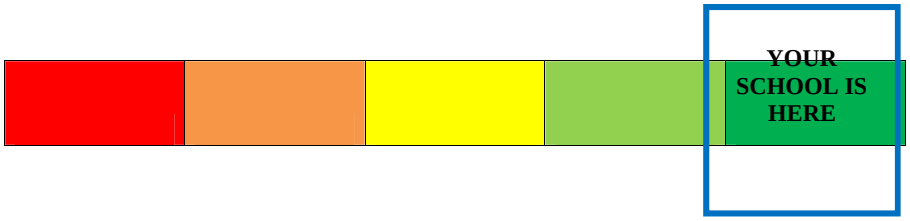


Figure 15. Venn diagram of schools in MDE's accountability system.

In the time between the initial submission to USED and the peer review opportunities, we heard more feedback from the field that raised concerns regarding the proposed Green/Yellow/Red color scheme, and that it did not provide sufficiently differentiated information to parents, stakeholders, and the education community regarding the performance of schools. MDE took this feedback under advisement and would like to propose a revised color scheme.

As opposed to a Green/Yellow/Red color scheme for the final school designation, MDE would now like to expand to six colors—Dark Green, Lime Green, Yellow, Orange, and Red for schools with proficiency results, and Purple for schools without proficiency status. This allows us to further differentiate the "yellow" category in particular. MDE plans to display these final colors in a continuum, to help parents understand where their school falls (see below for example). The Purple designation exists outside the continuum, because it is used as an indicator for schools without proficiency results. A purple status indicates a school that hasn't operated long enough to attain full academic year students and thus proficiency results. These schools are still responsible for meeting participation and other requirements, but are not addressed in remaining explanations because of this unique status.



In order to earn each color, a school has to earn a certain target number of points, as follows:

Less than 50%:	Red
50-60%:	Orange
60-70%:	Yellow
70-85%:	Lime Green

Over 85%: Dark Green

This provides for more differentiation, particularly in the formerly "yellow" category. A school can earn an orange rating or above by demonstrating, on average, improvement (as indicated by safe harbor) in all subjects and subgroups.

General business rules will stay the same, including:

- Red/yellow/green color coding within subject and subgroups (saving the more differentiated coding for the overall color scheme)
- Participation rules: For each "red" that a school earns in any subgroup/subject combination, their overall color is lowered one level. If a school earns two reds in the "all students" category in any two subjects, the school automatically earns an overall "red" rating. This is to prevent schools from choosing to not assess certain students.

Interactions between Priority, Focus and Reward school status and the Accountability Scorecard stay the same.

All Schools

All Michigan schools are required to carry out the following action steps each year:

- Complete a Comprehensive Needs Assessment (CNA);
- Complete an EdYes! Report using the School Systems Review or the Self-Assessment/Interim Self-Assessment for AvancED accredited schools
- Develop or revise a School Improvement Plan;
- Complete the Program Evaluation Tool;
- Provide an Annual Education Report to the public in accordance with Michigan law; and
- Submit other academic, financial and compliance data to the RESA and state as required.

MDE's proposed accountability system, submitted pursuant to this ESEA Flexibility Request opportunity, will not change the basic activities and submission requirements for schools. Rather, the new system will build on these basic elements to support rapid improvement and change for schools that are most in need of support.

Focusing on Achievement Gaps and Low Achieving Subgroups

Commented [GA(3]: Moved from section 2.B

MDE has developed an innovative strategy to aggressively address our achievement gaps and to ensure that strategic focus is placed on closing gaps by improving the achievement of those students who are still being left behind in their schools. To do this, we will add the "bottom 30%" subgroup to the current nine demographic subgroups already required under NCLB. Here's how this will happen:

- Each student's scale score on a given content area, grade level, and test (e.g. alternate versus general) is transformed into a z-score in comparison to students taking the same test in the same content area in the same grade level across the entire state. The z-scoring allows for comparison of scores across grade levels and test types to assure that all students are accounted for and to assure that a subgroup is created wherever 30+ Full Academic Year students take the test regardless of grade level.

  The averaging of z-scores means that the system is a fully compensatory system. If all else is equal, an improvement in any one z-score will result in an improvement in the grand mean z-score. If all else is equal, a decline in any one z-score will result in a decline in the grand mean z-score. It also means that a change in a single z-score cannot have an overly large impact on the grand mean z-score. We find that to be an appropriate outcome, in that improved achievement in only one area should not result in a dramatic rise in the overall index, but improved achievement in the majority of areas should.

- The lowest scoring 30% of students are identified in the "bottom 30%" subgroup.

- The school is then expected to make either the proficiency or the improvement targets for that "bottom 30%" subgroup, in addition to the other nine subgroups and the whole school targets.[6]

We believe the addition of this subgroup has many benefits. First, it requires that schools be strategic and specific about closing the achievement gap by requiring them to improve the achievement of their lowest performing students, regardless of the demographic subgroup of those students. If we are serious about closing achievement gaps, we have to identify those students who are furthest behind and hold schools accountable for doing something about those students.

It helps reduce the "masking" effect that can occur when using only the nine traditional subgroups. If a low performing student is in a high-performing subgroup, this student will be missed by the accountability system—the group as a whole will meet the target, and the school will likely focus

[6] Every school with at least 30 Full Academic Year students will have a bottom 30% subgroup calculated for Accountability purposes. MDE plans to continue to utilize its current methodology for generating an Accountability status for very small schools; this methodology makes use of a sliding confidence interval along with multi-year averaging to allow us to identify an Accountability status for all schools in the state.

their attention elsewhere. By including a bottom 30% subgroup, schools now have to be intentional about those students.

This methodology also ensures that all schools have at least that subgroup. One criticism of the current subgroup methodology in AYP is that schools in more diverse areas are penalized for this diversity, as they now have more targets to meet because they have more subgroups.[7] In 2010-2011, there were over 700 schools in Michigan who did not have a subgroup (beyond the majority student "subgroup"), and many more who only had one additional subgroup. However, we know that low-performing students are in every school, and that for many of them, attending a "successful" school may not be translating into personal success and progress. By including a bottom 30% subgroup, all schools have to address the needs of their lowest performing students, even if they are not identified using the traditional methodology.

Below is MDE's estimated subgroup accountability comparison as requested by USED.

	Number of schools held accountable for one or more ESEA subgroups	Percentage of schools held accountable for one or more ESEA subgroups	Number of students in ESEA subgroups included in school-level accountability determinations (non-duplicated count)	Percentage of students ESEA subgroups included in school-leve accountability determinations (non-duplicated count)
Under NCLB	2906	83%	1411522	93%
Under ESEA flexibility	3521	100%	1518597	100%

If a school is improving the performance of its bottom 30% subgroup, they are also improving the performance of all of their other subgroups, as well as their whole school. The bottom 30% identifies the portion of each subgroup that is low performing. We think this is a powerful tool to actually close achievement gaps, both overall and within each subgroup.

We plan to also retain the nine traditional subgroups. Originally, MDE suggested that we hold schools accountable only on the overall performance of all students, and the performance of the

[7] This is due to the fact that a school is required to have at least 30 Full Academic Year (FAY) students in a particular demographic subgroup in order to be held accountable on that subgroup.

bottom 30% subgroup, with the rationale that the bottom 30% captures the *low-performing* segments of each subgroup. As we reviewed the application and the proposal with stakeholders, however, they voiced concerns that we would lose the focus on individual subgroups that has been a critical component of NCLB for a decade. There was also concern that schools would not be able to understand the interventions necessary if we did not look both at the lowest performing students AND the students in the nine traditional subgroups. The combination of those demographic subgroups with the bottom 30% subgroup ensures that schools focus both on groups that have been historically underrepresented or neglected in the educational context while at the same time adding the specific focus on the lowest performing members of those groups (as described above).

This point merits emphasis. **MDE proposes to continue to hold schools accountable on the performance of all nine ESEA subgroups, *as well as* on the performance of the new subgroup, the bottom 30% subgroup**. Therefore, schools must not only show improvements with their lowest-achieving students, regardless of demographics, but they must also monitor performance and show improvements in each of their demographic subgroups as well. It is a dual structure of unmasking students—students who may have been masked in one methodology are revealed in the other.

In further analysis of that bottom 30% subgroup across schools, we have found that all nine ESEA subgroups are represented in that bottom 30% subgroup. What happened in schools is that students in those subgroups who were previously hidden from accountability because they were in subgroups that were too small to be detected, or because their performance as masked by higher-achieving students in those same subgroups. Now, all of those students are picked up and combined in the bottom 30% subgroup.

Overall Scorecard Compilation

Commented [GA(4]: Moved from section 2.B

MDE has been engaged in the past several years in a series of initiatives to increase the accessibility of our data and reporting, to ensure that schools, parents, and other stakeholders can more easily find and understand information about their school. These projects have included the creation of more user-friendly "lookup" tools, increased resources on our website, and concerted efforts to create tools that assist end users with understanding the data and metrics. Additionally, in coordination with the Center for Educational Performance and Information (Michigan's education data agency), MDE has developed and rolled out a new data portal, MiSchoolData.

The MI School Data portal is a critical element that allows us to specify a theory of action that calls for an accurate diagnosis of school challenges using data analysis and professional dialogue, as it provides an extensive set of data for stakeholders to access. It includes information about assessment trends, school demographics, graduation/dropout rates, staffing information and educator effectiveness.

Building on these initiatives and the lessons learned from them, as well as on MDE's desire to leverage "light-of-day" reporting and transparency more efficiently to help communicate important information about the performance of schools to the public, we will take the opportunity presented by ESEA Flexibility to redesign our school report card, as described below.

The key elements of this new Accountability Scorecard will be:

- Easy-to-understand color scheme (Red, Orange, Yellow, Lime Green, Dark Green, and Purple) so that schools can see at a glance where their areas of strength, caution, and weakness are, and target their efforts appropriately.
- Clear labels for Priority, Focus and Reward schools, helping stakeholders understand how the two types of metrics fit together.
- The ability to click through and see more detailed information on any given subject or subgroup, while at the same time retaining a simple, at-a-glance overview.

Determining the Colors

Commented [GA(5]: Moved from section 2.B

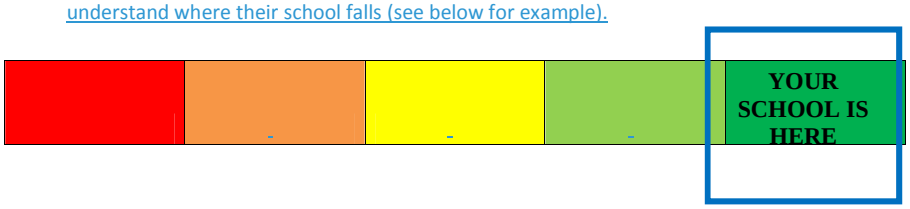
As indicated in section 2.A.i above, the MDE will continue to work with stakeholders, including the Michigan Legislature, over the next year to align state and federal accountability systems and determine the most meaningful scorecard indicators to use, including the steps necessary to transition from colors to a new schema by the next high-stakes accountability cycle in 2017.

Colors will be determined for each school using the following set of business rules:

- The whole school will receive a Red, Orange, Yellow, Lime or Dark Green rating for each subject. Each subgroup will receive a Red, Yellow, or Green rating for each subject. Each group/subject Red rating means that a school did not meet the proficiency OR the safe harbor improvement target. Yellow means the school met the safe harbor improvement target only. Green means the school met the proficiency target (or that the bottom 30% subgroup met the safe harbor target).
- Schools and LEAs that have no proficiency results due to having no full academic year (FAY) students will receive an Accountability Scorecard with existing accountability results (participation, compliance factors). These schools and LEAs will receive an overall Purple rating in lieu of a Dark Green or Lime to denote the absence of proficiency results. Red, Orange, and Yellow may also be earned if the school or LEA does not meet the participation or reporting requirements.

- In order to recognize the challenges that all Michigan schools face with closing achievement gaps, the bottom 30% subgroup's proficiency outcomes will display colors and points in individual cells based on whether the subgroup met its proficiency or safe harbor target, however only the points will roll up to the building and LEA Scorecard. This will provide a more meaningful statewide distribution of overall Scorecard statuses while still providing a valuable diagnostic to schools. Schools and LEAs with individual Red cells in the Bottom 30% subgroup will not earn higher than a Lime overall Scorecard status.
- If a school fails to assess at least 95% of their students overall or in a subgroup (with the exception of the bottom 30% subgroup, as it is only defined once students have already tested), the school automatically receives a Red in that subject. If a school receives two Red participation ratings in the "all students" category, the school's overall status will default to Red. The purpose for this strict participation requirement is to prohibit schools from strategically choosing which students not to assess in order to raise their overall proficiency scores.

To determine the final overall color for the school, each subgroup color in each subject will be assigned a point value. This allows us to further differentiate the "yellow" category in particular. MDE plans to display these final colors in a continuum, to help parents understand where their school falls (see below for example).



In order to earn each color, a school has to earn a certain target number of points, as follows:

Less than 50%: Red
50-60%: Orange
60-70%: Yellow
70-85%: Lime Green
Over 85%: Green

This provides for more differentiation, particularly in the formerly "yellow" category. A school can earn an orange rating or above by demonstrating, on average, improvement (as indicated by safe harbor) in all subjects and subgroups.

General business rules will stay the same, including:

- Red/yellow/green color coding within subject and subgroups (saving the more differentiated coding for the overall color scheme)
- Participation rules: For each "red" that a school earns in any subgroup/subject combination, their overall color is lowered one level. If a school earns two reds in the "all students" category in any two subjects, the school automatically earns an overall "red" rating. This is to prevent schools from choosing to not assess certain students.
- Interactions between Priority, Focus and Reward school status and the Accountability Scorecard stay the same.

As demonstrated below, Michigan will display and include graduation rates for all traditional subgroups in the Accountability Scorecard. The Bottom 30% subgroup is based on academic status and cannot be accurately included on the Accountability Scorecards. Michigan will comply with ED's State Report Card Guidance and include a simplified Bottom 30% subgroup cohort graduation rate and disclaimer on the State and LEA report cards.

Four example Accountability Scorecards are presented below for example schools that achieved an overall Green (Figure 34), an overall Orange (Figure 35) an overall Red (Figure 36) and an overall Lime because of having one Red Bottom 30% subgroup cell (Figure 37).

SAMPLE ELEMENTARY NAME — STATUS: GREEN

SAMPLE DISTRICT NAME — REWARD SCHOOL

Student Group	Content Area				
	Mathematics	Reading	Writing	Science	Social Studies
All Schools	2	2	2	2	-
Bottom 30%	2	2	2	2	-
American Indian or Alaska Native	-	-	-	-	-
Asian	-	-	-	-	-
Black or African American	2	2	2	1	-
Native Hawaiian or Pacific Islander	-	-	-	-	-
White	2	2	2	2	
Two or more races	-	-	-	-	-
Hispanic of any race	1	2	2	1	-
Economically Disadvantaged	1	1	1	1	-
English Language Learners	-	-	-	-	-
Students with Disabilities	1	1	1	1	-
Overall	45 / 56 = 80% of points earned				

Graduation Rate: XX% | Attendance Rate: XX%

Educator Evaluations: In Good Standing

Compliance Factors: None

MICHIGAN Department of Education

Figure 34. Sample Accountability Scorecard for a school achieving an overall Green.

SAMPLE ELEMENTARY NAME — **STATUS: ORANGE**

SAMPLE DISTRICT NAME — **FOCUS SCHOOL**

Student Group	Content Area				
	Mathematics	Reading	Writing	Science	Social Studies
All Schools	1	2	1	1	-
Bottom 30%	0	2	2	0	-
American Indian or Alaska Native	-	-	-	-	-
Asian	-	-	-	-	-
Black or African American	1	1	2	1	-
Native Hawaiian or Pacific Islander	-	-	-	-	-
White	2	2	2	1	
Two or more races	-	-	-	-	-
Hispanic of any race	1	2	1	1	-
Economically Disadvantaged	1	1	2	1	-
English Language Learners	-	-	-	-	-
Students with Disabilities	1	1	0	0	-
Overall	33 / 56 = 59% of points earned				

Graduation Rate: XX% **Attendance Rate: XX%**
Educator Evaluations: In Progress
Compliance Factors: SIP Not Submitted

MICHIGAN Department of Education

Figure 35. Sample Accountability Scorecard for a school achieving an overall Orange.

SAMPLE ELEMENTARY NAME — **STATUS: RED**

SAMPLE DISTRICT NAME — **PRIORITY SCHOOL**

Student Group	Content Area				
	Mathematics	Reading	Writing	Science	Social Studies
All Schools	1	1	1	1	-
Bottom 30%	2	2	2	0	-
American Indian or Alaska Native	-	-	-	-	-
Asian	-	-	-	-	-
Black or African American	1	1	1	0	-
Native Hawaiian or Pacific Islander	-	-	-	-	-
White	1	1	1	0	
Two or more races	-	-	-	-	-
Hispanic of any race	0	1	1	0	-
Economically Disadvantaged	1	1	1	0	-
English Language Learners	-	-	-	-	-
Students with Disabilities	1	1	1	0	-
Overall	24/ 56 = 43% of points earned				

Graduation Rate: XX% **Attendance Rate: XX%**
Educator Evaluations: Not Submitted
Compliance Factors: SIP Not Submitted

MICHIGAN Department of Education

Figure 36. Sample Accountability Scorecard for a school achieving an overall Red.

SAMPLE ELEMENTARY NAME — **STATUS: LIME**

SAMPLE DISTRICT NAME — **REWARD SCHOOL**

Student Group	Content Area				
	Mathematics	Reading	Writing	Science	Social Studies
All Schools	2	2	2	2	-
Bottom 30%	2	2	2	0	-
American Indian or Alaska Native	-	-	-	-	-
Asian	-	-	-	-	-
Black or African American	-	-	-	-	-
Native Hawaiian or Pacific Islander	-	-	-	-	-
White	2	2	2	2	
Two or more races	-	-	-	-	-
Hispanic of any race	-	-	-	-	-
Economically Disadvantaged	-	-	-	-	-
English Language Learners	-	-	-	-	-
Students with Disabilities	-	-	-	-	-
Overall	22 / 24 = 92% of points earned				

Graduation Rate: XX% **Attendance Rate: XX%**

Educator Evaluations: In Good Standing

Compliance Factors: None

MICHIGAN Department of Education

Figure 37. Sample Accountability Scorecard for a School Achieving an overall Lime because of the Bottom 30% subgroup achieving a Red.

This system helps to counter the perception that there are "too many ways to fail AYP," a common criticism that we have heard over the last ten years of No Child Left Behind. In this system, a school has some wiggle room, in recognition of the fact that schools are complex ecosystems and changing performance is not always a linear process. Introducing the "Orange-Yellow-Lime Green" concept (which is essentially translated to making AYP—with cautions) means that we have the ability now to differentiate school performance beyond the former dichotomous make/did not make designation that lost a lot of the nuance about where schools were doing well and where they were doing poorly.

We also believe that the proposed Accountability Scorecard is highly intuitive to users, which is particularly important since education touches everyone but not everyone is a professional educator or has extensive data training skills. The five-color scheme is intrinsically familiar to everyone; and the grading scale for a school's final color mimics an actual traditional grading scale, with which everyone is acquainted.

MDE has used stakeholder input extensively to address concerns about how these color categories are assigned. Initially, we had only three colors (Red-Yellow-Green), understanding that, particularly in the first several years of this system, we would be likely to have a large "Yellow" category. This was a point of discussion with our stakeholder groups, many of whom felt we should make the "Green" category larger and the "Yellow" category smaller. After reviewing the data, MDE still believes this is appropriate given our current performance. While many of our schools are not

"failing," very few of them are succeeding at the level that we need them to succeed (i.e., preparing students for career and college), making Yellow (with its cautionary message) an appropriate color for these schools. Yellow is also important in terms of being able to utilize the accountability data to appropriately target supports for continuous improvement of all schools. When a school has an overall Yellow rating, it becomes necessary to look at the colors within the subjects, and assess the reasons for that Yellow rating.

However, following the submission of our initial ESEA flexibility request, we determined that we could get more specific with stakeholders by breaking our three-color categories down still further. We introduced two new colors, Orange and Lime, which allow for more clarity and detail about how schools are performing. Thus, our former "Yellow" category is more nuanced and allows for a clearer picture of school achievement over time.

The Red category will also serve as a warning system for schools with regard to their potential to become a Priority school. The Red category will include more schools than the lowest 5% of schools. This is appropriate, because although a school may not be in the lowest 5%, they may be close, and the Red designation can be used to alert them to the fact that they are in a danger zone. Importantly, the colors within subjects and subgroups can then help them to target their work more efficiently so that they can increase achievement, close gaps, and improve subgroup performance strategically where it is most needed.[8][9]

Determining a Scorecard for LEAs

MDE will produce a scorecard (using the green/yellow/red color scheme described above) for each LEA as well as each school. All calculations and factors will be the same, but results will be aggregated to the district level. MDE plans to treat the district as one large school, so to speak, rather than calculating a green, yellow or red status for each grade level within the district.[10] Treating the district as one unit will help with clarity of results, and will also push districts to play an active role in the accountability and the supports. This means that subgroups will be detected more quickly in the district now; the n-size of 30 students will only need to be reached district-wide for that subgroup to appear on the Scorecard, as opposed to 30 in elementary, middle and high school. This will be particularly helpful in terms of detecting and holding districts accountable for the performance of their limited English proficient students. Only 71 of 200 districts that have LEP students currently receive a district level AYP designation for their LEP subgroup, because they do not have 30 students at each of the grade levels. This change will now hold more

[8] For determining Accountability in small schools, MDE intends to continue to use its current small schools methodology for AYP, which includes multi-year averaging, as well as a sliding confidence interval for making Accountability determinations.

[9] MDE intends to continue to utilize current calculation practices for the Accountability Scorecard, such as including formerly special education students and formerly limited English proficient students, multi-year averaging, indexing across grades, and other technical details to calculate Accountability.

[10] This change has been proposed in MDE's 2011-2012 Accountability Workbook and was implemented in 2011-12.

districts accountable for these students.

~~MDE also plans to produce a Focus Districts list starting in 2012-13, where districts are ranked by the size of their achievement gap in the same manner as schools. We are concerned that some districts may choose to segregate their lowest performing students in one building, in order to keep achievement gaps smaller in their other buildings. One critically important element in designing high-stakes accountability systems is to be very strategic about avoiding unintended consequences – such as potentially increasing the segregation of schools by requiring schools to focus on their achievement gaps. By producing a district Focus list, districts have to be accountable for the size of their achievement gap overall, as well as within certain schools. MDE will publish a list of these Focus Districts, utilizing "light of day" reporting to flag districts in which it appears gaps are occurring on a district level (not just at a school level). In 2014-2015, when the Smarter Balanced assessments are adopted and implemented, we will examine the possibility of attaching consequences to the Focus Districts, but will produce the report for research and evaluation until that point.~~

~~If districts begin to segregate low-achieving students into certain schools and allow them to be "failure factories," the achievement gap will not close. Furthermore, if a district pre-emptively segregates students whom they perceive have the potential to be low-achieving into certain schools, we lose substantial ground that has been made in the desegregation of schools and the integration of all races, disabilities and languages into open access schools.~~

Other Academic Indicators

MDE proposes to include the following elements in the Accountability Scorecard: graduation rate, attendance, participation, educator evaluations and compliance with state law.

Graduation Rate

As is currently done in AYP, we propose to hold schools accountable for making the 80% graduation rate target. If the school does not meet the target, it has an opportunity to make it on safe harbor, which is defined (as previously) as the reduction of 25% of the gap between the current graduation rate and the 80% target. If a school has the graduation rate of 80%, it will receive a "Green" for graduation rate; if it makes the graduation rate improvement target, it will receive a "Yellow"; and if it misses both the rate and the improvement target, they will receive a "Red." A "Red" on this indicator will function the same way as any other "Red"—a school cannot be "Green" if it has a "Red."

Although graduation rate is an important indicator, MDE feels that placing too much emphasis on graduation incentivizes schools and districts to graduate students who are not proficient, and therefore not considered career- and college-ready. Given the demands of MDE's high school

curriculum, as well as the rigor of our new cut scores, MDE wants all students to be exposed to rigorous content and to be held accountable for learning that content. If schools and districts are not held accountable first and foremost for the extent to which students learn that content and meet those expectations, then the opportunity for inappropriately graduating students is too great. Keeping the weighting at 16% allows MDE to hold schools accountable for the graduation of their students, but does not allow graduation to overwhelm the performance, improvement and achievement gap measures, all of which MDE believes are central to our core mission of improving the career and college readiness of all students in the state.

Attendance

In order to ensure that schools without a graduation rate have an additional indicator, we will continue to use attendance rate for elementary/middle schools. This is either a "Green" (the school met the target) or a "Red" (the school did not meet the target).

Participation

As mentioned previously, participation will be calculated in conjunction with each subject and subgroup, and a school must assess 95% of students. One "Red" for participation keeps a school from being "Green" overall; two "Reds" for participation in the "all students" category mean that a school is automatically "Red" overall. This is to prevent schools from not assessing students, particularly those low-performing students in subgroups.

One common (and somewhat misleading) comment we received from stakeholders is that it's too easy for "one student" to cause a school to miss a participation target. This is only true in schools with very small subgroups or numbers of students. In a school with 100 students, for example, 95% participation is 95 out of 100 students, leaving five students who, if not assessed for some reason, will not hurt the school. It is true that the 6th student to not be assessed would put the school over their limit, but there are five other students who were not assessed first.

However, to account for the fact that a very small school or very small subgroup can be negatively impacted by only one student, we propose that if more than 5% of the population OR two students, whichever is greater, is not assessed, the school fails to meet its participation target. For example: if a subgroup has 30 students in it, 5% of 30 students is 1.5 students. In this case, we would round up and say that the school needs to assess 28 of 30 students in order to meet the target.

Educator Evaluations: Reporting Effectiveness Labels

In order to strengthen our ability to ensure compliance from districts in terms of implementing their local evaluation systems (as well as the state evaluation system), we will give schools credit for reporting 100% of their educator effectiveness labels and at least 95% of their students in the

Teacher Student Data Link (TSDL) collection. This will be either a "Green" or a "Red" indicator—either the school reports 100% of its required labels and 95% of its students in the TSDL and receives a Green, or it does not and receives a Red. Transparency with parents and other stakeholders is critically important, and including this important measure of quality on the Accountability Scorecard is a key element to that.

Compliance with State Law

Schools are required by state law to have a school improvement plan, and to complete School Performance Indicator reports. These data are a necessary element of this systematic diagnosis of the school, their strengths and weaknesses, and developing and monitoring a plan. Therefore, we will give a school credit for submitting a school improvement plan and completing their School Process Rubrics. These data are then used in schools for their data analysis discussions and for targeting instruction and reforms.

Graduation Rate Proposal for MDE's Accountability Scorecard

Commented [GA(6]: Moved from section 2.C.i

MDE proposes that we integrate graduation rate into the accountability scorecard in the following manner:

- Treat graduation rate as an additional subject in the scorecard, giving it equal weighting with the other five tested subjects. This means each subject will be 16.66% of the final score.
- Schools will receive two points for meeting the graduation rate target (80% graduation) in each applicable subgroup as well as the all students group, one point for meeting the improvement rate, and zero points for failing to meet either goal.

The graduation rates used in both the Accountability Scorecard and the Top-to-Bottom list are MDE's approved cohort graduation rates, as generated by the cohort graduation rate methodology required by USED.

	Math	Reading	Writing	Science	Social Studies	Graduat Rate
All Students						
White						
Black						
Hispanic						
Asian						
A/PI						
Multi						
SWD						
ED						
LEP						

Bottom 30%						XXXXXXXXX

Accountability for Small Schools and Alternative Schools

Commented [GA(7]: Moved from section 2.C.i

In order to receive a ranking, a school is required to have at least 30 Full Academic Year students in both the current and previous year in at least two tested content areas. This means that very small schools, or schools with a small number of full academic year students, do not receive a ranking and therefore are ineligible to be Priority, Focus or Reward schools. These schools tend to be very small charter schools, alternative education schools, and very small rural schools. Although it is appropriat for those schools not to receive a ranking in the current methodology (due to the N-size requirement for stable and reliable calculations), we also recognize that those schools need to receive reasonable and meaningful accountability designations.

MDE's minimum N-size of 30 students is based upon investigation of research and scholarly papers that indicated the number thirty was large enough to yield statistically reliable results. Subgroups with less than 30 students will still be reported to the school or district for instructional purposes but not included in accountability determinations.

MDE's compromise between the competing goals of more disaggregated reporting and greater statistical reliability is to set the minimum number of students at 30. MDE is not alone in choosing an N-size of 30. It appears the majority of other state's accountability systems have come to the same conclusion. More than half of all states chose 30 or 40 as their minimum N-size for federal accountability systems required under the No Child Left Behind Act.[11]

In the current Top-to-Bottom ranking, the minimum n-size means that rankings are not produced for very small schools. However, small schools do receive a scorecard designation. Given the changes in Michigan's naming cycle, we propose continuing to produce Scorecard designations for small schools and continuing to exclude them from the Top-to-Bottom ranking.

However, in terms of alternative schools (of any size), Michigan would like to join other states in identifying an appropriate accountability system that is meaningful to alternative schools. This fits with the ESEA Flexibility guiding principle of differentiated accountability and supports. To accomplish this goal, Michigan proposes the following transition timeline:

Spring 2015: Re-convene stakeholder group; develop a data-based definition of alternative school. We also hope to potentially work with our legislature regarding putting this definition in statute.

Fall 2015-Spring 2016: Conduct an internal pilot and seek USED approval on the proposed system.

[11] U.S. Department of Education, Office of Planning, Evaluation and Policy Development, Policy and Program Studies Service, *State and Local Implementation of the* No Child Left Behind Act, *Volume IX—Accountability Under* NCLB: *Final Report*, Washington, D.C., 2010.

School Year 2016-2017: Pilot the system for all alternative schools meeting the agreed-upon definition.

Center-based schools (i.e. those with 100% students with disabilities) are currently removed from our Top-to-Bottom ranking, but still receive an annual Accountability Scorecard and will remain so under state law.

Priority Schools

Schools at the bottom 5% of MDE's Top-to-Bottom list will be identified as Priority schools. Pursuant to Michigan law, all schools in this category are under the purview of the Michigan School Reform/Redesign Office (SRO). Priority school supports and interventions, including Title I set-asides and the Statewide System of Support are described in detail in section 2.D. Evidence of intervention effectiveness and plan implementation for Priority schools is detailed in section 2.G. ~~The responsibilities of the SRO are as follows:~~

~~Identification of Priority schools (also considered Persistently Lowest Achieving (PLA) schools per Michigan legislation);~~

~~Notification of school boards/charter school authorizers with Priority schools;~~

~~Review of reform plans with recommendations for approval or recommendations for revision and resubmission;~~

~~Notification to school boards/charter school authorizers of Plan Approval/Disapproval;~~

~~Ongoing monitoring and documentation of implementation of reform plans;~~

~~Establishment of the Reform/Redesign District comprised of schools whose plans were disapproved, and those schools not making significant growth toward student achievement; and~~

~~Decision regarding LEA oversight of PLA schools or transfer to the Reform/Redesign District.~~

~~In addition to general oversight, the School Reform/Redesign Office provides technical assistance and professional learning support to address the fidelity of implementation of the reform plans. Monitors working with the schools not only address the general compliance with its plan, but support a range of implementation considerations through coaching and a professional learning program. The School Reform/Redesign Office provides strategic support through the following efforts:~~

~~Coordination of MDE reform efforts to ensure thorough integration of activities and monitoring of Priority schools;~~

~~Review and analysis of state policies and legislation that might cause barriers to rapid turnaround in schools;~~

~~Development of policies and strategies to support effective school leaders in Priority schools;~~

~~Strengthening of teacher effectiveness in Priority schools through a combined program of "just-in-time" technical assistance, along with a program of professional learning that is job-embedded, uses best practices, and is linked to Michigan's Teaching and Learning Framework and the Common Core standards; and~~

~~Identification and development of tools and resources to ensure schools implement redesign plans using outcomes-based practices that are designed specifically for rapid turnaround.~~

~~Based on all of these efforts, the School Reform/Redesign Office will develop a district intervention model for rapid turnaround that will be used to sustain school level interventions at the district level.~~

~~The goal of this model is to address the components of reform, as outlined throughout this~~

~~proposal, and to strengthen district-level systems that will increase the fidelity with which schools can implement their reforms. The creation of the School Reform/Redesign Office was crucial for Priority schools to develop this capacity for a number of reasons. First, it created a central office within MDE to oversee monitoring and decisions about all Priority schools, no matter whether they are Title I funded or not. Second, the SRO bridges a number of programs and offices within MDE that are directly or indirectly involved in addressing moving reform targets and encourages cross-office collaboration to address the broader, holistic needs of Priority schools. As such, the SRO will also anchor some specific collaborative initiatives, such as the development of supports to eliminate the various achievement gaps that exist within individual schools or districts, as well as statewide for certain subgroups.~~

~~The School Reform/Redesign Office is the last opportunity for Priority schools to address persistently low achievement with some focused options while staying under the governance of the local school district. Schools adopt one of the four federal reform models (1003g School Improvement Grant) while under the supervision of the School Reform/Redesign Office. Schools will engage in a year of reform planning, and continue with up to three years of monitoring and support during implementation before decisions about governance and control are made.~~

~~Before we describe our Priority School interventions, we recognize that these schools are all going to look very different from one another. Based on our analysis, we can see the bottom 5% of the state's Top-to-Bottom list is comprised of urban, rural and suburban schools, small and large schools, charter and traditional schools, schools with all types of grade configurations, and schools with radically different approaches to teaching and learning. Some schools will have been in the bottom 5% for some time, while others may be experiencing only temporary troubles.~~

~~Thus, there will not be a "one size fits all" approach to solving the problems in these buildings, because there are many different reasons why these problems exist in the first place.~~

~~Specific, Diagnostic Interventions~~

~~MDE will allow for customized interventions and supports to be developed at the local level, with support from an array of experts. This is why subcategories of performance exist, as depicted in Table 6. The state will need to understand and accommodate many different types of concerns within each of its Priority Schools in order to ensure a targeted, effective remedy. This will require extensive coordination among MDE offices, stakeholders, and experts.~~

~~To begin, however, all Priority schools will be required to undertake the following, to ensure turnaround and success:~~

- ~~Notify families of students attending the Priority school of its Priority school status, the reasons for its identification and the school's and district's plans to improve student achievement. (MDE will offer template letters that specify required elements, but schools will be allowed to customize the letter in order to tell their story accurately.)~~
- ~~Conduct a data-based professional dialogue with district and school staff, designed to ascertain root causes of the large achievement gaps, and identify 1-2 major shifts in teaching/learning practice that hold the potential to substantively shift the performance of the school and post these Instructional Priorities in a "diagnostic" addendum to the school's improvement plan in the AdvancED School Improvement portal.~~
- ~~Conduct a district-level professional dialogue (with participation of any Focus and Priority schools in the district) to identify 1-2 major shifts in district practice, procedures and systems that would increase the ability of struggling schools to make rapid changes in practice.~~
- ~~Implement a state-approved Reform/Redesign Plan aligned to their needs over the course of four years: one year of planning and three years of implementation. The four Reform/Redesign options are:~~
    - ~~Closure;~~
    - ~~Restart as a charter school;~~
    - ~~Turnaround; and~~

- ~~Transformation~~

- ~~Prepare to implement Reform/Redesign plans by making necessary revisions to incorporate building and district changes of practice into School and District Improvement Plans and the district's consolidated application for federal funds.~~

  - ~~Participate in a comprehensive, job-embedded professional learning program that is designed to increase capacity for turnaround by providing tiered supports for administrators, teacher leaders, and teachers around the following:~~

- ~~Effective ways to understand and address the root causes of their performance issues;~~
- ~~Successful implementation of the components of the four reform/redesign models, and considerations for the design of effective school reform plans;~~
- ~~Effective instructional practices, including specific supports for differentiated instruction, management of learning practices, implementing rigorous standards and learning tasks, and utilizing technologies to support learning;~~
- ~~Implementation of a multi-tiered system of supports for professional learning, mentorship, community engagement, and other critical practices~~
- ~~Identification and response to challenges to the reform effort, with progress monitoring tools in core subjects and skills;~~
- ~~Data utilization for curricular and instructional policy and formative student assessment; and~~
- ~~Any other strategies or approaches necessary to improve performance and reduce achievement gaps.~~

- ~~Participate in the Superintendent's Dropout Challenge by identifying 10-15 students in all elementary, middle and high schools who are nearing or in a transition year with multiple dropout risk factors and provide research-based supports and interventions. MDE has data that indicates higher performance in participating schools compared to non-participating schools in both graduation rate and dropout rate.~~

~~MDE's approach to Priority Schools brings deeper, more customized assistance to schools experiencing performance challenges. In addition, our revised approach better prepares districts to support their schools on an ongoing basis. Similar customized assistance to special education centers that are not designated as Priority schools is addressed in Appendix 13.E.~~

~~Michigan's Revised Statewide System of Support (SSoS)~~

~~Our new Statewide System of Support will supplement the efforts of districts and schools that receive Title I funding as they undertake reform/redesign work, in the following ways:~~

- ~~Offer program supports that are provided by regional educational service agencies:~~

- ~~A trained School Improvement Facilitator from the regional educational service agency will be part of a School Support Team that meets with the school to support and monitor school improvement efforts; and~~
- ~~Implement appropriate RESA-provided components:~~
  - ~~Content Coaches~~
  - ~~Professional learning aligned with the building needs~~
  - ~~Culture/Climate intervention (e.g., behavioral support systems, cultural competency building among staff and students)~~
  - ~~MDE approved Restructuring model from an outside provider~~

- ~~Offer MDE-level desk reviews of School Improvement Plans, to ensure they accurately identify the root causes of local performance challenges and contain the elements necessary to address them.~~

- ~~Provide ongoing monitoring and technical assistance through the efforts of a local School Support Team (SST), staff from MDE's Office of Educational Improvement and Innovation, the School Reform/Redesign Office, local RESA officials, and other experts as appropriate.~~

~~Administer Surveys of Enacted Curriculum (SEC) to all core content teachers to analyze the degree of alignment between current instruction and state standards and assessments.~~

- ~~Facilitate a Diagnostic Data Dialogue to identify root causes and remedies:~~

- ~~Step 1: Upon identification, the state provides a data wall for each identified Title I Priority School that displays not only existing achievement data but also new context/process data.~~

  - ~~Step 2: An Intervention Specialist trained and certified by Michigan State University facilitates a diagnostic data dialogue session designed to arrive at a shared interpretation of the results and additional context data, 1-2 critical root causes, a small number of strategies capable of accomplishing the improvement trajectory that put students at the school on track for success, and district system support needed for the effort. This will form the backbone for the development/revision of the school's School Improvement Plan and Reform/Redesign model; for that reason, before the rewriting and consolidated application work begins, the written product from this session (naming root causes and intended teaching/learning changes) will be posted for review by, building, district, ISD/RESA, and MDE's Field Services representatives.~~

~~For Priority Schools, we expect that the strategies that emerge from these facilitated Professional Dialogues will be a customized form of launch, recalibration or deepening of the~~

multi-tiered system of supports that has proved so successful in improving subgroup performance in the state. (See section 2Eiii for evidence)

This can be illustrated as follows:

Priority School Intervention Model

Our experience leads us to believe that a mature school improvement process has taken root in Michigan. The Professional Dialogue described above, coupled with deeper diagnostic data, will strengthen and refocus the strategies that are implemented during the Priority School's regular improvement efforts toward changes capable of catalyzing rapid transformation and turnaround. At the same time, based on the evaluation results for our statewide commitment to multi-tiered systems of support [see Section2Eiii for evidence] we expect that whole-school turnaround and transformation strategies will of necessity address specific subgroups whose performance is lagging. Where subgroups such as English Language Learners, Students with Disabilities or race/gender-specific clusters emerge as significant in the schools customized diagnosis, Michigan's statewide system of support is designed to support a school with tiered interventions such as Structured Instruction Observation Protocol (SIOP), assisting teachers of students with disabilities with implementation of Essential Elements, and introducing culturally-relevant teaching strategies. Deployment of these targeted strategies will be dependent on the school's diagnostic professional dialogue; Intervention Specialists and School Support Teams will tap these specialized resources as appropriate for each school's path forward.

Table 6. **Intervention strategies for Title I Priority, Focus and Reward schools.**

Category/Level of Need	Indicators	Intervention(s)
PRIORITY SCHOOLS		
CLASSIFICATION OF TITLE I PRIORITY SCHOOLS In order to differentiate for supports from the Statewide System of Support, all Priority schools will choose one of the four School Improvement Grant Reform/Redesign models to implement: 1) closure 2) restart as a charter 3)transformation 4) turnaround		
Category/Year 1 Targeted Needs	• Time in Bottom 5% (1 year) • Strength of leading/lagging indicators • Fidelity of reform plan implementation	• School Reform Office • Building Title I set-asides required • Ongoing monitoring and assistance from School Support Team • Intervention Specialist • Survey of Enacted Curriculum • Superintendent's Dropout Challenge
Category/Year 2: Serious Needs	• Time in Bottom 5% (2 years) • Strength of leading/lagging indicators	• School Reform Office • Building Title I set-asides required

~~Year Two~~	~~The 10 percent of schools with the largest achievement gaps in the state (top 30% of all students compared to bottom 30% of all students) for TWO consecutive years~~	• ~~Building Title I Set-asides required~~ • ~~Deep/diagnostic needs assessment to identify root causes~~ • ~~District Improvement Facilitator (DIF)~~ • ~~School Improvement Plan with tiered system of support~~ • ~~District stakeholder meetings with affected populations~~
~~Years 3 and 4~~	~~The 10 percent of schools with the largest achievement gaps in the state (top 30% of all students compared to bottom 30% of all students) for THREE consecutive years~~	• ~~Building Title I Set-asides required~~ • ~~Additional district set aside (10% Yr 3, 15% Yr 4) required for each Focus School, UNLESS bottom 30% has made demonstrable progress~~ • ~~Program Evaluation to assess effectiveness of strategies in use~~ • ~~District Improvement Facilitator (DIF)~~
		• ~~District Intervention Team~~ • ~~Statewide System of Support components~~
~~Category/Year 4: Intensive Needs~~	~~Recommendation by the School Reform Officer~~	• ~~State take-over~~ • ~~Building Title I set-asides required~~ • ~~Additional district set aside (10% Yr 2, 15% Yr 3, 20% Yr 4) required for each Priority School~~
~~FOCUS SCHOOLS~~		
~~Year One~~	~~The 10 percent of schools with the largest achievement gaps in the state (top 30% of all students compared to bottom 30% of all students) – FIRST year~~	• ~~Deep/diagnostic needs assessment to identify root causes~~ • ~~District Improvement Facilitator (DIF)~~ • ~~School Improvement Plan revised to strengthen multi-tiered systems of support~~ • ~~Stakeholder meetings~~ • ~~District support toolkit~~ • ~~Superintendent's Dropout Challenge~~
~~REWARD SCHOOLS~~		
~~Reward~~	~~Top 5% on state Top-to-Bottom List~~	• ~~Recognition in Annual Education Report~~ • ~~Local Media Recognition~~ • ~~Recognition at MDE and Educational Organization Conferences~~ • ~~Promising Practice Videos~~ • ~~Networking Meetings~~ • ~~College/University Recognition~~ • ~~Financial Flexibility~~

		• Corporate and/or Philanthropic Recognition

Title I Set-Asides for Priority Schools

The building level Title I set-aside is required during Year 1 of Priority School identification and continues throughout its four year cohort.

The required district Title I set-aside will begin in Year 2 of a Title I Priority School's identification and will be calculated as the sum of 10% of each Priority School's previous year school level Title I budget, up to an aggregate maximum not to exceed 10% of the current year LEA Title I allocation. The district level set-aside is required before any other reservations are made.

During Year 3, the district set-aside increased to 15% of each Priority School's previous year school level Title I budget up to an aggregate maximum not to exceed 15% of the current year LEA Title I allocation. The district level set-aside is required before any other reservations are made.

During Year 4, the district set-aside is increased to 20% of each Priority School's previous year school Title I budget up to an aggregate maximum not to exceed 20% of the current year LEA Title I allocation. The district level set-aside is required before any other reservations are made.

Districts with Title I Priority Schools may choose to continue to implement Title I district set-asides as in the original waiver language, setting aside a straight 20% reservation of the current year LEA Title I allocation in Years 1, 2, 3 or 4 of the Priority School's cohort identification. The uses for these funds remain the same as indicated below.

The following Title I set-aside options are provided as choices so that districts and schools may look at their needs and match a research-based choice with those needs. During the Priority School's required "professional dialogue," the Intervention Specialist, the School Support Team including the School Improvement Facilitators (SIFs) meet with the school leadership teams in August/ September to help schools match SSoS components with needs and strategies selected for focused attention and built into the School Reform Plan. The School Improvement Facilitators, in particular have been

~~trained to provide guidance to schools to consider their use of all funding options, including Title I set-asides, to provide coherent programming to support student achievement.~~

~~The calculated district obligation in Years 1,2, 3,or 4 of a Priority School's identification will be used for at least one of the following options:~~

- ~~Option 1: Support Increased Learning which may include:~~
  - ~~*Instruction in core academic subjects including English, reading or language arts, mathematics, science, foreign languages, civics and government, economics, arts, history, and geography;*~~
  - ~~*Instruction in other subjects and enrichment activities that contribute to a well-rounded education, including, for example, physical education, service learning and experiential and work-based learning opportunities that are provided by partnering, as appropriate, with other organizations; and*~~
  - ~~*Time for teachers to collaborate, plan, and engage in professional learning within and across grades and subjects."*~~
- ~~Option 2: **Implement rapid turnaround strategies** designed to accelerate whole-building performance. This may include implementing or strengthening a multi-tiered system of support that includes scaffolded instruction for ELL and SWD students if the professional dialogue has identified this as a primary turnaround strategy for lifting whole-school performance.~~
- ~~Option 3: **Offer professional learning for staff** aligned to the building's needs assessment paying particular attention to the needs of ELL and SWD students if appropriate.~~
- ~~Option 4: **Obtain a process improvement consultation** for district system-level redesign in service of rapid school turnaround~~
- ~~**Option 5: Release time for a teacher-leader** from the Priority School for one year to provide technical assistance to school and district stakeholders to understand the school's reform-redesign requirements, and to incorporate elements of the Priority School's reform-redesign requirements into the school and district improvement plans during the planning year. Hire a full-year replacement teacher for the released teacher-leader's classroom.~~
- ~~**Option 6:** Administer interim baseline assessments which will supplement the district's universal screening assessment with additional **diagnostic data and progress monitoring** of student achievement.~~

~~At the building level, MDE will require districts with Title I Priority Schools to set aside 10% of their building Title I allocation for each Priority School. This set-aside will be used for any of the following purposes:~~

- ~~Professional learning on implementation of strategies aligned to its data-derived School Improvement/Reform-Redesign Plan, including adoption of rapid turnaround practices.~~

- ~~Contract with a local ISD/ESA for a School Improvement Review or with AdvancED Michigan for a School Diagnostic Review; both reviews will give the school an external perspective on the processes that best support student achievement.~~

- ~~Provide daily/weekly time for teacher collaboration.~~

- ~~Culture/climate interventions, use of time analysis, or culturally responsive teaching interventions as needed.~~

~~Levels of Need Among Priority Schools~~

~~Priority schools will complete the same documents (CNA, School Improvement Plan, etc.) as all schools. However, they will benefit from additional supports depending on their category of need. Priority schools receiving federal Title I assistance or School Improvement Grants will receive specialized technical assistance and support based on the number of years they have been identified as Priority (or formerly, PLA) schools. Please note that all Priority schools fall under supervision of the Michigan School Reform Officer, who provides direction, accountability and support as needed.~~

~~Schools that are already identified as Persistently Lowest Achieving Schools (PLA) entered as PLAs in the 2010/11 school year. That would be their planning year for their Reform/Redesign Plan. Their first year of implementation would be 2011/12. Therefore, their first year to be identified in Category/Year 4 could be 2013/14. Any Title I SIG schools that started in the 2010/11 cohort and continued to be identified in the lowest 5% will be considered to be in their first implementation year during 2012-13.~~

~~Michigan did have a cohort of SIG schools identified at the end of the 2009/10 school year. There was no state law at that time that required the identification of Persistently Lowest Achieving schools. Therefore, those SIG schools that are Title I and continued to be identified in the lowest 5% in the 2011/12 school year will be considered to be in their second implementation year during 2012-13. Those 2009/10 SIG schools that were not identified in the lowest 5% in the 2011/12 school year would enter into Category/Year 1 when and if they are identified.~~

~~Please note that no matter what the flow through, if the school continues to be identified in the lowest 5% beyond the planning and three implementation years, the School Reform Officer makes the recommendation to the State Superintendent as to the intervention to be taken.~~

~~Category/Year 1: Targeted Needs.~~

~~Priority schools in this category will be identified based on the following characteristics:~~

- ~~Time in Bottom 5% (1 year)~~
- ~~Strength of leading/lagging indicators~~
- ~~Fidelity of reform plan implementation~~

~~Title I Priority schools with targeted needs will develop or implement their own reform/redesign and improvement plans after a facilitated "professional dialogue" based on an MDE-provided data wall, with monitoring by the School Support Team. A mid-year revision of the school's consolidated grant funding will ensure alignment with newly focused strategies and interventions.~~

~~Each school receiving federal grant assistance in Michigan currently works with a School Support Team (SST) to ensure improvement. Under our revised plan, the SST in Category/Year 1 schools would include a minimum of two members (at least one district representative, and one representative from the regional educational service agency) who will work with the Intervention Specialist, if appropriate, to ensure the provisions of the school's improvement plan are carried out. The SST will:~~

- ~~Collaborate with the Intervention Specialist, if appropriate, and the School Improvement Team to write or implement the chosen Reform/Redesign Plan in the planning year;~~
- ~~Incorporate the Reform/Redesign Plan into the school improvement plan in all years;~~
- ~~Monitor school improvement plan implementation;~~
- ~~Monitor student achievement at the classroom level; and~~
- ~~Provide ongoing training and support.~~

~~Category/Year 2: Serious Needs.~~

~~Priority schools in Category/Year 2 will be identified based on the following characteristics:~~

- ~~Time in Bottom 5% (2 years)~~
- ~~Strength of leading/lagging indicators~~
- ~~Fidelity of reform plan implementation~~

~~Title I Priority schools with serious needs will develop their reform/redesign and school improvement plans with additional help and support from the School Support Team and their Intervention Specialist.~~

~~Category/Year 3: Critical Needs.~~

~~Priority schools in Category/Year 3 will be identified based on the following characteristics:~~

- ~~Time in Bottom 5% (3+ years)~~
- ~~Strength of leading/lagging indicators~~
- ~~Fidelity of reform plan implementation~~

~~Additional assistance during the 3rd year will be provided by a District Intervention Team (DIT). The DIT will consist of a cohort of experts whose services can identify district-level redesign strategies that would support the rate of improvement in Priority Schools. The DIT members will be experts in diagnosing and addressing root causes in K-12 schools and in strengthening district systems. They will be selected, trained and contracted by MDE in collaboration with its partner Michigan State University, and may include:~~

- ~~Institutions of Higher Education faculty/experts~~
- ~~Qualified school leaders & staff (especially from successful peers, such as Reward school);~~
- ~~Business leaders;~~
- ~~Attorneys;~~
- ~~Accountants, and~~
- ~~Management Consultants~~

~~This is not a takeover of the school or district; rather, it is an effort to bring in experts to diagnose root causes and identify appropriate interventions in cases where the school and/or district has struggled to do so for some time.~~

~~Category/Year 4: Intensive Needs. Some Michigan schools are chronically underperforming and need extensive, system-wide support. Recall that these schools are all under the purview of the Michigan School Reform/Redesign Office. In Category/Year 4, the School Reform/Redesign Office will make a recommendation that the school be taken over by the state based on its ongoing failure to make progress.~~

~~If the School Reform Officer finds that a school is not making progress in implementing a reform plan, she may recommend that the school be transferred to the Education Achievement System (EAS), a new statewide school district that will operate the lowest performing 5% of schools in~~

~~Michigan that have not achieved satisfactory results or not followed through on reform plans under the oversight of the School Reform/Redesign Office. The EAS is a "last step" intervention that is responsible for managing schools that have otherwise shown no ability to turn around persistent failure under all other reform and redesign efforts, or those schools that are selected by a district-level Emergency Manager. It is designed to provide a new, stable, financially responsible set of public schools that create the conditions, supports, tools and resources under which teachers can help students make significant academic gains. It will do this by creating new systems and types of schools that are non-traditional and better able to scale and sustain dramatic improvement in student performance. It will first apply to underperforming schools in Detroit in the 2012–2013 school year and then be expanded to cover other low-performing Priority schools referred from anywhere in the entire state. The School Reform Office can transfer a school to the EAS if the school is not making adequate progress on implementation of the reform plan as outlined in Section 2D. Any LEA in the state has the option to place schools under the authority of the EAS.~~

~~Legislation (MCL 380.1280(6)) created the state School Reform/Redesign Office and a statewide School Reform/Redesign District in 2010. The law established the authority for this statewide school district that was later used when the Educational Achievement Authority (EAA) was created through an inter-local agreement between Eastern Michigan University and the Detroit Public Schools. While both of these "parent organizations" were necessary to form the system, it operates as an independent, freestanding entity within the State of Michigan.~~

~~The Educational Achievement System (EAS) is a statewide school district led by the EAA and governed by an 11 member board with two members appointed by Detroit Public Schools, two members appointed by Eastern Michigan University, and seven members appointed by the Governor. The executive committee of this group, composed of five members of the board, selected a Chancellor for the system to administer all functions of the EAS. The School Reform Office transferred all of the duties and responsibilities of the School Reform/Redesign District to the EAA. Draft EAA legislation has been introduced in the State Legislature as of the time of this response to further establish the operational role and relationships between the EAA and MDE, the State, and other school districts.~~

~~A school that enters the EAS remains there for a minimum of five years. During that time, the EAS operates as a statewide school reform district, with the same administrative authority and functions as a local school district. However, the EAS has considerable operational flexibility relative to local school districts to support reform efforts for instruction, operations, and financial management. The EAS may impose one of the four School Intervention Models on a school placed within the system, and may also impose a number of other financial and operational actions, including termination of contracts or collective bargaining agreements, in order to support instructional efforts to facilitate student achievement. After five years, an evaluation will be made of the school's progress, with~~

~~input from the Parent Advisory Council. If the school is deemed healthy and performing at the end of that period, the school can choose to remain in the system, transfer its governance back to the original school district or charter school, or seek a charter to run independently. If the school has improved to the point it can transfer its governance, a Parent Advisory Council, in collaboration with the school principal, will play a decision-making role regarding what organization the school chooses to be a part of at the end of a successful improvement period.~~

~~If a school or district is identified to be in financial deficit, regardless of academic performance, an executive review team appointed by the Governor may recommend oversight by an Emergency Manager, appointed pursuant to Michigan's Local Government and School District Accountability Act. An EM takes charge in chronically, financially troubled districts to oversee financial and academic improvements. Schools in this circumstance are removed from the supervision of the School Reform Officer. Michigan's PA 4 of 2011 provides the designated EM with a variety of allowable strategies to address the district's financial challenges, including the ability to modify or cancel contracts and collective bargaining agreements, remove personnel or district leaders, develop new academic or educational plans, or other administrative flexibility to address financial, operational, or instructional issues in the district. As such, the EM has the authority to determine which low performing schools will be placed in the EAS based on a set of established criteria.~~

~~State Accountability~~

~~MDE will monitor all Priority Schools and their districts to ensure:~~

- ~~Families were informed of the Priority school's status.~~
- ~~Monitoring and evaluation reports are submitted according to established timelines;~~
- ~~The selection of the Reform and Redesign Plan aligns with the school's Comprehensive Needs Assessment;~~
- ~~The implementation of career- and college-ready standards in support of the school's Reform and Redesign Plan;~~
- ~~Priority Schools' School Improvement Plans are aligned with needs assessment and implementation of career- and college-ready standards;~~

~~All Priority Schools are under the supervision of Michigan's School Reform Officer. Those schools that do not move out of this category or make substantial increases in student achievement after three years of implementation of their Reform and Redesign Plan may be moved to Category/Year 4 and placed in the Education Achievement System. This process is explained in Section 380.1280c of Michigan's Revised School Code. Additionally, MDE will monitor all Title I Priority Schools and their districts to ensure:~~

- ~~The selection of the SSoS component aligns with the school's Comprehensive Needs Assessment;~~
- ~~That all districts have a Intervention Specialist working with the Priority School, central office and the school board; and~~
- ~~Surveys of Enacted Curriculum are administered in Year One of planning and Year Two of implementation for those schools in which the number of staff teaching core content will yield optimal analysis of results.~~

~~A Word About Our Partners~~

~~Agency support will be needed to train/develop team members and ensure access to high-quality tools/resources as they work. We cannot carry out these processes in isolation.~~

~~We have been working with the following key groups to ensure support for our proposed model and ensure their willingness to help us implement:~~

- ~~Stakeholder associations~~
- ~~Institutions of Higher Education~~
- ~~Regional Educational Service Agencies~~
- ~~Successful/Reward schools~~

~~The input from these groups, especially the regional educational service agencies that administer Regional Assistance Grants, has informed the ongoing development of the supports to Priority schools. Specifically, the focus on interventions at the district level, the inclusion of a multi-tiered system of supports and the inclusion of a culture/climate intervention option came directly from the regional educational service agencies' input. We very much look forward to moving forward collectively to make strong changes to support student learning and growth in our Priority schools.~~

~~MDE relies heavily on our partners, the Intermediate School Districts and Educational Service Agencies (ISDs/ESAs), to deliver services to the Title I MI Excel schools identified as needing support through our Statewide System of Support (SSoS.) MDE allocates to ISDs/ESAs Regional Assistance Grant (RAG) funds to provide these services from the SSoS along with guidance and technical assistance on appropriate use of these funds.~~

~~One of the primary supports that ISDs/ESAs provide to SSoS schools is to assign a School Improvement Facilitator (SIF) as a lead on the School Support Team. MDE trains these SIFs to:~~

- ~~Work with the district representative and school leadership team (which always includes the principal) to identify which SSoS components would support their needs as indicated by a review of their School Data Profile, School Process Profile and the Goals Management section~~

~~of their School Improvement Plan (SIP.) During year 2 and beyond this review occurs in August/September so that services can begin when the new grant cycle begins in October.~~

- ~~Facilitate the school leadership team in a process to implement their SIP at the classroom level by monitoring the adult evidence of strategy implementation and the impact of this implementation on student achievement. The Instructional Learning Cycle is the tool used for this process.~~

~~Supporting training materials for SIFs on School Support Teams can be found at: http://www.michigan.gov/mde/0,1607,7-140-6530_30334-103288--,00.html, under the headings MI Excel School Support Team Training Materials and School Support Team Documents.~~

~~MDE holds quarterly technical assistance meetings for the SIFs where training, support and networking is provided. Additionally, MDE's School Support Team Coordinator participates in at least one SST meeting in each of the ISDs/ESAs that support MI Excel schools. After the meeting, the SST coordinator leads the SST in a debrief discussion on the effectiveness of the SST meeting. This debrief follows a protocol that focuses on what works, what didn't work and what might be improved.~~

~~As we move forward into identifying MI Excel schools as Priority Schools, MDE will train the SIFs in the components of the Reform/Redesign models as well as the research about turnaround schools. Though there is no certification process for SIFs, the high standards that ISDs/ESAs have for hiring their consultants in addition to the training provided by MDE, the skills and abilities of these facilitators allows MDE to deploy them with confidence.~~

~~MDE's SSoS also currently uses Instructional Leadership Coaches and Content Coaches. These coaches must be certified in order to be hired by ISDs/ESAs using RAG funds. This certification includes two steps:~~

- ~~Successful completion of Coaching 101 which provides participants with basic coaching knowledge and skills. Michigan State University (MSU) provides this training. Information on this can be found at: http://micoaching101.org/~~

- ~~Additional training as either an Instructional Leadership Coach through MSU or a Content Coach through Michigan Association of Intermediate School Administrators (MAISA.)~~

~~MDE's next cohort of Content Coaches must successfully complete an online series of professional learning modules, as well as Coaching 101, in order to be certified. MAISA is no longer providing coaching training.~~

~~Moving forward in the opportunity to redesign the SSoS in response to the Flexibility Waivers, MDE is shifting the focus of the SSoS from the building level to the district level. We are replacing Instructional Leadership Coaches who work with the building principal with Intervention Specialists (Priority Schools) and District Improvement Facilitators (Focus Schools.) Both the Intervention Specialists and the District Improvement Facilitators will be trained by MSU using the MDE district tools:~~

- ~~District Process Profile/Analysis which is based on MDE's School Improvement Framework:~~
- ~~District Data Profile/Analysis~~
- ~~District Improvement Plan~~

~~Other training resources will include the research and tools from the Center for Innovation and Improvement for their Academy of Pacesetting Districts work. MSU will also be bringing forward other turnaround schools' research for the development of this training.~~

~~System-Wide Coherence~~

~~All of the pieces of the supports for Title I MI Excel schools through the SSoS have been based on Michigan's School Improvement Framework and rely on MDE's tools for continuous school improvement. This includes the initial needs assessment which consists of the School Process Profile/Analysis which are rubrics based on the School Improvement Framework, the School Data Profile/Analysis, and Goals Management in the School Improvement Plan. The School Support Team monitors the implementation of the SIP at the classroom level; continuous school improvement has been the organizing force in the SSoS.~~

~~All Michigan schools use the AdvancED website to input their Continuous Improvement work in an online database tool known as ASSIST. Schools complete the required SI pieces, in addition to meeting their Title I and Health and Safety requirements. MDE provides training and support for our "One Common Voice, One Plan" initiative at our bi-annual School Improvement conferences and through the training modules developed by the ISD/ESA work group called MI CSI (Michigan Continuous School Improvement.) Various ISDs/ESAs also provide training for their local schools in MDE's school improvement process.~~

~~The Office of Improvement and Innovation (OEII,) the Office of Field Services (OFS,) and the SRO are working together to streamline the documentation required of Priority Schools under our combined system. Our partner, AdvancED, will be supporting this work by incorporating our monitoring tools~~

~~into the AdvancED "One Common Voice, One Plan" website. We are resolved to make this documentation aligned to MDE's school improvement processes.~~

~~The range of supports for schools in planning and implementing reform efforts were established by Michigan legislation (Section 1280C of Michigan's Revised School Code) to align with the School Improvement Grant program. This legislative linking results in a formal alignment between the various reform efforts, which also requires coordination in both supports and decision mechanisms regarding the oversight of the schools implementing reform efforts. Details of these decision mechanisms and supports are also aligned, as both the exit criteria (leading, lagging, and implementation indicators) and common supports (technical assistance, online PD, and monitoring supports) are similar for all Priority schools.~~

Focus Schools

As stated, the 10% of schools with the largest achievement gaps in the state will be categorized and treated for improvement as Focus schools. The achievement gap is calculated as the distance between the average standardized scale score for the top 30% of students and the bottom 30% of students in that each school. MDE's approach to Focus Schools combines the deep diagnosis and customized interventions of our Theory of Action with the district-level intervention model we use throughout this proposal. Supports and interventions for Focus schools, including Title I set-asides and the Statewide System of Support, are detailed in section 2.E. Evidence of intervention effectiveness and plan implementation is detailed in section 2.G.~~:~~

~~All districts with Focus Schools will be expected to:~~

- ~~Notify families of students attending the Focus school of its Focus school status, the reasons for its identification and the school's and district's plans to improve student achievement. (MDE will offer template letters that specify required elements, but schools will be allowed to customize the letter in order to tell their story accurately.)~~
- ~~Conduct a data-based professional dialogue with district and school staff, designed to ascertain root causes of the large achievement gaps, and identify 1-2 major shifts in teaching/learning practice that hold the potential to substantively shift the performance of the school's bottom 30%~~

- ~~Post these Instructional Priorities in a "diagnostic" addendum to the school's improvement plan in the AdvancED School Improvement portal.~~

- ~~Conduct a district-level professional dialogue (with participation of Focus and Priority schools) to identify 1-2 major shifts in district practice, procedures and systems that would increase the ability of struggling schools to make rapid changes in practice.~~

- ~~Make necessary mid-year revisions to incorporate building and district practice changes into: School Improvement Plans, District Improvement Plan, and the district's consolidated application for federal funds.~~

- ~~Participate in the Superintendent's Dropout Challenge by identifying 10-15 students in all elementary, middle and high Focus schools who are nearing or in a transition year with multiple dropout risk factors and provide research-based supports and interventions.~~

~~Further, all Title I Focus schools will be expected to conduct stakeholder meetings with affected populations identified in the bottom 30%~~

~~To assist districts with Title I funded Focus schools to perform these required actions, MI-Excel, Michigan's statewide system of support will make available:~~

- ~~A district support toolkit, outlining tools, exemplars and practices that have enabled districts to support their schools to make dramatic, sustained, demonstrable improvement will be made available.~~

- ~~40 hours of District Improvement Facilitator (DIF) time for each school will be made available during all years that the district has an identified Focus School for preparing district staff to conduct professional dialogues with each of the district's Focus Schools, for assisting the district to identify district-level benchmarks for system improvements necessary to support school plans, and for monitoring implementation progress against these benchmarks. DIFs will be trained, certified and employed by MDE or its designee, Michigan State University.~~

- ~~A data wall will be made available for each identified Focus School that displays achievement and demographic data in formats designed to support data inquiry.~~

- ~~Based on an analysis of achievement data and of the subgroups involved in the bottom 30%, resources and experts with experience working with specific populations will be identified to participate in and support the professional dialogues.~~

~~For Focus Schools, we expect that the strategies that emerge from these facilitated Professional Dialogues will be a customized form of launch, recalibration or deepening of the multi-tiered system of supports that has proved so successful in improving subgroup performance in the state. (See section 2Eiii for evidence)~~

~~This can be illustrated in the figure below.~~

~~**Figure 17. Focus School Intervention**~~

~~The above illustration provides examples of areas where population specialists might be utilized. The specific subgroups named are not intended to be all-inclusive or limiting, but are provided for demonstrative purposes only.~~

~~Our experience leads us to believe that a mature school improvement process has taken root in Michigan. The Professional Dialogue described above, coupled with deeper diagnostic data, will strengthen and extend the multi-tiered system of supports that is implemented during the school's regular improvement efforts. We are confident that differentiated application of Michigan's successful multi-tiered system of supports (See 2.E.iii for a summary of what we've learned from~~

~~evaluation efforts) will customize our efforts in ways that accelerate the learning of students with disabilities, English language learners, and other subgroup populations.~~

~~If these interventions fail to yield necessary results and a Focus school is identified for a second, third or fourth consecutive year, the following actions will occur:~~

- ~~A second diagnostic Professional Dialogue will occur. The dialogue protocol will focus on questions regarding the fidelity of implementation of chosen strategies.~~
- ~~The written product from the Professional Dialogue (root cause, required trajectory, chosen strategies for further strengthening the school's tiered system of support for identified groups, district support required) will be posted for review.~~

~~To assist districts with Title I funded focus schools to perform these required actions:~~

- ~~During the third year as a Focus School, Title I focus schools will continue work with a district improvement facilitator (DIF). The DIF's involvement will increase to longer, more sustained assistance (up to 50 days/year) at the building and district level.~~
- ~~The clear plan of action will be incorporated into the annual revision of District and School Improvement Plans, with the assistance of the DIF.~~
- ~~Benchmarks for school performance will be established and monitored by the DIF and reported to district administrators, school board and state throughout the year. Benchmarks for district performance will be established and monitored by the DIF to school board and state.~~
- ~~The District Improvement Facilitator will present quarterly reports to MDE to confirm that:~~
    - ~~The Teaching and Learning Priorities uploaded into the online ASSIST data collection diagnostic are reflective of the school's data analysis of the bottom 30%~~
    - ~~The Teaching and Learning Priorities are documented in the Focus School's School Improvement Plan and clearly address the needs of students in the bottom 30%~~

~~Title One Set-Asides for Focus Schools~~

~~The following district-level set-asides will be required for Focus Schools:~~

~~In the first and second year of identification of Focus School(s) there is no district set aside required. In the third and fourth years of identification of Focus School(s) the district shall set aside~~

~~A calculated sum equal to 10% of each Focus School's previous year Title I budget up to a maximum of 10% and 15% respectively of its LEA Title I allocation, unless the proficiency levels of the Focus School's Bottom 30% of students have improved as determined by MDE, for uses specified below.. This set-aside is not required for Focus Schools whose bottom 30% of student has improved proficiency as determined by MDE.~~

- ~~**Requirement in Year 3 and beyond of identification:** Contract with a District Improvement Facilitator from MDE or its designee in the second year and beyond of having a school or schools continuing to be identified as Focus Schools. This is required for districts that have schools identified as Focus Schools in Years Three and beyond.~~

~~PLUS~~

- ~~**Option 1 (any year):** Provide a multi-tiered system of support that includes scaffolded instruction for SWD and ELL students or other identified student groups if the school does not currently implement one. If the school currently implements such a system, deepen or broaden the scope or enhance the fidelity of its implementation~~

~~OR~~

- ~~**Option 2 (any year):** Professional learning for staff aligned to the building's needs assessment.~~

~~At the building level, a 10% Title I set-aside will be required during Year 2 and beyond for one or more of the following purposes which best aligns with the building's needs:~~

- ~~**Option 1:** Professional learning on implementation of multi-tiered system of support and/or scaffolded instruction of students in lowest performing student groups~~
- ~~**Option 2:** Provide weekly/daily time for teacher collaboration~~
- ~~**Option 3:** Contract for the administration of Surveys of Enacted Curriculum~~
- ~~**Option 4:** Contract with a local ISD/ESA for a School Improvement Review or with AdvancED Michigan for a School Diagnostic Review; both reviews will give the school an external perspective on the processes that best support student achievement.~~
- ~~**Option 5:** Professional learning about implementing the Essential Elements for teachers with MI-ACCESS students in the bottom 30%~~
- ~~**Option 6:** Culture/climate interventions, use of time analysis or culturally responsive teaching interventions- as needed~~

~~Table 8 offers an example of how these set-aside options might be coordinated in Year Two.~~

~~**Table 8. Focus School Set-Aside Model, Year Two**~~

~~No District level set-aside of LEA Title I funds is required~~		
~~No cost~~	~~Restructure the school day to incorporate 30 minutes of an intervention block~~	~~MDE-provided District Improvement Facilitator for Professional Dialogue and Plan Development (40 hours)~~
~~10% of Building Allocation = $8,000~~	~~Two Professional Learning sessions for all staff on how to implement a multi-tiered system of support ($6500)~~	~~Contract for Surveys of Enacted Curriculum with technical assistance from ISD on interpreting results and incorporating into SI Plan ($1500)~~

~~If districts cannot work with their buildings to put appropriate multi-tiered systems of supports in place and reduce the achievement gap, there will be financial consequences in addition to the public relations consequences of having buildings labeled as Focus Schools. The financial consequences will be that the percentage of the LEA Title I allocation that is required to be set-aside to serve Focus Schools will increase incrementally as the years of identification increase:~~

~~• Third year of identification – unless the Focus School's bottom 30% of students have improved as determined by MDE the LEA will set aside an amount equal to 10% of the building Title I budget of the previous year for each non-improving Focus school, not to exceed 10% of the LEA Title I funds for that year. If the total Title I budget for the previous year for all of the non-improving Focus Schools within the district exceeds 10% of the LEA Title I funds the set-aside will be capped at 10% and distributed to the non-improving Focus Schools in proportion to their building Title I budgets of the previous year.~~

~~• Fourth year of identification – unless the Focus School's bottom 30% of students have improved as determined by MDE the LEA will set aside an amount equal to 10% of the building Title I budget of the previous year for each non-improving Focus school, not to exceed 15% of the LEA Title I funds for that year. If the total Title I budget for the previous year for all of the non-improving Focus Schools within the district exceeds 15% of the LEA Title I funds the set-aside will be capped at 15% and distributed to the non-improving Focus Schools in proportion to their building Title I budgets of the previous year.~~

~~Additionally, the District Improvement Facilitator is provided by MDE or its designee in Years One through YearFour to provide the professional dialogue that examines the Focus Schools' data, identifies root causes of issues and directs the revisions of District and School Improvement Plans and ensure that the use of set-asides at the district and school levels addresses identified needs.~~

~~Following is an example of how these set-aside options might be coordinated in Year Three if the school continues to be identified as a Focus School.~~

~~Table 9. Focus School Set-Aside Model, Year Three~~

~~LEA allocates 10% of each non-improving Focus School's previous year Title I budget up to a total of 10% of the LEA Title I allocation = $180,000~~		~~Hire two .6 multi-tiered system of support specialists ($130,000)~~	~~Purchase supplementary reading materials and technology for Tier 2 intervention that meet the needs of ELLs ($50,000)~~
~~10% of Building Title I Allocation = $8000~~	~~Provide professional learning for all staff on using scaffolded instructional strategies in Tier 1 to better meet the needs of ELLs ($2000)~~	~~Contract with a .5 instructional coach with expertise in scaffolded instructional strategies. ($6000 from set-asides, $30,000 from regular Title I allocation)~~	

~~The Title I set-aside options are provided as choices so that districts and schools may look at their needs and match a research-based choice with those needs.~~

~~State Accountability~~

~~MDE will monitor all districts with Focus Schools to ensure:~~

- ~~Families were notified of Focus School status.~~
- ~~Required reports are submitted according to established timelines; including the quarterly reports to school boards submitted in the Grant Electronic Monitoring System (GEMS)~~
- ~~District Improvement Plans have been revised to reflect the supports to Focus Schools; and~~
- ~~The achievement gap in these schools is indeed narrowing.~~

~~School Accountability~~

~~Districts will monitor each of their own Focus Schools to ensure:~~

- ~~The School Improvement Plan is being implemented as written. This monitoring includes using the MDE evaluation tool annually;~~
- ~~Progress monitoring of student achievement data in the core content areas at the classroom level occurs, is the basis of teacher collaboration and informs instruction;~~

- ~~The building principal has the competencies to manage school processes and lead the staff in improvement efforts;~~
- ~~The school board is informed quarterly of the school's progress; and~~
- ~~The monitoring and evaluation reports submitted to MDE by the District Improvement Facilitators reflect the school's reality and efforts to close the achievement gap through the implementation of the School Improvement Plan.~~

~~A Word About Our Partners~~

~~Agency support will be needed to train/develop team members and ensure access to high-quality tools/resources as they work. We cannot carry out these processes in isolation.~~

~~We have been working with the following key groups to ensure support for our proposed model and ensure their willingness to help us implement:~~

- ~~Stakeholder associations~~
- ~~Institutions of Higher Education~~
- ~~Regional Educational Service Agencies / Intermediate School Districts~~
- ~~Successful/Reward schools~~

~~The input from these groups has informed the ongoing development of the supports to Focus schools. Specifically, these partners have helped us focus on interventions at the district level, the inclusion of a multi-tiered system of supports, the inclusion of time for teacher collaboration and contracting for the Surveys of Enacted Curriculum.~~

~~Extra Support for Students' Extra Needs~~

~~Students with disabilities and English language learners are of particular concern in the discussion around Focus schools. MDE's concerns about achievement gaps extend to all subgroups, but these students in particular merit attention, given the array of additional tools and supports that exist to boost their achievement.~~

~~As described in Principle 1, MDE administers the ELPA to English language learners and other assessment alternatives for students with special needs. MI-Access and MEAP-Access offer alternatives that are specified in a student's IEP. ELL students with disabilities may have accommodations on the ELPA, or districts may apply for waivers for specific ELPA domains as specified in a student's IEP.~~

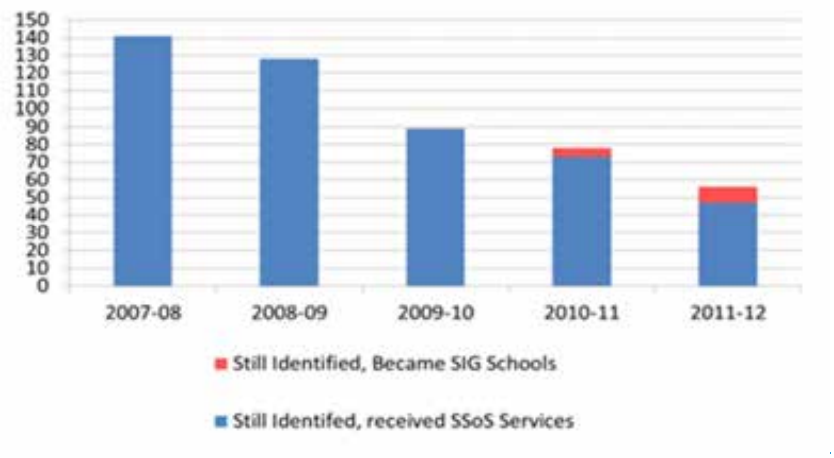
~~Our work around each of these populations, however, is not limited to testing alternatives. Please refer to Principle 1 to review standards, tools and resources available to help schools support English~~

~~language learners and students with disabilities. We aim to help all students achieve ambitious, attainable objectives for their learning and growth. To that end, we will work with Focus schools to ensure they are capitalizing on these resources and delivering on the promise of excellence and equity for all.~~

~~Evidence of Priority/Focus Intervention Effectiveness~~

~~The current SSoS is built on a continuous improvement model. We have evidence of improvement for many schools as referenced in our original cohort of the 141 schools that entered the system in the 2007/08 school year. 141 Identified Title I schools received services through the SSoS. The graph below charts their progress over the next four years.~~

~~Figure 18. School Improvement Results~~



~~This progress can be attributed to the coaching model for principals and teachers as well as the focus on school improvement by the School Support Teams. MDE has based all of its supports on research as indicated below.~~

- ~~Statewide System of Support~~
  - ~~Support~~
    - ~~Instructional Rounds~~
    - ~~Nine Characteristics of High Performing Schools~~

- ~~A Clear and Shared Focus~~
- ~~High Standards and Expectations for All Students~~

- ~~Research~~
  - ~~Center on Innovation and Improvement: http://www.centerii.org/~~
  - ~~Raising the Achievement of Low Performing Students: http://www.mcrel.org/topics/products/105~~
  - ~~School Improvement Planning Process Guide: http://centerforcsri.org/files/SchoolReviewGuide.pdf~~
  - ~~Seven Correlates of Highly Effective Schools: http://ces.ou.edu/7_correlates_effectiveness.html~~
  - ~~DuFour, R. & Eaker, R. (1998). Professional Learning Communities at Work: Best Practices for Enhancing Student Achievement. Bloomington, IN.: National Educational Service and Alexandria, VA: ASCD. See Chapters 4-5 on Mission and Vision/ Values and Goals.~~
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  - ~~Schmoker, M. (2006). Results Now: How We Can Achieve Unprecedented Improvements in Teaching and Learning. Alexandria, VA: ASCD.~~
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- ~~School Improvement Review Process~~

  - ~~Support~~
    - ~~Instructional Rounds~~
    - ~~Nine Characteristics of High Performing Schools~~
      - ~~High Standards and Expectations for All Students~~
      - ~~High Levels of Family and Community Involvement~~

  - ~~Research~~
    - ~~DuFour, R. & Eaker, R. (1998). Professional Learning Communities at Work: Best Practices for Enhancing Student Achievement. Bloomington, IN.:~~

~~National Educational Service and Alexandria, VA: ASCD. See Chapters 4-5 on Mission and Vision/ Values and Goals.~~

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- ~~Sowers, J. (2004). Creating a Community of Learners: Solving the Puzzle of Classroom Management. Creating Communities of Learning & Excellence. Portland, OR: Northwest Regional Education Laboratory~~
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- ~~Leadership/Instructional Coaches~~

  - ~~Support~~
    - ~~Curriculum Survey~~
    - ~~Professional Learning~~
    - ~~Nine Characteristics of High Performing Schools~~
      - ~~Effective School Leadership~~
      - ~~Curriculum, Instruction, and Assessments Aligned with State Standards~~
      - ~~Frequent Monitoring of Learning and Teaching~~
      - ~~Supportive Learning Environment~~
      - ~~Focused Professional Development~~

  - ~~Research~~
    - ~~Core Curriculum Standards : http://www.corestandards.org/~~
    - ~~Association for Supervision & Curriculum Development: http://www.ascd.org/~~
    - ~~National Council of Social Studies : http://www.socialstudies.org/~~
    - ~~National Council of Teachers of English: http://www.ncte.org/~~

- ~~National Council of Teachers of Mathematics: http://www.nctm.org/~~
- ~~National Science Teachers Association: http://www.nsta.org/~~
- ~~National Staff Development Council. NSDC Standards for Staff Development: http://www.learningforward.org/standards/index.cfm~~
- ~~Results-oriented professional development by Thomas Guskey http://web.archive.org/web/20060405093712/http://www.ncrel.org/sdrs/areas/rpl_esys/pdlitrev.htm~~
- ~~Seven Correlates of Highly Effective Schools~~
- ~~http://ces.ou.edu/7_correlates_effectiveness.html~~
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- ~~Payne, R.K. (1998). A Framework for Understanding Poverty. Baytown, TX: RFT Publishing Co.~~
- ~~Sagor, R. (1992). How to Conduct Collaborative Action Research. Alexandria, VA: ASCD.~~
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- ~~Wong, H.K. & Wong, R.T. (1998). The First Days of School: How to be an Effective Teacher. Mountain View, CA: Harry K. Wong Publications, Inc.~~
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~~Since Michigan has only 1½ years of data on schools that have chosen to implement a Transformation or Turnaround plan, we have not have enough time to evaluate the results. Our hypothesis is~~

- ~~If we combine the successful elements of the current Statewide System of Support (SSoS) with the implementation of a Transformation or Turnaround Plan, schools have the opportunity to make rapid achievement; and~~

- ~~If districts and schools use their Title I money to support the SSoS and Transformation/Turnaround Plan, students have the opportunity to increase student achievement rapidly.~~

~~Evidence of Priority / Focus School Plan Implementation~~

~~While MDE had the above referenced data and research to support the design of the reform strategies identified for Priority and Focus Schools, the department will continue to generate and review data from the implementation efforts for these schools to identify any further supports that may be needed, or to find potential barriers to implementation that might exist at the building,~~

~~district, region, or state level that would impede our progress in supporting the needs of underperforming learners in these schools. In order to facilitate this, MDE will take the following steps to monitor progress on implementation in Priority and Focus schools during their period of oversight (Priority schools) or cohort-level review of progress. (Focus schools).~~

- ~~School Reform Office Monitoring (Priority). School Reform Office monitors evaluate progress of implementation of reform plans on a monthly basis, and review these against a set of indicators that are linked to each school's reform/redesign plan.~~

- ~~Review of Reform and School/District Improvement Plans in ASSIST (Priority and Focus). Each school in Priority or Focus status is required to complete a building and district level diagnostic review of data to determine a plan of action to address reform needs and achievement gaps. Assurances of implementation of these efforts are included in those schools that have a School Support Team (Priority) or District Improvement Facilitator (Focus), based upon reviews by these groups. These review practices are supported for Title I schools. For non-Title I schools, School Reform Office monitors review this data for Priority schools. For non-Title I Focus schools, these schools are included in the statistical sample review of School Improvement Plans that takes place each year.~~

- ~~Review and documentation of school-generated data (Priority and Focus). The school improvement framework identifies for each school a range of data that are to be reviewed to determine progress against self-determined benchmarks based upon their School Improvement Plans. These data are analyzed at the school and ISD level, and are part of a statewide research process by the Office of Evaluation, Strategic Research, and Accountability at MDE.~~

~~**Reward Schools**~~

Commented [GA(8]: Moved to section 2.C.iii

~~MDE is working with its partners and stakeholders to identify innovative ways to recognize high-achieving schools. The reward schools we identify will all receive the same level and type of recognition, regardless of their subcategory (e.g., Beating the Odds, etc.).~~

~~Although we do not have funds available to reserve under ESEA section 1117(c)(2)(A) to provide financial incentives to Reward schools, we have identified other types of incentives, as described below.~~

- ~~Every school in Michigan is required by state statute to complete an online Annual Education Report (AER). The AER for Reward Schools will include their reward status and~~

spotlights their high achievement. Each reward school will be identified using one or more of the following designations:

- Reward School – Beating the odds
- Reward School – Highest performing
- Reward School – Highest progress
- Reward School – Exceeding 85% Proficiency

- The MDE will provide local media recognition with information on Reward Schools and encourage coverage telling each school's unique story. Press releases will identify the criteria that reward schools met to achieve this status , e.g. Beating the Odds, High performing, High progress or Exceeding 85% proficiency. Some Reward schools will meet more than one of these criteria and will be recognized for each one they meet.

- Reward Schools will have their practices highlighted at the MDE's annual School Improvement Conference, and will receive other conference and event recognition through our partner educational organizations. Reward Schools and their teachers will be featured by giving presentations or panel discussions on their success strategies at MDE and partner annual meetings. Recognition by partner organizations may highlight schools by elementary and secondary principal associations, superintendent and school board organizations and other similar associations. Teachers in Reward schools may be recognized at subject specific associations (e.g. English Language arts, mathematics, science social studies, etc.), Reward schools and teachers in these schools will be identified as meeting one or more of the criteria, e.g. Beating the Odds, Highest performing, Highest progress or Exceeding 85% proficiency. The MDE has verbal agreements with several of these organizations and associations to recognize schools and teachers at their annual meetings.

- Reward Schools will receive certificates and banners for display in buildings. The banner, for example, will include the year of their recognition and the criteria met, e.g. Beating the Odds, High performing, High progress or Exceeding 85% Proficiency.

- Representatives from Reward Schools will be invited to attend networking opportunities with lower-performing schools, i.e. Priority and Focus schools. The focus of these interactions will be on sharing promising practices, identifying challenges and successes, and providing an opportunity to establish continued connections between schools to

~~extend learning opportunities that can be gleaned from the efforts of the Reward Schools.~~

- ~~MDE will utilize social media (e.g., Facebook, Pinterest, Google+) to share examples of schools with common, well diagnosed achievement or gap problems that have been resolved with specific interventions for other schools in the state. We will also use social networking applications to allow schools with similar issues to join in conversations, ask and answer each other's questions, and expand their learning communities to improve timely implementation.~~

- ~~MDE has piloted (2012-2013) and administered (2013-2014) a Reward school survey, The Survey of School Improvement Practices Accelerating Achievement (SSIPAA). SSIPAA was administered to principals and teachers and was designed to identify the degree to which survey participants agreed with statements indicating they were implementing key constructs in the Michigan School Improvement Framework (http://www.michigan.gov/documents/SIF_4-01-05_130701_7.pdf?20140402120624). Survey participants were selected from the following school types: Reward schools (i.e. Beating the Odds, High Performing and High Progress), non-reward Focus schools and a sample of non-Reward schools above the bottom 5% from Michigan's Top to Bottom list. The results of this survey will be disseminated widely in a formal report, brief reports tailored to specific audiences, a presentation to the state school board, at state sponsored conferences, and in other forums. This survey will be refined and administered periodically in the future. The purpose of the SSIPAA is to identify the practices and specific strategies being implemented with fidelity by Reward schools that could be adopted by lower performing schools and other Reward schools to accelerate achievement and close persistent achievement gaps. MDE may follow up on survey results with focus groups or interviews, contingent on availability of funds, to identify and disseminate a deeper understanding of successful Reward school strategies and practices,~~

2.A.ii Select the option that pertains to the SEA and provide the corresponding information, if any.

Option A	Option B
☐ The SEA includes student achievement only on reading/language arts and mathematics assessments in its differentiated recognition, accountability, and support system and to identify reward, priority, and focus schools.	☒ If the SEA includes student achievement on assessments in addition to reading/language arts and mathematics in its differentiated recognition, accountability, and support system or to identify reward, priority, and focus schools, it must: a. provide the percentage of students in the "all students" group that performed at the proficient level on the State's most recent administration of each assessment for all grades assessed; and b. include an explanation of how the included assessments will be weighted in a manner that will result in holding schools accountable for ensuring all students achieve college- and career-ready standards.

Assessment of General Populations

MDE administers the Michigan Student Test of Educational Progress (M-STEP), which has replaced the Michigan Educational Assessment Program summative tests in grades 3-8, and 11. Starting in 2014-15, Michigan will assess all students in grades 3-8, and 11 in the spring. Previously, students in grades 3-8 were assessed in the fall.

The M-STEP will include our summative assessments designed to measure student growth effectively for today's students. English language arts and mathematics will be assessed in grades 3–8, science in grades 4 and 7, and social studies in grades 5 and 8. It also includes the Michigan Merit Examination in 11th grade which consists of the ACT Plus Writing, WorkKeys, and M-STEP summative in English language arts, mathematics, science, and social studies. After 2014-15, the ACT Plus Writing will be replaced with the SAT.

Beginning with the 2011-2012 school year, MDE implemented new proficiency cut scores for the Michigan Merit Examination and Michigan Educational Assessment Program, such that a proficient or advanced score indicated that:

~~MDE administers the Michigan Merit Examination in the spring of 11th grade. MDE also administers the Michigan Educational Assessment Program in the fall of grades 3-8 in reading and mathematics, grades 4 and 7 in writing, grades 5 and 8 in science, and grades 6 and 9 in social studies.~~

~~However, beginning with the 2011-2012 school year, MDE has implemented new proficiency cut scores for the Michigan Merit Examination and Michigan Educational Assessment Program, such that a proficient or advanced score now indicates that:~~

- In high school, a student is on track for success in further education (including technical career training) at two- and four-year colleges and universities
- In elementary and middle school, a student is on track to being career- and college-ready in high school

To give an understanding of the impact of these new cut scores, the 2010-11 percentages of students who were considered proficient or above based on the old cut scores are presented in the figures below, alongside the percentages of students who would have been considered proficient had the new cut scores been in place. These data have been shown for mathematics, reading, science, and social studies in Figures 2 through 6, respectively. Because the cut scores on the Elementary, Middle, and High school writing assessments were already set to be reflective of career- and college-readiness, those cut scores were not reset. The actual percentages of students who met the proficiency bar on writing are presented in Figure 6.

In Principle 1, we discuss in detail our new cut scores, which are reflective of being on track for career- and college-readiness in the 11th grade, and on track for success in the next grade in grades 3-8. These cut scores are an important element in ensuring that Michigan is focused on career- and college-readiness for all students. For more information on how these cut scores were determined, please see the Technical Appendix (Attachment 13.A).

Michigan is ambitiously rolling out our career- and college-ready assessments aligned to our standards in 2014-15 to further build out a complete career- and college-ready assessment system.

Alternate Assessment

As described previously, MI-Access is MDE's alternate assessment system, designed for students with cognitive impairments whose IEP (Individualized Educational Program) Team has determined that ~~MEAP assessments~~M-STEP assessments, even with accommodations, are not appropriate.

MDE has three levels of alternate assessment for students with differing levels of significant cognitive disabilities. These are Functional Independence (for students with mild but significant cognitive disabilities), Supported Independence (for students with moderate cognitive disabilities), and Participation (for students with severe cognitive disabilities). The percentages of students scoring at

the attained or surpassed level are presented below in Figures 24 through 26 for mathematics, accessing print (a combination of reading and writing), and science, respectively.

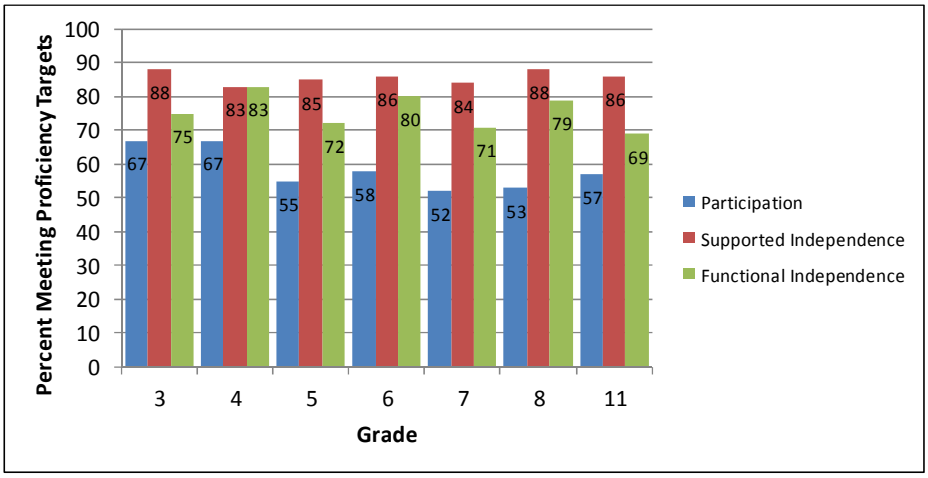

Figure 19. Statewide proficiency on MI-Access mathematics.

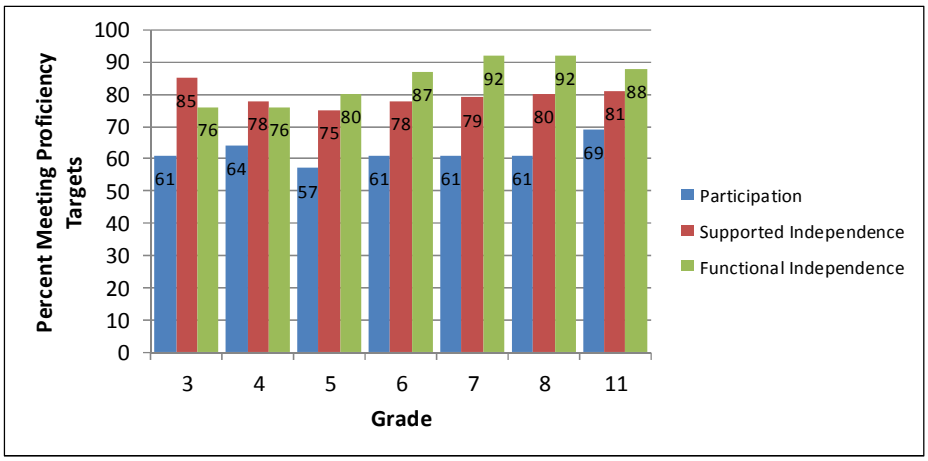

Figure 20. Statewide proficiency on MI-Access accessing print.

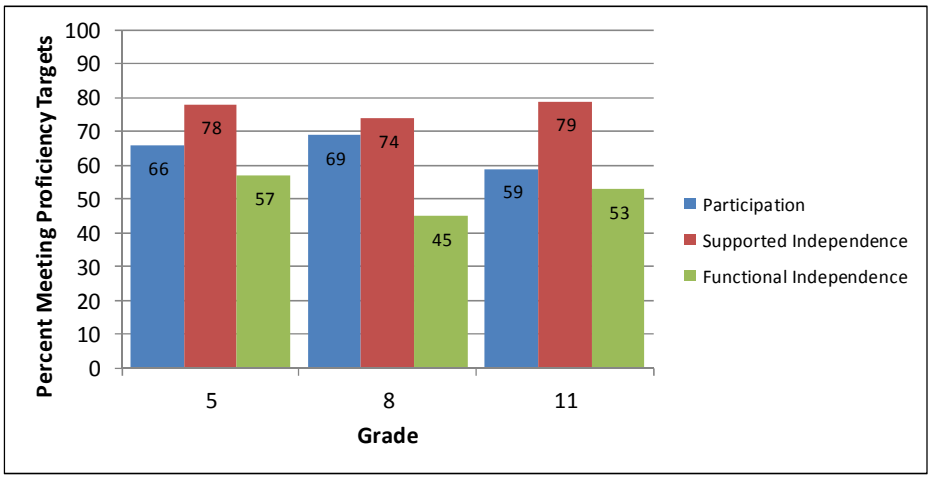

Figure 21. Statewide proficiency on MI-Access science.

Accountability Calculations

We welcome the opportunity to broaden our focus on student achievement by including all five tested content areas (mathematics, reading, writing, science and social studies) into both the ranking calculations as well as the Accountability Scorecard calculations.

Ranking Calculations

Based on the original rules for identifying persistently low achieving schools for federal School Improvement (SIG) Grants, MDE has developed a Top-to-Bottom ranking methodology. This Top-to-Bottom list is the baseline list from which Priority~~, Focus~~ and Reward schools will be generated.

This Top-to-Bottom ranking methodology includes all ~~five~~ four tested subjects, with each subject weighted by the number of test scores. This allows schools to be held accountable for the greatest number of students assessed. In previous iterations of our Top-to-Bottom ranking, a K-5 school would be held accountable on math, reading, and science equally, even though science was only assessed in one grade while math and reading were assessed in three grades.~~equally. If a school only has three tested subjects represented in the building, each subject would count for 1/3 of the final ranking.~~

~~In our stakeholder meetings regarding both the Top-to-Bottom ranking and this waiver application specifically, concerns were raised regarding our decision to weight each subject equally, since fewer students test in science, social studies, and writing than do in reading and mathematics (science,~~

~~social studies and writing are currently only tested once per grade level). Although MDE understands these concerns, we believe conceptually that ranking each subject equally requires that schools pay equal attention to each subject, even though we *measure* some subjects less frequently. One of the lessons we've learned from NCLB is that schools have shifted substantial resources into teaching reading and mathematics, often to the detriment of other subjects. If we plan to adhere to our goal of career- and college-readiness for all students, then we feel it is important to place equal weight on all tested subjects in our accountability calculations and remove the incentive to focus more narrowly on reading and math. A student who is truly prepared for career and college success will understand reading and mathematics, but they will also have solid science skills, familiarity with the various social science concepts and, in particular, will be competent and articulate writers.~~

Accountability Scorecard

As described in section 2.A.i above, the MDE will continue to work with stakeholders, including the Michigan Legislature, over the next year to align state and federal accountability systems and determine the most meaningful scorecard indicators to use, including the steps necessary to transition from colors to a new schema by the next high-stakes accountability cycle in 2017.

Currently, MDE uses only reading/language arts and mathematics. Commensurate with our focus on all five subjects, we propose that we include writing, science and social studies beginning in the 2012-2013 school year in the Accountability Scorecard. We will establish AMOs for each grade and subject area.

Starting in 2014-15, MDE is combining writing and reading into ELA. Accountability systems will shift from using five subjects, to four: math, ELA, science, and social studies.

In addition, the 95% participation requirement will be extended to all tested subjects. The importance of continuing to ensure full participation in statewide assessments was something that MDE very carefully considered in our original proposal and discussed extensively with stakeholder groups. This is why MDE proposes a model where failing to meet participation targets can automatically turn a school's scorecard color to Red. It actually prevents schools from being allowed to compensate for low participation with higher achievement. If a school fails to test at least 95% of their students in one subject/subgroup combination, their overall color is lowered one level. If they fail to do in in two subject/subgroup combinations, their overall color is lowered two levels; 3 subgroup/subject combinations, lowered 3 levels, and so forth. If a school fails to assess at least 95% of their students in the "all students" category in two subjects, they are automatically designated as a Red school, regardless of proficiency or other performance data.

Participation Rate Clarification and Proposal

Clarification: In the Accountability Scorecard, if a school fails to assess at least 95% of their students in any subject/subgroup combination, they are automatically considered red for that

subgroup/subject combination. If a school fails to assess at least 95% of students in two or more subjects in the "all students" category, they are automatically considered red overall.
Addition: To prevent schools from choosing to be "red" for participation by avoiding the assessment of low-performing students, MDE proposes to add an additional check. If a school receives a "red" for participation for one school year, they will be placed on a participation "watch list" and will receive notification from MDE that they are not compliant with state and federal law regarding participation in state assessments, and that there are consequences for this lack of compliance. If they are "red" for participation for two consecutive years (or for three years out of five years), they are automatically named an "Assessment Participation Non-compliant School" and will be subject to supports and interventions dependent on the severity, duration, and type of low participation. MDE offices consisting of the Office of Field Services (OFS), Office of Education Improvement and Innovation (OEII), Office of Evaluation, Strategic Research, and Accountability (OESRA), School Reform Office (SRO), and the Center for Educational Performance and Information (CEPI) within the Department of Technology, Management, and Budget (DTMB) will collaborate to identify, analyze, and report on low-participation schools, and implement effective and meaningful supports and interventions. Sections 2.F. details the levels of supports and interventions. ~~*Addition*: To prevent schools from choosing to be "red" for participation in order to avoid assessing low-performing students, MDE proposes to add an additional check. If a school receives a "red" for participation for one school year, they will be placed on a participation "watch list" and will receive notification from MDE that they are not compliant with state and federal law regarding participation in state assessments, and that there are consequences for this lack of compliance. If they are "red" for participation for two consecutive years (or for three years out of five years), they are automatically named a participation priority school and placed under the direction of the School Reform Officer (SRO).~~

The 95% participation data will be for reporting only in the 2011-2012 accountability cycle in writing, science and social studies, and will then be used in the final Accountability Scorecard and other accountability determinations beginning in 2012-2013. This is due to the fact that this will be a new requirement for schools, and fair accountability practices suggest that schools should be notified of high-stakes requirements prior to their implementation.

Fair practice also drives our approach to the aggregation of student data. Any integration of student growth data into a school or district average requires averaging growth from all students, producing some aggregate measure. The key to producing a useful average is to appropriately weight the different types of student growth in such a way that policy goals are incentivized. MDE feels that our weighted performance level change (PLC) actually reduces the chance that low-growth can be masked by high-growth, by awarding negative points for declines in student performance, and by awarding zero points for students who maintain their proficiency level grade over grade if those students were previously not proficient. In this way, only desirable growth receives positive point values, and the school average can be evaluated to see if the majority of students are achieving desirable growth.

Because the weighted PLC is used in a ranking, each school's weighted PLC is compared to all other schools' weighted PLC. All other things equal, schools with more low growth students will have lower weighted PLC indices, which will produce lower overall rankings.

Starting in 2014-15, MDE will be calculating student growth percentiles (SGPs) for all assessed students. MDE will continue to count non-proficient students demonstrating adequate growth as growth proficient on the diagnostic Accountability Scorecard using individual SGPs. When MDE has enough data to calculate adequate growth percentiles (AGPs), MDE will calibrate the Accountability Scorecards to use AGPs. MDE will use SGPs to calculate a building-level mean SGP for use in its Top-to-Bottom ranking improvement measure.

MDE will continue to include science and social studies in the state's system of differentiated recognition, accountability, and support as it has in the past two years, with exception to the Focus metric, which will only include mathematics and ELA in order to drive greater impact with supports and interventions-. In order to ensure that all students have the opportunity to be appropriately included in this system, the state is developing an Alternate Assessment based on Alternate Achievement Standards (AA-AAS) for social studies. MDE already has AA-AAS assessments in reading/language arts, mathematics and science that have received full approval by the USED as meeting all ESEA requirements. The state will develop an AA-AAS assessment in social studies that contains the same level of technical adequacy, stakeholder involvement, and content alignment as its alternate assessments in the other content areas. This will ensure access for students with significant cognitive impairment to MDE's assessment continuum and enable schools and teachers to calculate valid and reliable individual student growth in a consistent manner for all content areas.

Currently, MDE has social studies assessment results on approximately 350,000 students, obtained from our MEAP and MME assessments, including the vast majority of our students with disabilities. Nearly 40,000 of Michigan's students with disabilities participate in the general assessment with accommodations. We only lack data from approximately 9,000 students who take the MI-Access alternate assessment in other subject areas but are not assessed in social studies on a state-delivered assessment. MDE feels it is in the best interest of students and schools to use currently available social studies assessment results while we are implementing our plan to develop and implement an alternate assessment in social studies.

MDE's plan to develop an alternate assessment in social studies allows us to have a functional assessment available by 2013-2014. In the interim two years (2011-2012 and 2012-2013), MDE has begun requiring districts and schools to indicate whether or not students who take the MI-Access assessment in other subjects have participated in a locally administered social studies assessment. These students will be part of the 95% participation requirement in the accountability system starting in the 2012-2013 school year. Prior to that, this information on student participation

in a locally administered social studies alternate assessment will be collected and reported in the 2011-2012 school year (but only for informational purposes in order to give the field appropriate time to adjust). Districts and schools are also asked to provide information on what type of assessment the district gave to the student. MDE will enhance their compliance monitoring in the 2011-2012 and 2012-2013 school years and will audit a sample of districts that reported student participation in alternate social studies assessment. The state will review local documentation, the information provided to the state and ensure an assessment was administered. MDE will publicize these enhanced monitoring plans widely, so that even those schools who are not selected are aware of the potential for this monitoring.

Table 8: Michigan AA-AAS Social Studies Development Plan

Date	Task/Event	Status
October-November 2011	Gather information from the 13 states that have developed an alternate assessment in social studies.	Completed
December 2011	Develop preliminary budget and high-level scope of work	Completed
January 2012	Gather Department resources in preparation for developing extended social studies content standards	In Progress
February 2012	Submit AA-AAS social studies plan to USED as part of ESEA flexibility request	In Progress
March 2012	Convene standing Students with Disabilities (SWD) advisory committee to determine resources and stakeholder involvement opportunities	Specific Date/Location TBD
March 2012	Revise plan if necessary based on feedback from USED	TBD
April 2012	Finalize budget and scope of work	TBD
May-June 2012	Develop fully articulated project schedule	TBD
July –September 2012	Department staff draft extended social studies standards	TBD
October-December 2012	Stakeholder review and finalization of extended social studies standards	TBD
January-February 2013	Finalize test design and item development requirements	TBD

Spring 2013	AA-AAS social studies item writing and stakeholder review	TBD
Fall 2013	AA-AAS social studies cognitive labs and field-testing	TBD
Fall-Winter 2013	Field-test results analyzed; Bias and Content Committee meetings held; operational design finalized	TBD
Spring 2014	First operational AA-AAS social studies assessment administered	TBD
Spring 2014	Standard-setting	TBD
Summer 2014	Results incorporated into MDE's state accountability system	TBD

Based on our experience with reading/language arts, mathematics and science, the high-level schedule above is achievable and reasonable given that Michigan receives no federal funds for this content area.

Michigan has completed development and is administering an operational Alternate Assessment based on Alternate Achievement Standards (AA-AAS) for social studies in spring 2015. Results from this assessment will be used in the annual diagnostic Accountability Scorecard, as well as the Top-to-Bottom ranking system.

~~Clarification on the Transition from Current AYP to New Scorecard~~Assessment and Accountability Transition Timeline

	2014-2015	**2015-2016**	**2016-2017**
Assessment	M-STEP College Entrance (ACT) Work Skills (WorkKeys)	M-STEP (TBD) College Entrance (SAT) Work Skills (WorkKeys)	M-STEP College Entrance (SAT) Work Skills (WorkKeys)
Accountability	For informational purposes only (unless do not participate) Diagnostic Scorecard	For informational purposes only (unless do not participate) Diagnostic Scorecard	High-stakes; name Priority, Focus, Reward again Diagnostic Scorecard
Years of Stable Assessment	Assessment Transition Year	Assessment Transition Year	Assessment Year 2

	Year 1	(grades 3-8 and/or 11) Year 1	

~~In August of 2012, MDE plans to publish School Report Cards that include the following:~~

- ~~AYP designations for schools and districts, as specified in our Accountability Workbook through our Consolidated State Application.~~
- ~~Statewide Top-to-Bottom ranking~~
- ~~Priority, Focus and Reward school designations~~

~~These calculations will be based on assessment data from fall of 2011 and spring of 2012, as well as graduation rates from the 2011 graduating cohort.~~

~~The AYP designations made during this time will be based on our original system of calculating AYP, and any modifications to this system have been negotiated through the Accountability Workbook process.~~

~~In August of 2013, MDE will publish School Report Cards that include the following:~~

- ~~Our new Accountability Scorecard, which is our AYP replacement.~~
- ~~Statewide Top-to-Bottom ranking~~
- ~~Priority, Focus, and Reward school designations.~~

2.B SET AMBITIOUS BUT ACHIEVABLE ANNUAL MEASURABLE OBJECTIVES

Select the method the SEA will use to set new ambitious but achievable annual measurable objectives (AMOs) in at least reading/language arts and mathematics for the State and all LEAs, schools, and subgroups that provide meaningful goals and are used to guide support and improvement efforts. If the SEA sets AMOs that differ by LEA, school, or subgroup, the AMOs for LEAs, schools, or subgroups that are further behind must require greater rates of annual progress.

Option A	**Option B**	**Option C**
☐ Set AMOs in annual equal increments toward a goal of reducing by half the percentage of students in the "all students" group and in each subgroup who are not proficient within six years. The SEA must use current proficiency rates based on	☐ Set AMOs that increase in annual equal increments and result in 100 percent of students achieving proficiency no later than the end of the 2019–2020 school year. The SEA must use the average statewide proficiency based on assessments administered	☒ Use another method that is educationally sound and results in ambitious but achievable AMOs for all LEAs, schools, and subgroups. i. Provide the new AMOs and an explanation of the

assessments administered in the 2010–2011 school year as the starting point for setting its AMOs. i. Provide the new AMOs and an explanation of the method used to set these AMOs.	in the 2010–2011 school year as the starting point for setting its AMOs. i. Provide the new AMOs and an explanation of the method used to set these AMOs.	method used to set these AMOs. ii. Provide an educationally sound rationale for the pattern of academic progress reflected in the new AMOs in the text box below. iii. Provide a link to the State's report card or attach a copy of the average statewide proficiency based on assessments administered in the 2010–2011 school year in reading/language arts and mathematics for the "all students" group and all subgroups. (Attachment 8)

Arriving at the AMOs

Beginning in 2011-2012, MDE began holding schools accountable for achieving career- and college-readiness with their students by instituting new, rigorous cut scores that indicate whether or not a student is career- and college-ready (in the 11th grade) or on track for success in the next grade (in grades 3-8). To take into account the much higher standard set by the increased cut scores, we have proposed AMOs that are rigorous yet achievable. We also propose a "safe harbor" methodology for schools and for subgroups that sets an ambitious and attainable way for schools to demonstrate improvement toward the goals.

MDE's ultimate goal is that 100% of our students be career- and college- ready. However, we acknowledge that we are far from this goal now. Given the reality of our current situation and acknowledging the need for a system that demands high levels of improvement but that also sets attainable goals, we will use 85% proficient as an interim goal by 2022 for any school below 85%. Once a school reaches 85% of students proficient, that school will begin working toward a goal of 100% proficiency.

In stakeholder meetings with various groups, as well as in internal MDE discussions, we have wrestled extensively with the question of identifying targets that are appropriately ambitious and also attainable. One concern is that 85% is not ambitious enough—that it sounds as if we are willing to

settle for 15% of our students NOT being career- and college-ready. We understand that concern. MDE believes that *every* student should graduate with the skills necessary to succeed in career and college. However, we also know that we have a long way to go until we are at that point. Currently, even very high performing schools are not at 85% proficient on our new career- and college-ready cut scores. In fact, even the 95th percentile of schools—schools who are performing better than 95% of all other schools—fail to reach the bar of 85% of students proficient. See Table 9 below for various percentiles of school-level proficiency in each tested subject.

Table 9. **2010-11 Percent of Students Proficient by School Percentile**

	2010 Performance			
	Math	Reading	Science	Social Studies
5th percentile	7.3	28.5	0.0	2.0
10th percentile	12.2	37.0	2.0	5.0
20th percentile	19.2	48.2	6.3	14.5
40th percentile	29.2	59.5	12.2	24.8
60th percentile	37.7	67.1	17.4	32.8
80th percentile	50.8	75.1	25.1	42.5
90th percentile	60.3	80.5	31.3	50.0
95th percentile	67.3	84.1	37.0	54.5

In addition, Figures 27 and 28 show the distributions of school-level percent proficient in mathematics for elementary/middle schools and high schools, respectively. Figures 29 and 30 show the same distributions for reading, with Figures 31 and 32 for science, Figures 33 and 34 for social studies, and Figures 35 and 36 for writing.

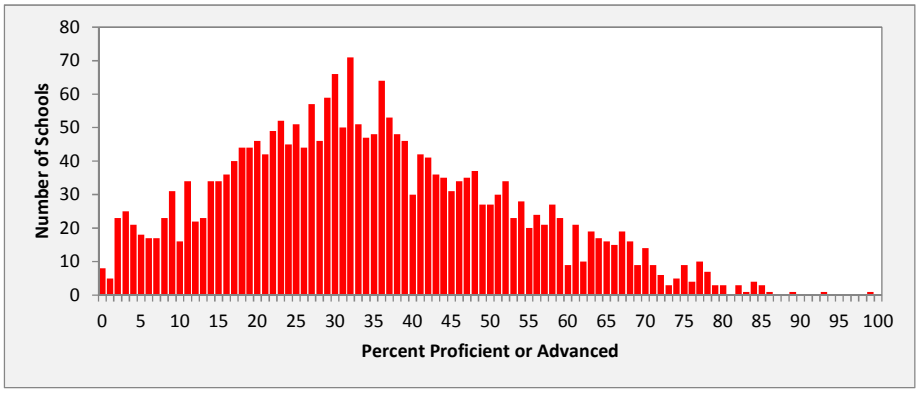

Figure 22. Elementary/middle school distribution of mathematics proficiency.

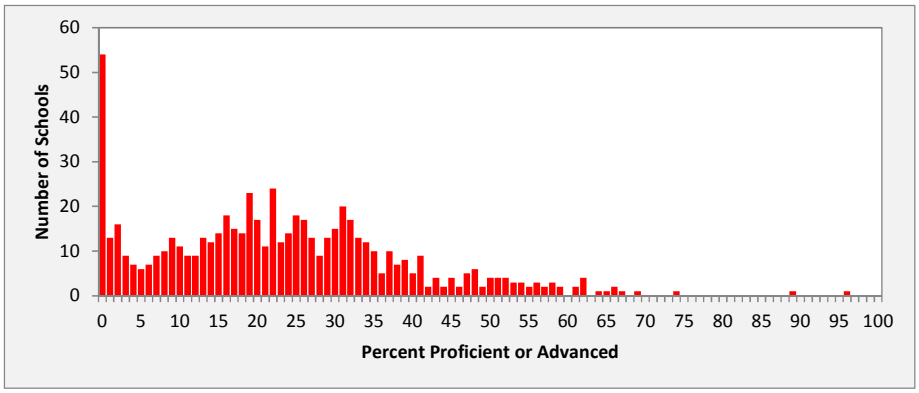

Figure 23. High school distribution of mathematics proficiency.

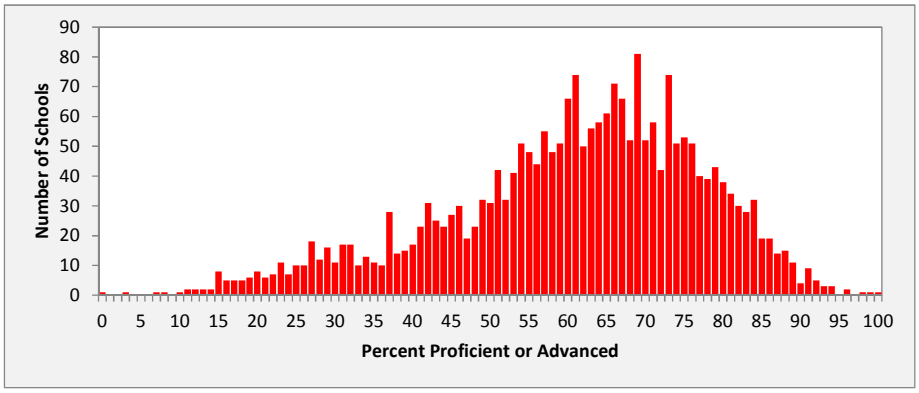

Figure 24. Elementary/middle school distribution of reading proficiency.

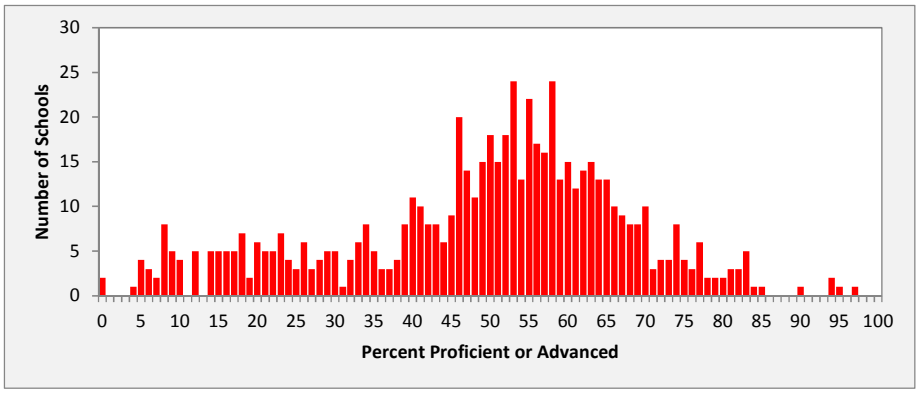

Figure 25. High school distribution of reading proficiency.

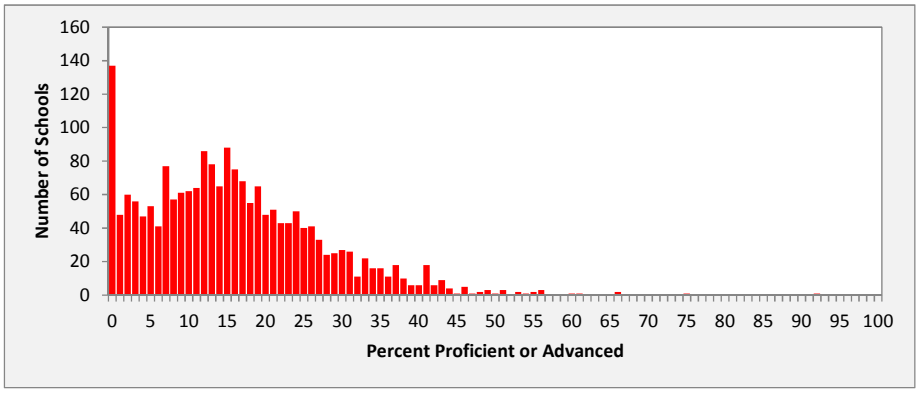

Figure 26. Elementary/middle school distribution of science proficiency.

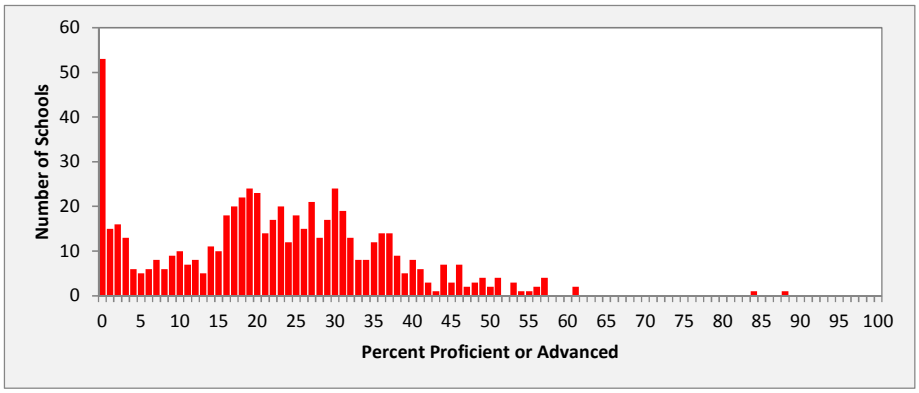

Figure 27. High school distribution of science proficiency.

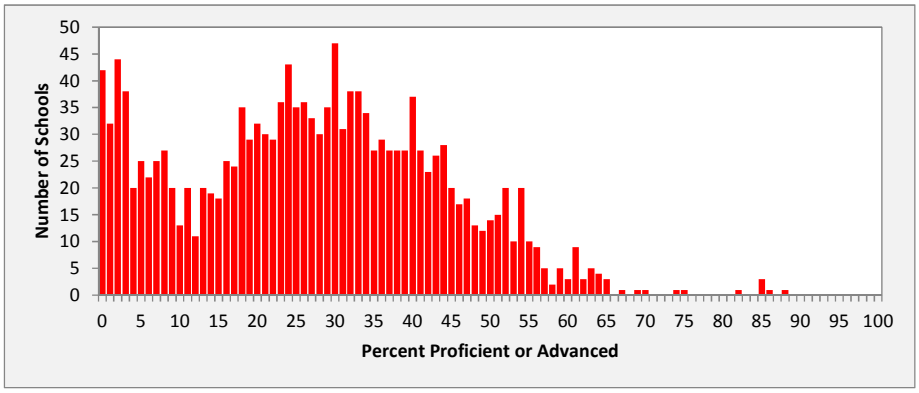

Figure 28. Elementary/middle school distribution of social studies proficiency.

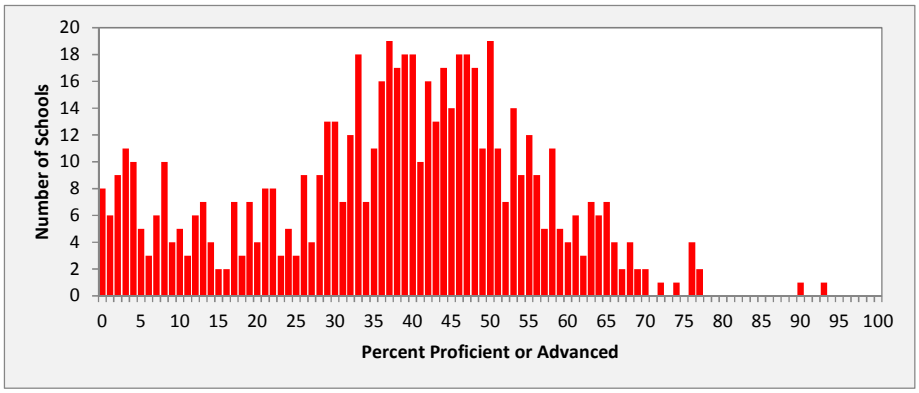

Figure 29. High school distribution of social studies proficiency.

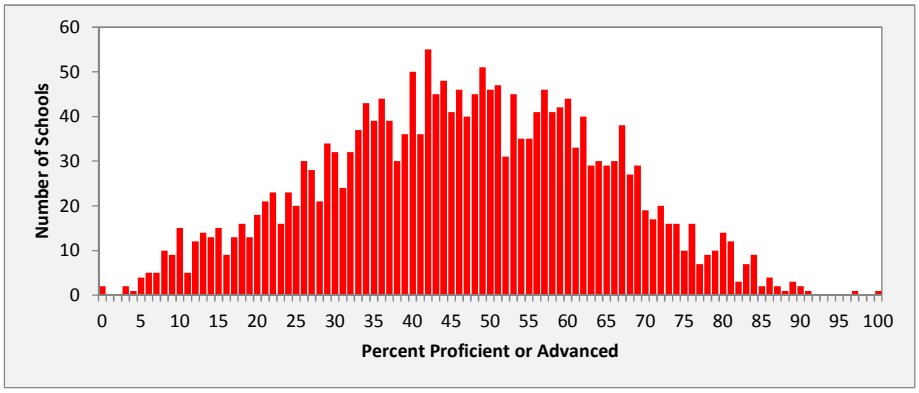

Figure 30. Elementary/middle school distribution of writing proficiency.

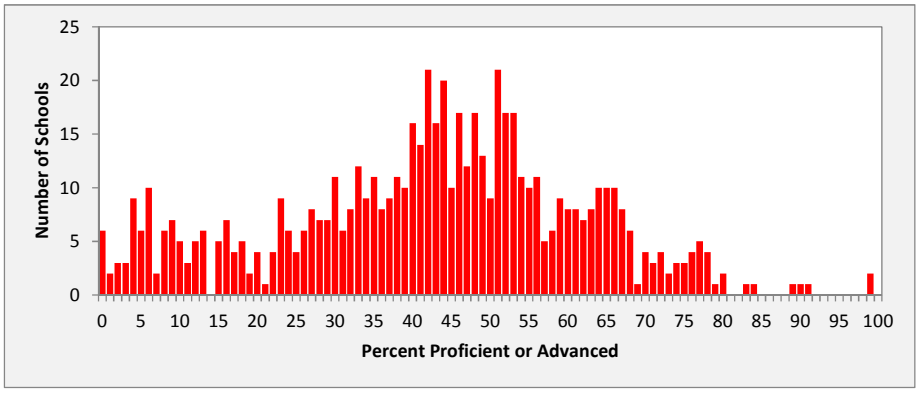

Figure 31. High school distribution of writing proficiency.

Looking at these numbers, we can see the goal of achieving 85% proficiency on the new career-and college-ready cut scores is highly ambitious. Getting all Michigan schools to a point where 85% of their students are considered proficient on our new cut scores will represent a significant achievement and a fundamental shift in how we prepare students for the world beyond K-12 education. We believe we will get there. But we also believe 85% represents the appropriate interim goal, with 100% still our ultimate goal.

It is important to keep in mind that, for schools to achieve 85% proficiency on our new and very rigorous cut scores, many schools will have to improve the percent of students who are proficient by

five, six, seven or even eight percent each year. These rates of improvement are extremely aggressive.

Indeed, concerns have been raised that our AMOs are ***too*** ambitious. For schools to meet these targets, they will be required to improve the percent of students who are proficient at a rate that has rarely been demonstrated in the past four years. MDE spent substantial time considering the possibility of lower proficiency targets, to make them more attainable. After much discussion, we return to our theory of action—that we believe that the systematic and targeted use of data, accountability and related supports, coupled with increased expectations for all students, teachers, administrators, and the SEA, will lead to a fundamental change in student achievement and school improvement. This is taken in combination with the fact that we have not seen how schools will behave when shooting for the higher bar of the new cut scores as compared to their behavior in shooting for the previously lower cut scores. Taken together, we feel it is reasonable to set an initial target of 85% percent proficient in each content area. What we are proposing is not only a different accountability system; it is a different system of expectations, supports, consequences, and rewards that represents a shift in our work as an education enterprise. We want to change the culture of learning and expectations in the state, and also change the way that we do business as the SEA. We believe that this will result in changes in achievement, and therefore we choose to keep our targets where they are currently specified.

However, we acknowledge that it is difficult to predict future performance by looking at past data, because of the shifts in cut scores, as well as the variety of new interventions. Following a continuous improvement model, MDE intends to employ a systematic re-evaluation of not only the targets, but also the efficacy of the system of supports and interventions. Specifically, we plan to monitor the data and performance of schools until the 2014-2015 school year, at which time MDE's adoption of the Smarter Balanced Assessment Consortium (SBAC) assessments will necessitate an evaluation of the targets and the system. Following that time point, MDE will consider necessary modifications to the system every three years. If more than 50% of schools have made at least safe harbor targets, but are failing to make the proficiency targets, we will consider resetting the ultimate AMOs. Conversely, if over 75% of Michigan schools are consistently meeting the proficiency targets, we will consider resetting the AMOs with a higher end target. Targets will always be re-evaluated using the consideration of the equal mandates of ambitious AND attainable. Specifically, if the targets prove unattainable, targets will be reevaluated to be both ambitious and attainable by identifying targets attained by some percentage of schools significantly above the state average (e.g., targets attained by at least 20 percent of schools).

With the transition to new assessments in 2014-15, MDE is exercising its option to evaluate the targets and system. Given that the new M-STEP assessments are completely different from the previous MEAP assessments, existing AMOs must be realigned to the new assessments. MDE is also anticipating a two- year assessment transition due to state legislative requirements, and a change in

the college entrance examination from ACT to SAT. MDE will set 2014-15 AMOs on proficiency levels attained on the 2014-15 assessments. MDE will continue to use differentiated targets for schools and districts, and continue to hold all subgroups accountable to the same target as the building or district. MDE will calculate an annual increment based on an end goal of 85% proficiency by the 2023-24 school year. To ensure a minimum standard, MDE will implement a minimum AMO of 15% in the initial year (2014-15). Schools and districts that have an initial target of 15% will need to attain an annual increment of 7% in order to stay on track to 85% proficiency in 2023-24. MDE will not have assessment data needed in order to set AMOs until late summer 2015 and will submit the new AMOs to USED before the deadline of January 31, 2016. Due to uncertainties with assessment plans for 2015-16, MDE will analyze test scores to determine if AMOs set in 2014-15 are sustainable.

What MDE's AMOs Look Like

In the past, MDE has set the same targets for each school statewide. Our original idea for the ESEA Flexibility Request was to continue to set targets in this manner. However, stakeholders indicated that differentiated targets provide a more meaningful way for a school to consider the improvements they need to make, and they also ensure that all schools are held to an increasing target each year. Therefore, in order to differentiate our accountability system, we now propose differentiated targets for schools. Each school has its own target, which will be set as follows (Figure 32 below helps illustrate our system of differentiated proficiency targets, or AMOs.):

- Calculate the percent of students who are proficient (on the career- and college-ready cut scores) in the ~~2011-2012~~2014-15 school year.[12]
- Calculate the distance for each school between 85% and its current percent proficient, and divide that distance into ten increments.
- Those increments become the proficiency targets for each school.
- A school's targets do not reset each year. This way, a school knows what its trajectory needs to look like and can plan ahead. Having clear goals that are communicated in advance to schools is an important element in a transparent and useful accountability system.
- When a school reaches 85% proficient and remains there for two years, it is awarded a "Green" status (see report card explanation ~~on page~~ 142~~119~~in Section 2.A.i above), and given the opportunity to earn "Reward" status by continuing to show improvement.[13] As long as the school remains above the 85% target, it will not drop below an overall "Green" rating. If the school does show improvement, it will be named a Reward school. This ensures that

[12] We will continue to identify students as "proficient" for the purposes of the Accountability Scorecard if they are: Level 1 (Advanced) or 2 (Proficient); provisionally proficient (within two standard errors of the cut score; or growth proficient (~~demonstrated growth at a "Improvement" or "Significant Improvement" rate~~). This is our current practice in AYP as well. ~~**NOTE: THIS CHANGE IS CONTINGENT ON AN AMENDMENT APPROVAL**~~

[13] We will define improvement as being a positive four-year slope.

schools that meet this rigorous target are rewarded for this difficult achievement, but are also incentivized to continue to improve toward a goal of 100% proficiency.

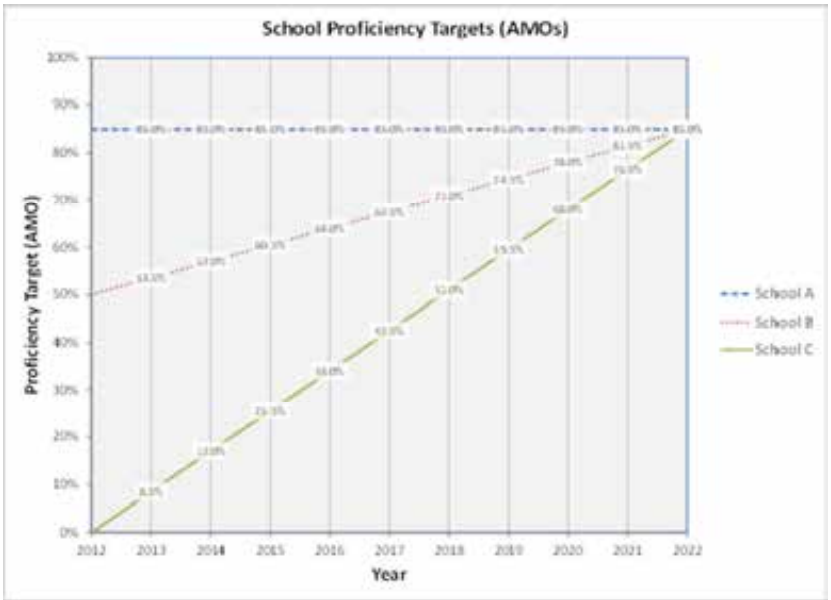

Figure 32. Setting differentiated AMO targets for individual schools.

MDE further proposes that our timeline for achieving 85% proficiency rates be extended to end in 2021-2022, which is ten years from the 2011-2012 school year. The new, very aggressive cut scores instituted in the 2011-2012 school year mean that the metric by which students are measured is much more rigorous, and we believe this should be reflected in both the targets and timelines we give to schools to meet those targets.

Modeling/Scenarios

Some might question how our AMOs would apply to real-world schools. At this point, we feel that any analyses run to address this question would not provide relevant data. This is because although we have historical data, the historical data we have are based on ~~new~~ career- and college-ready cut scores applied ~~retroactively~~to our old MEAP tests. We do not have any historical data against which to compare the AMOs because the only data which we have is for schools ~~which were shooting for the old cut scores rather than our new cut scores~~taking the previous MEAP test, and not the M-STEP aligned to career- and college-ready content standards. Our current analyses show that very few schools have achieved 85% proficient in any content area, so that it is clear that the 85% proficiency target is clearly an ambitious target. To address whether the targets are attainable (including for

subgroups), we have put in place three provisions: (1) starting AMOs are where the school starts out in the first year of the 10-year period ending in 2022, (2) if a school or subgroup fails to meet an AMO, it can still achieve a "safe harbor" target ~~of improving at the rate of the school at the 80th percentile in the base year~~once at least two consecutive years of testing has occurred, and (3) we have built into the application a review cycle at which time the AMOs will be evaluated for adequate rigor and attainability.

Safe Harbor

MDE is proposing to update its Safe Harbor definition for use once we have at least two consecutive years of assessment results. Under the current definition, few schools were able to benefit from Safe Harbor. MDE will not utilize Safe Harbor for 2014-15 and 2015-16. MDE will develop a more meaningful and useful Safe Harbor definition to be implemented in 2016-17.

The Need for Safe Harbor

We need to strike the appropriate balance between ambitious proficiency targets and attainable improvement goals. We believe wholeheartedly in the need to dramatically move Michigan forward so that many more students are prepared for career and college upon graduation, and we know that this means that schools need to behave in fundamentally different ways than they have in the past. This is why we retained ambitious and aggressive *proficiency* targets in our AMOs.

We also know, however, that schools—particularly those who are furthest behind—need the ability to make progress and be rewarded for that progress. This is why we propose a new safe harbor methodology, and a new way of communicating this to schools, districts, and parents.

- For the whole school, as well as for each of the subgroups, schools can make safe harbor if it demonstrates a high rate of improvement.
- To identify how much improvement is sufficient to make safe harbor, MDE needed to identify a rate that had been *demonstrated* by schools, but that was still ambitious and rigorous. To do this, we look at the distribution of improvement rates for schools in each grade level (elementary, middle, and/or high school) over the previous four years (using a four-year improvement slope). We find the improvement rate of a school at the 80th percentile. This means that 20% of schools had a greater improvement rate, but 80% of schools were improving at a slower rate. See Figure 29 below for an illustration of how this rate was determined.

- This improvement rate is then set as the "safe harbor" rate for each grade level and subject. This rate is calculated in the base year (e.g., 2012-2013) and will remain the safe harbor improvement rate until scheduled target reevaluations.

- We believe that grounding this safe harbor rate in the actual data and improvement patterns of schools ensures that we are asking for ambitious but also attainable improvement rates for safe harbor.

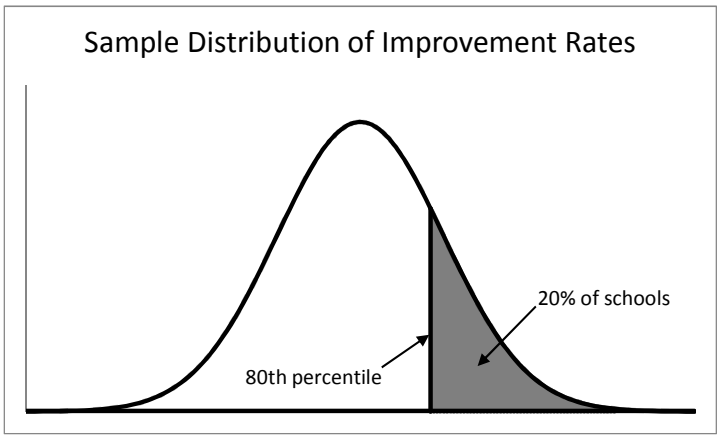

Figure 33. Identifying safe harbor annual improvement targets for a whole school and bottom 30%.

If a school meets its target based on making safe harbor as opposed to meeting the initial proficiency target, we will utilize the "Yellow" category in the new Accountability Scorecard to indicate this to parents. While both Yellow and Green indicate "making" a target, Yellow indicates that it was achieved through safe harbor (i.e. improvement) while Green indicates that the school achieved the actual proficiency target. This enhances the ability of the accountability system to differentially identify and to reward, and to assist schools in targeting their resources more appropriately.

~~**Focusing on Achievement Gaps and Low Achieving Subgroups**~~

Commented [GA(9]: Moved to section 2.A..i

~~MDE has developed an innovative strategy to aggressively address our achievement gaps and to ensure that strategic focus is placed on closing gaps by improving the achievement of those students who are still being left behind in their schools. To do this, we will add the "bottom 30%" subgroup to the current nine demographic subgroups already required under NCLB. Here's how this will happen:~~

- ~~Each student's scale score on a given content area, grade level, and test (e.g. alternate versus general) is transformed into a z-score in comparison to students taking the same test in the same content area in the same grade level across the entire state. The z-scoring allows for comparison of scores across grade levels and test types to assure that all students are accounted for and to assure that a subgroup is created wherever 30+ Full Academic Year students take the test regardless of grade level.~~

  ~~The averaging of z-scores means that the system is a fully compensatory system. If all else is equal, an improvement in any one z-score will result in an improvement in the grand mean z-score. If all else is equal, a decline in any one z-score will result in a decline in the grand mean z-score. It also means that a change in a single z-score cannot have an overly large impact on the grand mean z-score. We find that to be an appropriate outcome, in that improved achievement in only one area should not result in a dramatic rise in the overall index, but improved achievement in the majority of areas should.~~

- ~~The lowest scoring 30% of students are identified in the "bottom 30%" subgroup.~~

- ~~The school is then expected to make either the proficiency or the improvement targets for that "bottom 30%" subgroup, in addition to the other nine subgroups and the whole school targets.~~[14]

~~We believe the addition of this subgroup has many benefits. First, it requires that schools be strategic and specific about closing the achievement gap by requiring them to improve the achievement of their lowest performing students, regardless of the demographic subgroup of those students. If we are serious about closing achievement gaps, we have to identify those students who are furthest behind and hold schools accountable for doing something about those students.~~

~~It helps reduce the "masking" effect that can occur when using only the nine traditional subgroups. If a low performing student is in a high-performing subgroup, this student will be missed by the accountability system—the group as a whole will meet the target, and the school will likely focus their attention elsewhere. By including a bottom 30% subgroup, schools now have to be intentional about those students.~~

~~This methodology also ensures that all schools have at least that subgroup. One criticism of the current subgroup methodology in AYP is that schools in more diverse areas are penalized for this~~

[14] ~~Every school with at least 30 Full Academic Year students will have a bottom 30% subgroup calculated for Accountability purposes. MDE plans to continue to utilize its current methodology for generating an Accountability status for very small schools; this methodology makes use of a sliding confidence interval along with multi-year averaging to allow us to identify an Accountability status for all schools in the state.~~

~~diversity, as they now have more targets to meet because they have more subgroups.[15] In 2010-2011, there were over 700 schools in Michigan who did not have a subgroup (beyond the majority student "subgroup"), and many more who only had one additional subgroup. However, we know that low-performing students are in every school, and that for many of them, attending a "successful" school may not be translating into personal success and progress. By including a bottom 30% subgroup, all schools have to address the needs of their lowest performing students, even if they are not identified using the traditional methodology.~~

~~If a school is improving the performance of its bottom 30% subgroup, they are also improving the performance of all of their other subgroups, as well as their whole school. The bottom 30% identifies the portion of each subgroup that is low performing. We think this is a powerful tool to actually close achievement gaps, both overall and within each subgroup.~~

~~We plan to also retain the nine traditional subgroups. Originally, MDE suggested that we hold schools accountable only on the overall performance of all students, and the performance of the bottom 30% subgroup, with the rationale that the bottom 30% captures the *low-performing* segments of each subgroup. As we reviewed the application and the proposal with stakeholders, however, they voiced concerns that we would lose the focus on individual subgroups that has been a critical component of NCLB for a decade. There was also concern that schools would not be able to understand the interventions necessary if we did not look both at the lowest performing students AND the students in the nine traditional subgroups. The combination of those demographic subgroups with the bottom 30% subgroup ensures that schools focus both on groups that have been historically underrepresented or neglected in the educational context while at the same time adding the specific focus on the lowest performing members of those groups (as described above).~~

~~This point merits emphasis. **MDE proposes to continue to hold schools accountable on the performance of all nine ESEA subgroups, *as well as* on the performance of the new subgroup, the bottom 30% subgroup**. Therefore, schools must not only show improvements with their lowest-achieving students, regardless of demographics, but they must also monitor performance and show improvements in each of their demographic subgroups as well. It is a dual structure of unmasking students — students who may have been masked in one methodology are revealed in the other.~~

~~In further analysis of that bottom 30% subgroup across schools, we have found that all nine ESEA subgroups are represented in that bottom 30% subgroup. What happened in schools is that students in those subgroups who were previously hidden from accountability because they were in subgroups that were too small to be detected, or because their performance as masked by higher-achieving~~

~~[15] This is due to the fact that a school is required to have at least 30 Full Academic Year (FAY) students in a particular demographic subgroup in order to be held accountable on that subgroup.~~

~~students in those same subgroups. Now, all of those students are picked up and combined in the bottom 30% subgroup.~~

Subgroup Targets and Safe Harbor

For all subgroups, including the bottom 30%, the proficiency targets remain the same as for the whole school. This is because we believe that our ambitious proficiency goals need to extend to all students in all groups.

Safe harbor is determined in the following manner:

- *Bottom 30% subgroup:* This subgroup must show an improvement rate that is equivalent to the safe harbor improvement rate for the whole school—that is, the rate that is reflective of an improvement rate of a school at the 80th percentile of the improvement distribution. This means we expect the lowest 30% of students to show a rate of improvement that is ambitious but that has also been demonstrated by at least 20% of schools in the past. It also means that schools will need to be very purposeful about differentiating instruction and targeting resources to the students in this subgroup.

  If the bottom 30% subgroup meets their *improvement* target, this will be considered "Green" in the Accountability Scorecard (as opposed to the "Yellow" that would normally be attributed to safe harbor). The bottom 30% subgroup is, by definition, the lowest performing 30% of students in the school, based on a rank ordering of their standardized scale score from the assessment each student took. Therefore, making the safe harbor *improvement* target with this group is a strong achievement and deserves to be rewarded with a green flag instead of a yellow. This group does not have any "high performers" in it to pull up the average of the subgroup in the manner of other subgroups. They are only the lowest performing students. If a school is successful in increasing the percent of students in their bottom 30% subgroup who are considered proficient, even if they do not meet the school's AMO, they have achieved a significantly high level of improvement in the percent of their *lowest-performing* students who are proficient.

  Bottom 30% subgroups that do not meet the improvement target will show on the Accountability Scorecard as red. The subgroup will also not earn any points used in the overall calculation of the Accountability Scorecard status. The individual red cell for the subgroup will not, however, roll up into the school's or LEA's overall status. Schools and LEAs with individual red cells in the Bottom 30% subgroup will not earn higher than a Lime overall status.

  However, with the ESEA subgroups, those groups do not consist only of the lowest-performing students. There will be a mix of high, average, and low-performing students in

each of the ESEA subgroups. Therefore, it's appropriate to require that they meet absolute proficiency targets, or in lieu of meeting those targets, that they show improvements over time by meeting safe harbor. Given that they already have some proficient students in each of those ESEA subgroups, it is appropriate to award safe harbor improvement with a yellow as opposed to the green awarded for meeting the proficiency AMO.

- *Nine demographic subgroups*: If one of the demographic subgroups does not meet the proficiency target for the whole school, the safe harbor rate for that subgroup is set at the safe harbor improvement rate that applied to the whole school (for that particular level and subject) Again, this improvement rate is reflective of the rate of improvement demonstrated by a school at the 80th percentile of improvement within a particular level. This is sending the message that we have the same ambitious proficiency targets and the same ambitious *and* attainable safe harbor targets for the whole school and for all demographic groups within the school.

  If one of the demographic subgroups does not meet the proficiency target, and instead meets the safe harbor improvement target, this subgroup will receive a "Yellow" on the Accountability Scorecard. This sends the message to the school and to parents and other stakeholders that, although the school is demonstrating improvements in those subgroups, their proficiency rates are still below the expected target. Again, we believe this strikes the balance between ambitious and rigorous expectations for proficiency, while providing attainable ways for schools to demonstrate progress towards goals. If a school fails to meet either the proficiency or the improvement target for a subgroup, that subgroup will be "Red" on the Accountability Scorecard.

~~Overall Scorecard~~ Compilation

Commented [GA(10]: Moved to section 2.A.i

~~MDE has been engaged in the past several years in a series of initiatives to increase the accessibility of our data and reporting, to ensure that schools, parents, and other stakeholders can more easily find and understand information about their school. These projects have included the creation of more user-friendly "lookup" tools, increased resources on our website, and concerted efforts to create tools that assist end users with understanding the data and metrics. Additionally, in coordination with the Center for Educational Performance and Information (Michigan's education data agency), MDE has developed and rolled out a new data portal, MiSchoolData.~~

~~The MI School Data portal is a critical element that allows us to specify a theory of action that calls for an accurate diagnosis of school challenges using data analysis and professional dialogue, as it provides an extensive set of data for stakeholders to access. It includes information about assessment trends, school demographics, graduation/dropout rates, staffing information and educator effectiveness.~~

~~Building on these initiatives and the lessons learned from them, as well as on MDE's desire to leverage "light-of-day" reporting and transparency more efficiently to help communicate important information about the performance of schools to the public, we will take the opportunity presented by ESEA Flexibility to redesign our school report card, as described below.~~

~~The key elements of this new Accountability Scorecard will be:~~

- ~~Easy-to-understand color scheme (Red, Orange, Yellow, Lime Green, Dark Green, and Purple) so that schools can see at a glance where their areas of strength, caution, and weakness are, and target their efforts appropriately.~~
- ~~Clear labels for Priority, Focus and Reward schools, helping stakeholders understand how the two types of metrics fit together.~~
- ~~The ability to click through and see more detailed information on any given subject or subgroup, while at the same time retaining a simple, at-a-glance overview.~~

~~**Determining the Colors**~~

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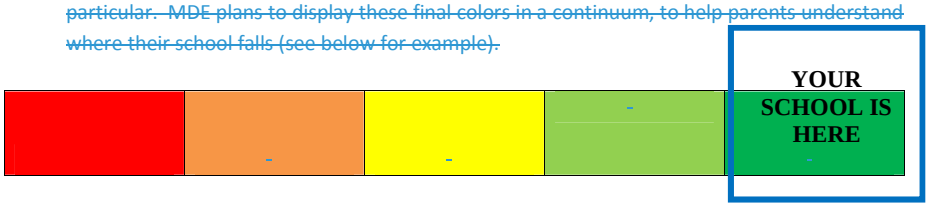
~~Colors will be determined for each school using the following set of business rules:~~

- ~~The whole school will receive a Red, Orange, Yellow, Lime or Dark Green rating for each subject. Each subgroup will receive a Red, Yellow, or Green rating for each subject. Each group/subject Red rating means that a school did not meet the proficiency OR the safe harbor improvement target. Yellow means the school met the safe harbor improvement target only. Green means the school met the proficiency target (or that the bottom 30% subgroup met the safe harbor target).~~
- ~~Schools and LEAs that have no proficiency results due to having no full academic year (FAY) students will receive an Accountability Scorecard with existing accountability results (participation, compliance factors). These schools and LEAs will receive an overall Purple rating in lieu of a Dark Green or Lime to denote the absence of proficiency results. Red, Orange, and Yellow may also be earned if the school or LEA does not meet the participation or reporting requirements.~~
- ~~In order to recognize the challenges that all Michigan schools face with closing achievement gaps, the bottom 30% subgroup's proficiency outcomes will display colors and points in individual cells based on whether the subgroup met its proficiency or safe harbor target, however only the points will roll up to the building and LEA Scorecard. This will provide a more meaningful statewide distribution of overall Scorecard statuses while still providing a~~

~~valuable diagnostic to schools. Schools and LEAs with individual Red cells in the Bottom 30% subgroup will not earn higher than a Lime overall Scorecard status.~~

- ~~If a school fails to assess at least 95% of their students overall or in a subgroup (with the exception of the bottom 30% subgroup, as it is only defined once students have already tested), the school automatically receives a Red in that subject. If a school receives two Red participation ratings in the "all students" category, the school's overall status will default to Red. The purpose for this strict participation requirement is to prohibit schools from strategically choosing which students not to assess in order to raise their overall proficiency scores.~~

~~To determine the final overall color for the school, each subgroup color in each subject will be assigned a point value. This allows us to further differentiate the "yellow" category in particular. MDE plans to display these final colors in a continuum, to help parents understand where their school falls (see below for example).~~



~~In order to earn each color, a school has to earn a certain target number of points, as follows:~~
~~Less than 50%: Red~~
~~50-60%: Orange~~
~~60-70%: Yellow~~
~~70-85%: Lime Green~~
~~Over 85%: Green~~

~~This provides for more differentiation, particularly in the formerly "yellow" category. A school can earn an orange rating or above by demonstrating, on average, improvement (as indicated by safe harbor) in all subjects and subgroups.~~

~~General business rules will stay the same, including:~~

- ~~Red/yellow/green color coding within subject and subgroups (saving the more differentiated coding for the overall color scheme)~~
- ~~Participation rules: For each "red" that a school earns in any subgroup/subject combination, their overall color is lowered one level. If a school earns two reds in the "all students" category in any two subjects, the school automatically earns an overall "red" rating. This is to prevent schools from choosing to not assess certain students.~~

- ~~Interactions between Priority, Focus and Reward school status and the Accountability Scorecard stay the same.~~

~~As demonstrated below, Michigan will display and include graduation rates for all traditional subgroups in the Accountability Scorecard. The Bottom 30% subgroup is based on academic status and cannot be accurately included on the Accountability Scorecards. Michigan will comply with ED's State Report Card Guidance and include a simplified Bottom 30% subgroup cohort graduation rate and disclaimer on the State and LEA report cards.~~

~~Four example Accountability Scorecards are presented below for example schools that achieved an overall Green (Figure 34), an overall Orange (Figure 35) an overall Red (Figure 36) and an overall Lime because of having one Red Bottom 30% subgroup cell (Figure 37).~~

SAMPLE ELEMENTARY NAME — **STATUS: GREEN**

SAMPLE DISTRICT NAME — **REWARD SCHOOL**

Student Group	Content Area				
	Mathematics	Reading	Writing	Science	Social Studies
All Schools	2	2	2	2	-
Bottom 30%	2	2	2	2	-
American Indian or Alaska Native	-	-	-	-	-
Asian	-	-	-	-	-
Black or African American	2	2	2	1	-
Native Hawaiian or Pacific Islander	-	-	-	-	-
White	2	2	2	2	
Two or more races	-	-	-	-	-
Hispanic of any race	1	2	2	1	-
Economically Disadvantaged	1	1	1	1	-
English Language Learners	-	-	-	-	-
Students with Disabilities	1	1	1	1	-
Overall	45 / 56 = 80% of points earned				

Graduation Rate: XX% | **Attendance Rate: XX%**

Educator Evaluations: In Good Standing

Compliance Factors: None

MICHIGAN Department of Education

~~Figure 34. Sample Accountability Scorecard for a school achieving an overall Green.~~

SAMPLE ELEMENTARY NAME — **STATUS: ORANGE**

SAMPLE DISTRICT NAME — **FOCUS SCHOOL**

Student Group	Content Area				
	Mathematics	Reading	Writing	Science	Social Studies
All Schools	1	2	1	1	-
Bottom 30%	0	2	2	0	-
American Indian or Alaska Native	-	-	-	-	-
Asian	-	-	-	-	-
Black or African American	1	1	2	1	-
Native Hawaiian or Pacific Islander	-	-	-	-	-
White	2	2	2	1	
Two or more races	-	-	-	-	-
Hispanic of any race	1	2	1	1	-
Economically Disadvantaged	1	1	2	1	-
English Language Learners	-	-	-	-	-
Students with Disabilities	1	1	0	0	-
Overall	33 / 56 = 59% of points earned				

Graduation Rate: XX%
Attendance Rate: XX%
Educator Evaluations: In Progress
Compliance Factors: SIP Not Submitted

MICHIGAN Department of Education

~~Figure 35. Sample Accountability Scorecard for a school achieving an overall Orange.~~

SAMPLE ELEMENTARY NAME — **STATUS: RED**

SAMPLE DISTRICT NAME — **PRIORITY SCHOOL**

Student Group	Content Area				
	Mathematics	Reading	Writing	Science	Social Studies
All Schools	1	1	1	1	-
Bottom 30%	2	2	2	0	-
American Indian or Alaska Native	-	-	-	-	-
Asian	-	-	-	-	-
Black or African American	1	1	1	0	-
Native Hawaiian or Pacific Islander	-	-	-	-	-
White	1	1	1	0	
Two or more races	-	-	-	-	-
Hispanic of any race	0	1	1	0	-
Economically Disadvantaged	1	1	1	0	-
English Language Learners	-	-	-	-	-
Students with Disabilities	1	1	1	0	-
Overall	24/ 56 = 43% of points earned				

Graduation Rate: XX%
Attendance Rate: XX%
Educator Evaluations: Not Submitted
Compliance Factors: SIP Not Submitted

MICHIGAN Department of Education

~~Figure 36. Sample Accountability Scorecard for a school achieving an overall Red.~~

SAMPLE ELEMENTARY NAME — **STATUS: LIME**

SAMPLE DISTRICT NAME — **REWARD SCHOOL**

Student Group	Content Area				
	Mathematics	Reading	Writing	Science	Social Studies
All Schools	2	2	2	2	-
Bottom 30%	2	2	2	0	-
American Indian or Alaska Native	-	-	-	-	-
Asian	-	-	-	-	-
Black or African American	-	-	-	-	-
Native Hawaiian or Pacific Islander	-	-	-	-	-
White	2	2	2	2	
Two or more races	-	-	-	-	-
Hispanic of any race	-	-	-	-	-
Economically Disadvantaged	-	-	-	-	-
English Language Learners	-	-	-	-	-
Students with Disabilities	-	-	-	-	-
Overall	22 / 24 = 92% of points earned				

Graduation Rate: XX% **Attendance Rate: XX%**

Educator Evaluations: In Good Standing

Compliance Factors: None

MICHIGAN Department of Education

~~Figure 37. Sample Accountability Scorecard for a School Achieving an overall Lime because of the Bottom 30% subgroup achieving a Red.~~

~~This system helps to counter the perception that there are "too many ways to fail AYP," a common criticism that we have heard over the last ten years of No Child Left Behind. In this system, a school has some wiggle room, in recognition of the fact that schools are complex ecosystems and changing performance is not always a linear process. Introducing the "Orange-Yellow-Lime Green" concept (which is essentially translated to making AYP – with cautions) means that we have the ability now to differentiate school performance beyond the former dichotomous make/did not make designation that lost a lot of the nuance about where schools were doing well and where they were doing poorly.~~

~~We also believe that the proposed Accountability Scorecard is highly intuitive to users, which is particularly important since education touches everyone but not everyone is a professional educator or has extensive data training skills. The five-color scheme is intrinsically familiar to everyone; and the grading scale for a school's final color mimics an actual traditional grading scale, with which everyone is acquainted.~~

~~MDE has used stakeholder input extensively to address concerns about how these color categories are assigned. Initially, we had only three colors (Red-Yellow-Green), understanding that, particularly in the first several years of this system, we would be likely to have a large "Yellow" category. This was a point of discussion with our stakeholder groups, many of whom felt we should make the "Green" category larger and the "Yellow" category smaller. After reviewing the data, MDE still believes this is appropriate given our current performance. While many of our schools are not "failing," very few of~~

~~them are succeeding at the level that we need them to succeed (i.e., preparing students for career and college), making Yellow (with its cautionary message) an appropriate color for these schools. Yellow is also important in terms of being able to utilize the accountability data to appropriately target supports for continuous improvement of all schools. When a school has an overall Yellow rating, it becomes necessary to look at the colors within the subjects, and assess the reasons for that Yellow rating.~~

~~However, following the submission of our initial ESEA flexibility request, we determined that we could get more specific with stakeholders by breaking our three-color categories down still further. We introduced two new colors, Orange and Lime, which allow for more clarity and detail about how schools are performing. Thus, our former "Yellow" category is more nuanced and allows for a clearer picture of school achievement over time.~~

~~The Red category will also serve as a warning system for schools with regard to their potential to become a Priority school. The Red category will include more schools than the lowest 5% of schools. This is appropriate, because although a school may not be in the lowest 5%, they may be close, and the Red designation can be used to alert them to the fact that they are in a danger zone. Importantly, the colors within subjects and subgroups can then help them to target their work more efficiently so that they can increase achievement, close gaps, and improve subgroup performance strategically where it is most needed.[16][17]~~

~~Determining a Scorecard for LEAs~~

~~MDE will produce a scorecard (using the green/yellow/red color scheme described above) for each LEA as well as each school. All calculations and factors will be the same, but results will be aggregated to the district level. MDE plans to treat the district as one large school, so to speak, rather than calculating a green, yellow or red status for each grade level within the district.[18] Treating the district as one unit will help with clarity of results, and will also push districts to play an active role in the accountability and the supports. This means that subgroups will be detected more quickly in the district now; the n-size of 30 students will only need to be reached district-wide for that subgroup to appear on the Scorecard, as opposed to 30 in elementary, middle and high school. This will be particularly helpful in terms of detecting and holding districts accountable for the performance of their limited English proficient students. Only 71 of 200 districts that have LEP students currently receive a district level AYP designation for their LEP subgroup, because they do not have 30 students at each of the grade levels. This change will now hold more districts accountable for these students.~~

~~[16] For determining Accountability in small schools, MDE intends to continue to use its current small schools methodology for AYP, which includes multi-year averaging, as well as a sliding confidence interval for making Accountability determinations.~~

~~[17] MDE intends to continue to utilize current calculation practices for the Accountability Scorecard, such as including formerly special education students and formerly limited English proficient students, multi-year averaging, indexing across grades, and other technical details to calculate Accountability.~~

~~[18] This change has been proposed in MDE's 2011-2012 Accountability Workbook and was implemented in 2011-12.~~

~~MDE also plans to produce a Focus Districts list starting in 2012-13, where districts are ranked by the size of their achievement gap in the same manner as schools. We are concerned that some districts may choose to segregate their lowest performing students in one building, in order to keep achievement gaps smaller in their other buildings. One critically important element in designing high-stakes accountability systems is to be very strategic about avoiding unintended consequences—such as potentially increasing the segregation of schools by requiring schools to focus on their achievement gaps. By producing a district Focus list, districts have to be accountable for the size of their achievement gap overall, as well as within certain schools. MDE will publish a list of these Focus Districts, utilizing "light of day" reporting to flag districts in which it appears gaps are occurring on a district level (not just at a school level). In 2014-2015, when the Smarter Balanced assessments are adopted and implemented, we will examine the possibility of attaching consequences to the Focus Districts, but will produce the report for research and evaluation until that point.~~

~~If districts begin to segregate low-achieving students into certain schools and allow them to be "failure factories," the achievement gap will not close. Furthermore, if a district pre-emptively segregates students whom they perceive have the potential to be low-achieving into certain schools, we lose substantial ground that has been made in the desegregation of schools and the integration of all races, disabilities and languages into open access schools.~~

~~**Other Academic Indicators**~~

~~MDE proposes to include the following elements in the Accountability Scorecard: graduation rate, attendance, participation, educator evaluations and compliance with state law.~~

~~*Graduation Rate*~~

~~As is currently done in AYP, we propose to hold schools accountable for making the 80% graduation rate target. If the school does not meet the target, it has an opportunity to make it on safe harbor, which is defined (as previously) as the reduction of 25% of the gap between the current graduation rate and the 80% target. If a school has the graduation rate of 80%, it will receive a "Green" for graduation rate; if it makes the graduation rate improvement target, it will receive a "Yellow"; and if it misses both the rate and the improvement target, they will receive a "Red." A "Red" on this indicator will function the same way as any other "Red"—a school cannot be "Green" if it has a "Red."~~

~~Although graduation rate is an important indicator, MDE feels that placing too much emphasis on graduation incentivizes schools and districts to graduate students who are not proficient, and therefore not considered career- and college-ready. Given the demands of MDE's high school curriculum, as well as the rigor of our new cut scores, MDE wants all students to be exposed to rigorous content and to be held accountable for learning that content. If schools and districts are not~~

~~held accountable first and foremost for the extent to which students learn that content and meet those expectations, then the opportunity for inappropriately graduating students is too great. Keeping the weighting at 16% allows MDE to hold schools accountable for the graduation of their students, but does not allow graduation to overwhelm the performance, improvement and achievement gap measures, all of which MDE believes are central to our core mission of improving the career and college readiness of all students in the state.~~

~~*Attendance*~~

~~In order to ensure that schools without a graduation rate have an additional indicator, we will continue to use attendance rate for elementary/middle schools. This is either a "Green" (the school met the target) or a "Red" (the school did not meet the target).~~

~~*Participation*~~

~~As mentioned previously, participation will be calculated in conjunction with each subject and subgroup, and a school must assess 95% of students. One "Red" for participation keeps a school from being "Green" overall; two "Reds" for participation in the "all students" category mean that a school is automatically "Red" overall. This is to prevent schools from not assessing students, particularly those low-performing students in subgroups.~~

~~One common (and somewhat misleading) comment we received from stakeholders is that it's too easy for "one student" to cause a school to miss a participation target. This is only true in schools with very small subgroups or numbers of students. In a school with 100 students, for example, 95% participation is 95 out of 100 students, leaving five students who, if not assessed for some reason, will not hurt the school. It is true that the 6th student to not be assessed would put the school over their limit, but there are five other students who were not assessed first.~~

~~However, to account for the fact that a very small school or very small subgroup can be negatively impacted by only one student, we propose that if more than 5% of the population OR two students, whichever is greater, is not assessed, the school fails to meet its participation target. For example: if a subgroup has 30 students in it, 5% of 30 students is 1.5 students. In this case, we would round up and say that the school needs to assess 28 of 30 students in order to meet the target.~~

~~*Educator Evaluations: Reporting Effectiveness Labels*~~

~~In order to strengthen our ability to ensure compliance from districts in terms of implementing their local evaluation systems (as well as the state evaluation system), we will give schools credit for reporting 100% of their educator effectiveness labels and at least 95% of their students in the Teacher Student Data Link (TSDL) collection. This will be either a "Green" or a "Red" indicator—either the school reports 100% of its required labels and 95% of its students in the TSDL and receives a Green, or~~

~~it does not and receives a Red. Transparency with parents and other stakeholders is critically important, and including this important measure of quality on the Accountability Scorecard is a key element to that.~~

~~*Compliance with State Law*~~
~~Schools are required by state law to have a school improvement plan, and to complete School Performance Indicator reports. These data are a necessary element of this systematic diagnosis of the school, their strengths and weaknesses, and developing and monitoring a plan. Therefore, we will give a school credit for submitting a school improvement plan and completing their School Process Rubrics. These data are then used in schools for their data analysis discussions and for targeting instruction and reforms.~~

Rationale for AMOs
The AMOs we propose reflect the fact that Michigan's starting point is dramatically different, given our new career- and college-ready cut scores. The proficiency AMOs require that schools grow by equal increments each year, remain the same once set, and reflect a school's starting location. These were all important modifications that were introduced based on lessons learned from the previous AMOs. Schools need to have targets that relate to their own situation; they need to be clear on what the goals are so that they can plan ahead, and they need to be given a steady trajectory to work with, versus the "stair-step" approach taken previously, where targets remained constant for several years and then dramatically increased in the years approaching 2014.

The performance change we expect to see in our schools during the next few years is significant. However, it's also carefully grounded in extensive research, data analysis, and stakeholder input. As mentioned previously, we spent considerable time engaged with practitioners and policy groups as we set forth to build our new AMOs. We also ran volumes of data in an effort to test our assumptions and results.

We have sought to harness the tension between ambition and attainability, and we believe we have struck the right balance. We are cognizant of the challenges our schools face, particularly with the pending change in cut scores, but we believe they are capable of achieving their objectives if they have the right tools and support. As outlined in this waiver request, we think we can deliver that support through diagnostic intervention and data-driven approaches.

Perhaps the best support for our thinking, however, relates to the core principles stated at the beginning of this document:

- **All means all. Every child has an innate capacity for learning, and we must meet the needs of each and every Michigan student with high-quality systems, tools and resources. Our expectations for all students must be consistently high.**
  - The use of for the bottom 30% subgroup for calling out subgroup achievement will allow us to isolate and address student achievement gaps wherever they exist, not just in Michigan's larger schools.
  - The growth rates we're targeting are going to propel our students forward at a pace we've never before seen, but think our schools can manage.
  - The state is prepared to leverage its partnerships and resources to make sure these AMOs are met. Why? Because of the next core belief, stated below.

- **We must ensure our children are career- and college-ready. We define this as student preparation that is adequate to allow a student to pass first-year community college courses without remediation. Our state is preparing students not just for the opportunities we know about today, but also for the economic and intellectual challenges of the future.**
  - We cite this quotation, which says it all:

    > A May 2011 study by the Detroit Regional Workforce Fund found that 47 percent of adult Detroit residents, or about 200,000 people, are functionally illiterate — which means that nearly half the adults in the city can't perform simple tasks such as reading an instruction book, reading labels on packages or machinery, or filling out a job application. Depressingly, about 100,000 of those functionally illiterate adults have either a high school diploma or the GED equivalent. You can stimulate the Detroit economy all you want, but even if jobs come back, people who can't read won't be able to do them.[19]

  - Michigan's economy, which is among the worst in the nation, needs educational rigor, innovation, and results. We are using this ESEA Flexibility Request as the next step in our work to deliver those results.
- **Our teachers and administrators are professionals whose talents are equal to the task before them. We must ensure our systems support their work effectively and allow them to innovate to meet the needs of their students.**
  - We have high-caliber individuals working in classrooms and schools across Michigan. We owe it to them to set our expectations higher and give them an opportunity to produce the growth of which they are capable.

[19] Friedman, Thomas and Mandelbaum, Michael (2011). That Used to Be Us: How America Fell Behind in the World It Invented and How We Can Come Back. New York, NY: Farrar, Straus and Giroux

  - Teacher organizations and policy experts are backing our plans. They support these proposed AMOs and, in fact, are asking to get started.
- **Our school-level interventions must similarly emphasize careful diagnosis and intervention, to maximize all available resources and effectively address the needs of all students.**
  - Michigan has a wealth of expertise that can be brought to bear. We must begin to coordinate and harness our leaders, with an eye toward continuous improvement for all.
  - We must constantly review and inform, review and inform. If we get to a scenario where most schools are up along that 85% line, we'll keep pushing that bar upward and working to deliver even more for Michigan's children.
  - One-size-fits-all approaches are clumsy, costly, and less effective than those that diagnose and treat specific concerns. If we get smart about our interventions, we can get faster, stronger results.

But the most important evidence we can provide to show these AMOs are appropriately targeted is this: we are willing to hold ourselves, our schools, and our state accountable for them.

Annual Measurable Objectives for the State

MDE will determine new AMOs based on new assessments administered in spring 2015 and submit to USED as required by January 31, 2016.

Per the discussion requesting that MDE develop Annual Measurable Objectives (AMOs) for the state as a whole, the MDE has created statewide AMOs for the next ten years based on where the state is starting out (in the 2011-12) school year for each subject area (mathematics, reading, science, social studies, and writing) and school level (elementary, middle, and high school). Each of the AMOs follows a linear increase from the starting point in the 2011-12 school year to 85% proficient in the 2021-22 school year as shown in the table below.

Subject	Level	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Mathematics	Elementary	40%	44%	49%	53%	58%	62%	67%	71%	76%	80%	85%
	Middle	36%	41%	46%	50%	55%	60%	65%	70%	75%	80%	85%
	High	30%	36%	41%	47%	52%	58%	63%	69%	74%	80%	85%
Reading	Elementary	66%	68%	70%	72%	74%	76%	77%	79%	81%	83%	85%
	Middle	63%	65%	67%	70%	72%	74%	76%	78%	81%	83%	85%
	High	57%	59%	62%	65%	68%	71%	74%	76%	79%	82%	85%
Science	Elementary	16%	23%	30%	37%	44%	51%	58%	64%	71%	78%	85%
	Middle	17%	24%	31%	38%	44%	51%	58%	65%	71%	78%	85%

	High	27%	33%	38%	44%	50%	56%	62%	68%	73%	79%	85%
Social Studies	Elementary	28%	33%	39%	45%	51%	56%	62%	68%	74%	79%	85%
	Middle	29%	34%	40%	46%	51%	57%	62%	68%	74%	79%	85%
	High	41%	45%	49%	54%	58%	63%	67%	72%	76%	81%	85%
Writing	Elementary	44%	48%	52%	56%	60%	64%	68%	73%	77%	81%	85%
	Middle	46%	50%	54%	58%	62%	66%	70%	73%	77%	81%	85%
	High	49%	52%	56%	60%	63%	67%	70%	74%	78%	81%	85%

The 2012 AMO was created by taking the 2011-12 percent proficient across all assessments (MEAP or MME, MEAP-Access, and MI-Access), and creating a weighted average across the elementary grades (3-5), middle school grades (6-8), and high school (grade 11). Social studies was the exception in that the grade 6 social studies scores were considered for elementary level, with grade 9 scores considered for middle school, and grade 11 scores considered for high school.

Our State Report Card

https://www.mischooldata.org/AER/CombinedReport/InquirySettings.aspx

2.C REWARD SCHOOLS

2.C.i Describe the SEA's methodology for identifying highest-performing and high-progress schools as reward schools. If the SEA's methodology is not based on the definition of reward schools in *ESEA Flexibility* (but instead, e.g. based on school grades or ratings that take into account a number of factors), the SEA should also demonstrate that the list provided in Table 2 is consistent with the definition, per the Department's "Demonstrating that an SEA's Lists of Schools meet ESEA Flexibility Definitions" guidance.

MDE proposes four identification strategies for Reward schools:

- Beating the Odds (identifies schools that should be rewarded for performing more highly than expected). The basic strategy for the Beating the Odds analysis is as follows:
    - Identify schools that are similar on demographic characteristics, and from each group of similar schools, identify the highest performing school.
    - Identify a school's predicted outcome based on demographic characteristics, and then identify which schools over-performed their expected outcome.
    - Identify those schools who are determined by both methodologies to be "beating the odds" to be the final list of Beating the Odds schools.

MDE has received some suggestions from stakeholders regarding the Beating the Odds methodology. Prior to the ESEA Flexibility application, the Beating the Odds list was simply a report that MDE produced each year in order to encourage schools that were doing better than expected in terms of their performance. With the increased stakes attached to it via this application, however, MDE commits to engaging in a series of stakeholder meetings to refine and revisit the methodology. For example, in some of the clusters of schools, the school with the highest ranking may not be significantly higher than the mean ranking of that cluster, but that top-ranked school in the cluster would still be identified as beating the odds. These types of methodological business rules are best hammered out through thoughtful conversation with external stakeholders and experts.

What we do know now is that subgroup performance is an important element of this calculation. The outcome metric for both ways of identifying schools beating the odds is MDE's Top-to-Bottom school ranking. ~~That ranking includes as~~We also calculate a ranking of the ~~a component the~~ size of the achievement gap in each school. Schools with large achievement gaps are pulled down in the gap rankings, and are therefore unable to be identified as beating the odds. In addition, as a failsafe, schools are disqualified from being recognized as beating the odds if they are identified as focus schools. Finally, both methods of identifying schools as beating the odds incorporate demographic risk factors as either matching variables or covariates. Therefore, schools identified as beating the odds are by definition outperforming their prediction based on their demographic mix of students.

- Top 5% of schools on the Top-to-Bottom list of schools ("high performing schools"). Detail on Top-to-Bottom methodology is included below; the basic strategy for the Top-to-Bottom list is as follows.
    - Using data on all ~~five~~ four tested subjects and graduation rate where available, rank schools from the 99th percentile to the 0th percentile.
    - Each content area metric is based on achievement (1/2 of the metric) and~~,~~ improvement (1/~~2~~4 of the metric)~~ and achievement gap (1/4 of the metric)~~. This creates a tension between high achievement~~, but also~~ and improvement over time~~ and keeping the achievement gap small so that all students are learning~~.
    - Once the complete Top-to-Bottom list is identified, the top 5% of that list can be considered "highest-performing" schools. These are schools with high overall achievement, who are demonstrating improvement over time, and who are demonstrating high achievement and improvement in all students as evidenced by their small achievement gaps (not identified as a Focus school).

- Schools with the top 5% improvement rates (on a composite rate of improvement in all tested subjects)—for "high progress" schools
    - In the complete Top-to-Bottom ranking, an improvement rate is identified for each content area.
    - To determine "high progress" schools, the following steps are conducted:
        - Create a composite improvement index based on improvement in all available tested subjects.
        - Rank schools on their composite improvement index.
        - Identify the 5% of schools with the highest rates of improvement.
- Schools improving beyond the 85% ultimate proficiency target for the whole school and remaining a Green school otherwise.

A school cannot be named a Reward school if it is a Priority school or a Focus school, or if it has failed AYP (i.e. gotten a "Red" overall status on the Accountability Scorecard).

To ensure that a school is not designated as a Reward school if there are significant achievement or graduation rate gaps that are not closing, MDE will preclude a school from being identified as a Reward school if the schools' composite gap index is at or below the threshold used to identify Focus schools (see Section 2.E.i for details on the Focus school identification metric).

~~**Understanding the Top-to-Bottom Methodology**~~

Commented [GA(12]: Moved to section 2.A.i

~~In 2011, MDE produced a comprehensive Top-to-Bottom ranking of all schools in the state. This ranking was developed based on the original methodology for identifying persistently lowest achieving schools, following the federal School Improvement Grant ranking formula requirements. Throughout the 2010-2011 school year, MDE modified the original PLA ranking based on extensive comments from stakeholders and internal evaluation of the methodology and data. Although the 2011 PLA list was still run using the original methodology (due to a technicality in state legislation), MDE produced the full Top-to-Bottom list as part of our "light of day" reporting initiatives. It gave schools a "low-stakes" look at their ranking on the new metric, provided them with important diagnostic data for their schools, and afforded MDE the opportunity to educate schools and educators on the metric before it took on a more high-stakes nature.~~

~~The Top-to-Bottom list includes all five tested subjects (mathematics, reading, writing, science, and social studies) and graduation rate (when available). Each subject is measured using three indices: achievement, student growth/school improvement, and achievement gap.~~

- ~~Achievement: To obtain a measure of a school's achievement over all students in various grades and test types, we standardize each student's scale score on the test they took. This gives us a value that tell us how well each student did on that test compared to all others statewide who took that same test in that same grade and subject in a given year. This allows us to standardize out potential differences in difficulty of cut scores or tests not accounted for in the psychometric properties of the test, and also allows us to put all students on a similar metric so that we can combine it for overall school achievement. Additionally, given our recent change in cut scores, looking at the percent of students proficient would have made it impossible to accurately rank at the bottom of the distribution, as so many schools have zero percent of their students proficient. Using standardized scale scores makes this truly a normative ranking system, as the proficiency criteria are not reflected in a school's ranking.~~
- ~~Improvement: Student improvement is included in two ways – integrating individual student-level growth data where available (reading and mathematics, grades 3-7) and examining school-level improvement rates where the student-level growth is not available. Provisions are made so that higher-performing schools are not penalized if they lack room to show improvement.~~
- ~~Achievement gap: This gap is calculated as the distance between the average scale score for the top 30% of students and the bottom 30% of students in that each school. Larger gaps decrease a school's overall ranking; smaller gaps help raise their ranking.~~

~~For schools with a graduation rate, the school is ranked on both the graduation rate as well as improvement in graduation rate, and this counts as 10% of the overall school ranking.~~

~~Each content index counts equally toward the final ranking, and a school receives a ranking if it has at least 30 full academic year students in both the current and the previous year in at least two content areas.~~

~~**Graduation Rate Proposal for MDE's Accountability Scorecard**~~

Commented [GA(13]: Moved to section 2.A.i

~~MDE proposes that we integrate graduation rate into the accountability scorecard in the following manner:~~

- ~~Treat graduation rate as an additional subject in the scorecard, giving it equal weighting with the other five tested subjects. This means each subject will be 16.66% of the final score.~~
- ~~Schools will receive two points for meeting the graduation rate target (80% graduation) in each applicable subgroup as well as the all students group, one point for meeting the improvement rate, and zero points for failing to meet either goal.~~

~~The graduation rates used in both the Accountability Scorecard and the Top-to-Bottom list are MDE's approved cohort graduation rates, as generated by the cohort graduation rate methodology required by USED.~~

	~~Math~~	~~Reading~~	~~Writing~~	~~Science~~	~~Social Studies~~	~~Graduation Rate~~
~~All Students~~						
~~White~~						
~~Black~~						
~~Hispanic~~						
~~Asian~~						
~~A/PI~~						
~~Multi~~						
~~SWD~~						
~~ED~~						
~~LEP~~						
~~Bottom 30%~~						~~XXXXXXXXX~~

~~In 2013-2014, MDE proposes modifications to the Top-to-Bottom Ranking to account for outliers.~~

Commented [GA(14): Moved to section 2.A.i

~~Following the implementation of our ESEA Flexibility application in the 2012-2013 school year, MDE convened a group of stakeholder to discuss the metrics, and in particular, the Focus metric. There was a concern voiced by the field that schools were being identified as Focus Schools "only" because they had very high-achieving students. While this was not true in the majority of the cases, the resulting data analysis and discussions with the field helped MDE identify an issue with our Top-to-bottom ranking methodology: the impact of extreme z-scores from outliers in the assessment data. In order to address this issue, we propose a change to the overall Top-to-Bottom methodology by which we normalize the underlying student assessment distributions, and then cap the resulting z-scores at (-2, 2). This minimizes the impact of extreme z-scores. It is important to note that we do not drop those scores, but rather cap them and still include them in the ranking.~~

~~MDE believes this helps us to more appropriately identify schools in which there is systematic low-achievement and/or large gaps, as opposed to schools with a relatively small number of very high- or low-achieving students whose extreme z-scores exerted undue influence on the metric. Our predictive analyses also establish that we are not losing schools with large gaps between various demographic subgroups, including students with disabilities and demographic subgroups with this change in the overall Top-to-Bottom ranking methodology.~~

~~The Technical Appendix includes a rationale for TTB changes (see Attachment 13.C) and detailed business rules (see Attachment 13.B) on this methodology. We have also created a webpage with extensive resources for schools, districts and others to understand their ranking.~~

~~Finally, MDE has initiated a significant informational campaign regarding the Top-to-Bottom ranking methodology. This included presentations on the ranking during a 12-stop Accountability Tour around the state, a statewide webcast, recorded interactive presentations, and numerous hands-on presentations with schools, districts, and other organizations.~~

~~**Small Schools in the Top-to-Bottom Ranking**~~

Commented [GA(15]: Moved to section 2.A.i.

~~In order to receive a ranking, a school is required to have at least 30 Full Academic Year students in both the current and previous year in at least two tested content areas. This means that very small schools, or schools with a small number of full academic year students, do not receive a ranking and therefore are ineligible to be Priority, Focus or Reward schools. These schools tend to be very small charter schools, alternative education schools, and very small rural schools. Although it is appropriate for those schools not to receive a ranking in the current methodology (due to the N-size requirements for stable and reliable calculations), we also recognize that those schools need to receive reasonable and meaningful accountability designations.~~

~~MDE's minimum N-size of 30 students is based upon investigation of research and scholarly papers that indicated the number thirty was large enough to yield statistically reliable results. Subgroups with less than 30 students will still be reported to the school or district for instructional purposes but not included in accountability determinations.~~

~~MDE's compromise between the competing goals of more disaggregated reporting and greater statistical reliability is to set the minimum number of students at 30. MDE is not alone in choosing an N-size of 30. It appears the majority of other state's accountability systems have come to the same conclusion. More than half of all states chose 30 or 40 as their minimum N-size for federal accountability systems required under the No Child Left Behind Act.[20]~~
~~We intend to convene a taskforce specifically to address this task, particularly given the fact that the schools are not only small, but tend to fall into distinct categories. For example, finding appropriate metrics to hold alternative schools accountable is a challenge; they should have high expectations like all other schools but they also educate a unique population and metrics for success may be different and may include other measures. MDE will begin to convene this taskforce in the spring of 2012, and will conclude work by December of 2012. At that point, MDE will submit the appropriate notifications to USED and request modifications to current policy as appropriate.~~

2.C.ii Provide the SEA's list of reward schools in Table 2.

2.C.iii Describe how the SEA will publicly recognize and, if possible, reward highest-performing and high-progress schools.

MDE is working with its partners and stakeholders to identify innovative ways to recognize high-achieving schools. Although we do not have funds available to reserve under ESEA section 1117(c)(2)(A) to provide financial incentives to Reward Schools, we have identified other types of recognition~~, as described in Section 2A of this waiver request.~~ that the MDE, its stakeholders, and partners can provide for Reward schools.

~~[20] U.S. Department of Education, Office of Planning, Evaluation and Policy Development, Policy and Program Studies Service, *State and Local Implementation of the* No Child Left Behind Act, *Volume IX—Accountability Under* NCLB: *Final Report*, Washington, D.C., 2010.~~

Reward Schools

Commented [GA(16]: Moved from section 2.A.i

Reward schools will all receive the same level and type of recognition, regardless of their subcategory (e.g., Beating the Odds, etc.), including:

- Every school in Michigan is required by state statute to complete an online Annual Education Report (AER). The AER for Reward Schools will include their reward status and spotlights their high achievement. Each reward school will be identified using one or more of the following designations:
    - Reward School – Beating the odds
    - Reward School – Highest performing
    - Reward School – Highest progress
    - Reward School – Exceeding 85% Proficiency
- The MDE will provide local media recognition with information on Reward Schools and encourage coverage telling each school's unique story. Press releases will identify the criteria that reward schools met to achieve this status, e.g. Beating the Odds, High performing, High progress or Exceeding 85% proficiency. Some Reward schools will meet more than one of these criteria and will be recognized for each one they meet.
- Reward Schools will have their practices highlighted at the MDE's annual School Improvement Conference, and will receive other conference and event recognition through our partner educational organizations. Reward Schools and their teachers will be featured by giving presentations or panel discussions on their success strategies at MDE and partner annual meetings. Recognition by partner organizations may highlight schools by elementary and secondary principal associations, superintendent and school board organizations and other similar associations. Teachers in Reward schools may be recognized at subject specific associations (e.g. English Language arts, mathematics, science social studies, etc.), Reward schools and teachers in these schools will be identified as meeting one or more of the criteria.
- Reward Schools will receive certificates and banners for display in buildings. The banner, for example, will include the year of their recognition and the criteria met, e.g. Beating the Odds, High performing, High progress or Exceeding 85% Proficiency.
- MDE will utilize social media (e.g., Facebook, Pinterest, Google+) to share examples of schools with common, well diagnosed achievement or gap problems that have been

resolved with specific interventions for other schools in the state. We will also use social networking applications to allow schools with similar issues to join in conversations, ask and answer each other's questions, and expand their learning communities to improve timely implementation.

- Reward Schools that have been selected as a Blue Ribbon School or have presented their best practices at an MDE or partner organization conference will be introduced to demographically similar Focus and Priority schools and asked to provide their presentation to these schools, either in person or electronically. The focus of these interactions will be on sharing best practices, identifying challenges and successes. Tools are provided to identify schools that are similar in demographics, and the MDE Reward Schools web page will offer videos or podcasts of the presentations.

2.D PRIORITY SCHOOLS

2.D.i Describe the SEA's methodology for identifying a number of lowest-performing schools equal to at least five percent of the State's Title I schools as priority schools. If the SEA's methodology is not based on the definition of priority schools in *ESEA Flexibility* (but instead, e.g. based on school grades or ratings that take into account a number of factors), the SEA should also demonstrate that the list provided in Table 2 is consistent with the definition, per the Department's "Demonstrating that an SEA's Lists of Schools meet ESEA Flexibility Definitions" guidance.

The designation of Michigan's Priority schools will employ the annually applied Top-to-Bottom metric. (See Section 2.A.i for greater details on the TTB metric.) A three-year cycle of interventions and supports will be utilized beginning in school year 2015-16; this will be known as Cycle One. Cycle Two and Cycle Three will follow in school years 2016-17 and 2017-18, respectively. Cycle One will be used for informational only purposes utilizing the MDE's Statewide System of Support to provide technical assistance to LEAs with potentially new priority schools as defined by TTB ranks in the bottom 10%. Cycle Two will be used to provide greater and more in-depth technical assistance to LEAs with likely new priority schools as defined by TTB ranks of 0 to 4. (See Section 2.G for greater details on Statewide System of Support.)

The designation of Priority schools will occur during Cycle Three using a two-step process. Schools will be designated as a Priority school when their TTB percentile ranks for both Cycles Two and Three are less than five (5). If the total number of newly identified Priority schools and previously identified Priority schools that have not yet met exit criteria (described below) does not meet the requirement of 5% of Title I schools, then a two-year aggregate TtB ranking from Cycles 2 and 3 will be utilized to identify the additional schools.

Schools designated as Priority in 2017 will develop a redesign plan as defined in Section 2.D.iii.

Beginning with schools identified in 2017, Priority school interventions and supports are required for a minimum three (3) years, after which exit from Priority status will be considered on an annual basis. (See Section 2.D.v for greater details on Exit Criteria.) Schools that are released will complete the transition by converting the applicable requirements of their redesign plan to their School Improvement Plan.

Schools that are deemed not to have made satisfactory progress at the conclusion of the designated minimum time frame, and/or annually thereafter, will develop a team that includes the LEA Superintendent (or his/her designee), state, RESA/ISD, union, school, and community representatives. Within 60 days of the notification that exit criteria have not been met, the team will analyze and make recommendations to improve the existing redesign plan. This may include revisions to the school's redesign plan as described in section 2.D.iii

~~Using the Top-to-Bottom methodology described above, MDE plans to identify Priority schools as:~~

- ~~Schools in the bottom 5% of the Top-to-Bottom ranking.~~
- ~~MDE will ensure that the number of schools identified as Priority schools is equal to at least five percent of the state's Title I schools as Priority schools.~~

2.D.ii Provide the SEA's list of priority schools in Table 2.

2.D.iii Describe the meaningful interventions aligned with the turnaround principles that an LEA with priority schools will implement.

As described previously, all LEAs with Priority schools will be required to implement one of four intervention models as described in the US Department of Education Final Requirements for School Improvement Grants and required by state law (MCL 380.1280c):

- Turnaround Model
- Transformation Model
- Restart Model
- School Closure

A Priority school that implements one of the four School Improvement Grant models satisfies the turnaround principles. See page 10 of the ESEA September 23, 2011 Flexibility document.

Incremental change brings only gradual improvement in student achievement. Michigan's Priority schools need bold, dramatic systemic level change in order to realize rapid, dramatic, and sustainable

increases in student achievement. In order to make and sustain school- and classroom-level improvement, we need to support districts in developing their capacity to support and monitor schools, and scaffold state and regional assistance to support district capacity building.

Extraordinary performance gains for low-performing schools will be achieved and sustained through systemic, innovative, and district-led turnaround. Thus, successful school turnaround efforts must be built upon credible, substantial, and focused work by the district in support, resources, and coordination.

Authorities and Responsibilities of the Priority School District Superintendent

The MDE is committed to local district superintendent-led turnaround working in collaboration with each local school board. Extraordinary performance gains can be obtained and sustained through systemic, innovative, superintendent-led turnaround. As the CEO, the district's superintendent must not only accept the responsibility of leading a priority district through the rapid turnaround process, s/he must also have the ability to change conditions (e.g., authorities) necessary for schools to engage in successful turnaround with the autonomy necessary to do the work well.

Redesign Plan

The local superintendent of the district, in collaboration with the local district school board, shall create a redesign plan. This will apply to schools that are newly designated as Priority in 2017 and subsequent three-year identification periods (2020, 2023, etc.). Previously identified Priority schools that have not met exit criteria will be required to analyze and make recommendations to improve the existing redesign plan.

The redesign plan must include:

- identification of one of four intervention models as listed above;
- Provisions intended to maximize rapid academic achievement of the school's students;
- Steps to address (1) social, health, and safety needs of students, (2) rapid improvement toward career- and college-ready benchmarks, (3) rapid academic improvement for low-achieving students, (4) interventions and supports for English learners and students with disabilities, and (5) alignment of school and district budget, including state and federal funds, to redesign plan goals; and
- Measurable annual goals for student achievement

For existing priority schools that have not made satisfactory progress, the above process of developing a redesign plan will also including evaluating and updating the school's existing redesign plan to remove strategies that did not work and replace them with evidence-based interventions.

After the school has been designated as Priority, the local superintendent, in collaboration with the local district school board, shall convene a focused local stakeholder group to seek input from a broader group of stakeholder representative of the school community. The broader group of stakeholders should include substantial representation from the identified school, its leadership, and the community (inclusive of state, RESA/ISD, union, school, and community representatives). The process and timeline for stakeholder input will be:

- The local superintendent's stakeholder group must convene and make recommendations for the redesign plan;
- Within 90 days of receiving recommendations, the redesign plan is submitted to the state school reform/redesign office (SSRRO) and may be subject to modifications through an iterative process between the district and the SSRRO;
- The superintendent will report quarterly in a public format to the school stakeholders on the progress of their reform efforts.

These protocols provide multiple opportunities for stakeholders, including the union, to propose "modifications" to the redesign plan and lays out a process and timeline for the submission and review of modifications by the local superintendent.

The local superintendent, in consultation with the principal of the school, is responsible for annually reviewing underperforming schools. The purpose of the review is to determine whether the school has met the annual goals in its redesign plan and to assess the overall implementation of the redesign plan:

- If school has met academic goals, redesign plan continues
- If school has not met academic goals, the superintendent, in collaboration with the local school board and representative stakeholders, may modify the plan

The local superintendent, in collaboration with the local district school board, is responsible for reviewing the progress of school turnaround efforts and submitting regular reports to the state. If necessary, the local superintendent may appoint an examiner to monitor and/or evaluate the schools and assist in modifying the plan, including appointing an external partner to work with the local superintendent.

2.D.iv Provide the timeline the SEA will use to ensure that its LEAs that have one or more priority schools implement meaningful interventions aligned with the turnaround principles in each priority school no later than the 2014–2015 school year and provide a justification for the SEA's choice of timeline.

In January 2009, Michigan's legislature passed reform legislation and embodied it in Michigan's School Code. This law requires the following:

Section 380.1280c

(1) Beginning in 2010, not later than September 1 of each year, the superintendent of public instruction shall publish a list identifying the public schools in this state that the department has determined to be among the lowest achieving 5% of all public schools in this state, as defined for the purposes of the federal incentive grant program created under sections 14005 and 14006 of title XIV of the American Recovery and Reinvestment act of 2009 Public Law 111-5.

As described in section 2.D.iii above, t~~T~~his law sets out timelines by which LEA's who have schools on the list must submit reform/redesign plans to Michigan's state school reform/redesign officer. Schools identified on this list must select as the basis for their plan one of the federal models--turnaround, transformation, restart, or closure. Plans must include all elements as described in the federal guidance.

~~The SEA's proposed timeline engages both the District and its Priority school(s) to obtain differentiated levels of support based on the school's status and individual needs. Please refer to Section 2A for more information about the supports available to Priority schools.~~

~~Prior to the initial identification of the Priority schools, MDE will provide early notice technical assistance events each spring that target the bottom 15% of schools on the Top-to-Bottom list from the previous fall as preparation for engaging in reform planning when the Priority list is published later in August each year. This aids districts and schools in both making effective funding decisions regarding set-asides for the following year to support initial turnaround efforts and in engaging in early data and policy analysis to prepare for the development of reform/redesign plans if later identified as Priority schools.~~

~~Early technical assistance is designed to improve the quality and feasibility of implementation of reform/redesign plans for schools. Using the Professional Dialogue protocol and data wall, potential Priority schools will engage in introductory needs analysis and planning with MDE facilitators to guide reform/redesign plan development. Even if not later identified on the Priority school list, this dialogue will engage a broad range of poorly performing schools and initiate reform-minded efforts that should end up in all schools' School (and District) Improvement Plans. This also addresses financial set-aside considerations before the school's consolidated application are completed, so that reform-specific strategies are incorporated into the application plan.~~

~~Once identified as Priority schools, the timeline for intervention planning and implementation (see revised section below) is initiated, beginning a second set of elements of the intervention process. Schools on this list formerly known as "Persistently Lowest Achieving" will now receive the designation of Priority Schools and will follow the timeline as given in the state law. All dates in the timeline required by law are shown with an *.~~

Prior to the initial identification of the Priority schools, MDE will provide early notice technical assistance events during the winter of Cycle One that target the bottom 10% of schools on the Top-to-Bottom list. This will aid districts and schools in both making effective funding decisions to support initial turnaround efforts and in engaging in early data and policy analysis to prepare for the development of redesign plans if later identified as Priority schools.

MDE will provide early notice technical assistance events during the winter of Cycle Two that target the bottom 5% of schools on the Top-to-Bottom list. This early technical assistance is designed to improve the quality and feasibility of implementation of the redesign plan for schools. Potential Priority schools will engage in introductory needs analysis and planning with MDE/ISD/RESA facilitators to guide school turnaround. Even if not identified on the Priority schools list in Cycle Three, this dialogue will engage a broad range of low-performing schools and initiate rapid turnaround efforts. This also addresses financial set-aside considerations before the school's consolidated application is completed, so that reform-specific strategies are incorporated into the application plan.

Once identified in the bottom 5% in both Cycle Two and Cycle Three, and thus being identified as a Priority school, the timeline for intervention planning and implementation (see below) is initiated. All dates in the timeline required by law (MCL 380.1280c, cited above) are shown with an asterisk (*).

***Table 11*. Timeline for Priority Schools.**

~~Dates~~	~~Action Steps~~
~~Late spring each calendar year~~	~~School Reform Office holds "early notice" workshop to address reform considerations with bottom 15% of the past year's Top-to-Bottom List. This early notice was requested by LEA Superintendents due to the time constraints of the legislated timeline for reform plan development.~~
~~Summer of each calendar year~~	~~School Reform Office facilitates technical assistance meetings that include Professional Dialogue based on each school's data wall to help address likely reform plan options, considerations for future funding through the consolidated application, and other reform needs and efforts.~~
~~No later than September 1 of each calendar year*~~	~~List of Priority Schools published by MDE*~~

~~No later than three weeks after publication of Priority Schools list~~	~~State School Reform Officer holds initial meeting with LEA and school(s) representatives to offer the MDE-provided data wall, plan for the ensuing facilitated "professional dialogue session," and review Reform and Redesign options:~~ ~~• Restart Model~~ ~~• Transformation Model~~ ~~• Turnaround Model~~ ~~• Closure~~ ~~The following groups will be represented at the initial meeting to offer technical assistance.~~ ~~• MDE-trained facilitators with expertise in both school reform and knowledge of the guidance under which the plans must be developed and operated.~~ ~~• Representatives of the regional education service agencies that have Priority schools who will be offering assistance at the local level.~~ ~~• For schools in Category/Year Three, members of district intervention teams with expertise in diagnosing systems problems at the district level.~~ ~~(Personnel, budget, procurement, instruction and instructional strategies, professional development)~~
~~Next 90 days~~	~~Category/Year 1 schools hold a "professional dialogue" session using the MDE-provided data wall, select the appropriate intervention model and write or revise a draft reform/redesign plan to submit through AdvancED modified SIP templates. Title I priority schools will receive assistance for this work from an MDE-provided intervention specialist who will:~~ ~~• Work with school leaders to select the most appropriate Reform and Redesign model based on needs~~ ~~• Identify District system-level improvements needed to support schools' rapid turnaround strategies including:~~ ~~• Student Achievement/Instruction~~ ~~• Budget and Financial Practices~~ ~~• Procurement~~ ~~• Recruitment, Screening, Hiring and Placement of Staff~~ ~~• Select which components of the Statewide System of Support meet the student and staff needs and be incorporated into chosen model~~ ~~Category/Year 2 schools will receive assistance in revising and implementing their plan from an intervention specialist, who will accomplish the following:~~ ~~• Participate, if designated by the school reform officer, in the school's facilitated "professional dialogue" to help strengthen the~~

	~~reform/redesign plan identify root causes of low student achievement~~ • ~~Identify and resolve system issues which are barriers to full plan implementation~~ ~~Category/Year 3 districts/schools' District Intervention Team will play a more active role. The Intervention Team will do the following:~~ • ~~Diagnose problem areas in district level supports and school implementation capacity and provide prescription(s) for solutions~~ • ~~Conduct a needs assessment of the school(s) to select the most appropriate Reform and Redesign plan~~ • ~~Participate in the school's "professional dialogue" to integrate its analysis into the district and school's evaluation of Year Two efforts~~ • ~~Write the plan~~ • ~~Budget for the implementation of the plan~~ • ~~Provide oversight of plan implementation~~ • ~~Design and coach effective evaluation of teachers and principals~~ • ~~Support/mentoring of principals~~ ~~Category/Year 4 districts/schools~~ ~~These schools are going to be subject to transfer into the EAS pursuant to state law.~~
~~Within 90 days after publication of Priority Schools list~~	~~LEA submits draft school(s) Reform and Redesign Plan(s) to State School Reform Officer~~
~~Within 30 days after Reform and Redesign Plan submission*~~	~~State School Reform officer reviews the draft plans and gives feedback to LEA through AdvancED modified SIP templates.~~
~~Within 30 days after the draft Reform and Redesign Plan is reviewed and returned to the LEA~~	~~LEA must resubmit plan for approval/disapproval:~~ • ~~If Reform and Redesign Plan is not approved, the school will be placed under the auspices of the Educational Achievement System beginning the following school year~~ • ~~If Reform and Redesign Plan is approved, LEA/school use the remainder of the school year to put the plan in place for implementation the following fall*~~
~~Throughout the school year~~	~~School Support Team and the Intervention Specialist, under guidance of SRO, meets quarterly with Priority School(s) School Improvement Team to monitor the continuous improvement processes in the school.~~ ~~Each school reports quarterly to MDE on its plan implementation progress~~ ~~Category/Year 4 schools are monitored monthly by the School Reform Office to evaluate progress on the School Reform Plan. Evaluation reports~~

	~~are shared with schools to review progress and plan next steps for plan implementation.~~
~~No later than June 1~~	~~1. The LEA and school must conduct a next round "professional dialogue" using its MDE-updated data wall to evaluate efforts to date and consider whether to continue or adjust chosen strategies and implementation options.~~ ~~2. LEA must revise its district plan to indicate how its Priority schools(s) will receive district supports~~ ~~3. School must revise its school improvement plan through AdvanceED modified SIP templates to incorporate components of the Reform and Redesign Plan it has selected to implement in the upcoming year, the appropriate indicators for progress monitoring, and the supports chosen to meet its needs.~~
~~No later than August 30~~	~~MDE will perform a desk review on both the district and the school to determine whether the improvement plans have been appropriately updated and create a file for each school that contains baseline data for both leading and lagging indicators~~
~~During the following school year of Reform and Redesign Plan implementation~~ ~~These activities will continue in successive years of implementation if the data indicates a need. Schools are moving off the Priority List and new schools are coming on the list~~	• ~~MDE will hold a minimum of two networking meetings for LEA/school teams with Reform and Redesign Plans to share best practices around the implementation of college and career ready standards and the instructional strategies that best support such implementation~~ • ~~MDE will devote a strand of the Fall and Spring School Improvement conferences for Priority Schools to support implementation of their plans and the implementation of college and career ready standards~~ • ~~MDE trained Improvement Specialists will monitor the implementation of the Reform and Redesign Plan, communicate regularly with the district and school board and meet monthly/bimonthly with MDE to share updates and network with other contractors.~~ • ~~MDE will conduct site visits on a regular basis (at least quarterly with monthly visits where needed) to review progress on plan implementation, and will work with schools to provide focused technical assistance around implementation efforts. These efforts will generate a progress report based on benchmarking efforts related to implementation indicators and quantitative leading and lagging data indicators related to school and student performance.~~ • ~~MDE will provide an online professional development and communication tool that addresses common reform barriers for teachers, instructional leaders, and building/district administration.~~ • ~~A series of job-embedded professional learning events and resources will be created and disseminated using this site, and~~

~~based on "just-in-time" data summaries from school monitoring efforts.~~

- ~~MDE will develop a comprehensive professional development program of resources and strategies that specifically address achievement gap remediation efforts for use in Focus and Priority schools. These will be based upon a number of leading, research-based models for addressing both general proficiency achievement gaps (as identified by the Bottom 30% indicator addressed earlier) and cultural sub-group achievement gaps.~~

Date	Action Step
Winter of Cycle One	School Reform Office holds "early notice" workshop to address reform considerations with bottom 10% of the Cycle One Top-to-Bottom List. Professional Dialogue based on each school's data wall to help address likely reform plan options, considerations for future funding through the consolidated application, and other reform needs and efforts.
Winter of Cycle Two	School Reform Office holds Technical Assistance workshop to address reform considerations with bottom 5% of Cycle Two Top-to-Bottom List. Potential Priority schools will engage in introductory needs analysis and planning with MDE/ISD facilitators to guide school turnaround.
Fall/Winter of Cycle Three. No later than three weeks after publication of Priority Schools list in Cycle Three	State School Reform Officer holds initial meeting with LEA and school representatives to offer the MDE-provided data wall, plan for the ensuing facilitated "professional dialogue session," and review redesign plan options. This includes selection of one of the reform/redesign models as required by 1280c.: • Restart Model • Transformation Model • Turnaround Model • Closure The following groups will be represented at the initial meeting to offer technical assistance.

	• MDE-trained facilitators with expertise in both school reform and knowledge of the guidance under which the plans must be developed and operated. • Representatives of the regional education service agencies that have Priority schools who will be offering assistance at the local level. • For schools that have been identified Priority in a precious cycle, members of district intervention teams with expertise in diagnosing systems problems at the district level. (Personnel, budget, procurement, instruction and instructional strategies, professional development)

Next 90 days of Cycle Three	Newly Identified schools hold a "professional dialogue" session using the MDE-provided data wall, select the appropriate intervention model and write or revise a draft redesign plan to submit through AdvancED modified SIP templates. Title I priority schools will receive assistance for this work from an MDE-provided intervention specialist who will:
	• Work with school leaders to select the most appropriate Reform and Redesign model based on needs
	• Identify District system-level improvements needed to support schools' rapid turnaround strategies including:
	  • Student Achievement/Instruction
	  • Budget and Financial Practices
	  • Procurement
	  • Recruitment, Screening, Hiring and Placement of Staff
	• Select which components of the Statewide System of Support meet the student and staff needs and be incorporated into chosen model
	
	Previously Identified and non-exited Priority Schools will receive assistance in revising and implementing their plan from an intervention specialist, who will accomplish the following:

	• Participate, if designated by the school reform officer, in the school's facilitated "professional dialogue" to help strengthen the redesign plan to identify root causes of low student achievement • Identify and resolve system issues which are barriers to full plan implementation In previously identified, non-exited schools with significant need the districts/schools' District Intervention Team will play a more active role. The Intervention Team will do the following: • Diagnose problem areas in district level supports and school implementation capacity and provide prescription(s) for solutions • Conduct a needs assessment of the school(s) to select the most appropriate Reform and Redesign model • Participate in the school's "professional dialogue" to integrate its analysis into the district and school's evaluation of Year Two efforts • Revise the redesign plan • Budget for the implementation of the plan • Provide oversight of plan implementation • Design and coach effective evaluation of teachers and principals • Support/mentoring of principals Previously identified, non-exited schools with the greatest need may be subject to transfer/receivership under the authority of the School Reform Officer pursuant to state law 1280c.
Within 90 days after publication of Priority Schools list (Cycle Three)	LEA submits draft school(s) redesign plan (s) to State School Reform Officer
Within 30 days after Reform and Redesign Plan submission* (Cycle Three)	State School Reform officer reviews the draft plans and gives feedback to LEA through AdvancED modified SIP templates.

Within 30 days after the draft Reform and Redesign Plan is reviewed and returned to the LEA (Cycle Three)	LEA must resubmit plan for approval/disapproval: • If redesign plan is not approved, the school will be subject to transfer/receivership under the authority of the School Reform Officer pursuant to state law 1280c • If the redesign plan is approved, LEA/school uses the remainder of the school year to put the plan in place as soon as possible. (At the latest - implementation must occur the following fall*
Throughout the school year	School Support Team and the Intervention Specialist, in collaboration with the SRO, meets quarterly with Priority School(s) School Improvement Team to monitor the continuous improvement processes in the school. Each school reports quarterly on its plan implementation progress to the community in a public forum, such as local school board meeting. This report is also submitted to the MDE. Schools that were previously identified, non-exited schools with significant need schools are monitored at least monthly by the local district superintendent (or designee) in collaboration with the local school board to evaluate progress on the redesign plan. Evaluation reports are shared with schools to review progress and plan next steps for plan implementation.
No later than June 30 (Cycle Three)	1. The LEA district superintendent (or designee) in collaboration with the local school board and school must conduct a next-round "professional dialogue" using its MDE-updated data wall to evaluate efforts to date and consider whether to continue or adjust chosen strategies and implementation options. 2. LEA must revise its district plan to indicate how its Priority schools(s) will receive district supports 3. School must revise its school improvement plan through AdvancED modified SIP templates to incorporate components of the RAPID PROGRESS PLAN to implement in the upcoming year, the

	appropriate indicators for progress monitoring, and the supports chosen to meet its needs.
No later than August 30 (Cycle Three)	MDE will perform a desk review on both the district and the school to determine whether the improvement plans have been appropriately updated and create a file for each school that contains baseline data for annual measurable student achievement goals.
During the following school year of redesign plan implementation These activities will continue in successive years of implementation if the data indicates a need. Schools are moving off the Priority List and new schools are coming on the list	• MDE will hold a minimum of two networking meetings for LEA/school teams with redesign plans to share best practices around the implementation of college and career ready standards and the instructional strategies that best support such implementation • MDE will devote a strand of the Fall and Spring School Improvement conferences for Priority Schools to support implementation of their plans and the implementation of college and career ready standards • MDE-trained Improvement Specialists will facilitate the implementation of the redesign plan, communicate regularly with the district and school board • The local district superintendent in collaboration with the local school board will conduct site visits on a regular basis (at least quarterly with monthly visits where needed) to review progress on plan implementation, and will work with schools to provide focused technical assistance around implementation efforts. These efforts will generate a progress report based on benchmarking efforts related to implementation indicators and quantitative leading and lagging data indicators related to school and student performance. • MDE will provide an online professional development and communication tool that addresses common reform barriers for teachers, instructional leaders, and building/district administration. • A series of job-embedded professional learning events and resources will be created and

disseminated using this site, and based on "just-in-time" data summaries from school monitoring efforts.

- MDE will develop a comprehensive professional development program of resources and strategies that specifically address achievement gap remediation efforts for use in Focus and Priority schools. These will be based upon a number of leading, research-based models for addressing both general proficiency achievement gaps (as identified by the Bottom 30% indicator addressed earlier) and cultural sub-group achievement gaps.

During the ~~reform/redesign planning~~redesign plan planning and implementation process, a number of resources are provided to Priority schools (along with some parallel efforts for Focus Schools) to support the rapid turnaround required for these schools. Specific supports are provided to Title I recipient schools. These are detailed below.

Table 12.a Year One Timeline and Resources for Rapid Turnaround

Building Level Supports and Requirements	District Level Supports and Requirements
School Improvement Facilitator *Approximately 35 – 40 days of support, trainings and meetings* The School Improvement Facilitator role will include but not be limited to: • Supporting the Principal and school team to develop the ***Redesign plan*** o Using multiple measure of data to accurately identify student and staff needs o Identifying targeted changes in teacher practice that will maximize the rapid academic achievement of all students o Identify systemic changes to address the social, emotional and learning needs of all students • Building the capacity of building leader(s) and school team to o Make systemic changes to support the implementation of the ***Redesign plan*** o Implement, monitor and evaluate the ***Redesign plan***	**Intervention Specialist** *Approximately 50 days of support, trainings an meetings* The Intervention Specialist role will include but not be limited to : • Facilitating data conversations at the district and building level to identify a clear focus for the ***Redesign plan*** and to identify system level changes to support rapid turnaround • Supporting the Superintendent and oth Central Office personnel to develop the ***Redesign plan*** o Using multiple measure of data to accurately identify student a staff needs o Identify systemic changes need to address the learning needs o all students o Identify systemic changes need to successfully implement rapid turnaround • Building the capacity of the Superintendent and Central Office personnel to o Make systemic changes to support the implementation of the ***Redesign plan*** o Implement, monitor and evalua the ***Redesign plan***
School Support Team *Meets a minimum of four times a year* Led by the Superintendent this team also consists of the School Improvement Facilitator, Intervention Specialist and other service providers The Priority Building will: • Report on the development and implementation of the ***Redesign plan***	***School Support Team*** *Meets a minimum of four times a year* Led by the Superintendent, this team also consists of the School Improvement Facilitator, Intervention Specialist and other service providers The Superintendent and SST will:

• Report on the pilot of the ***Instructional Learning Cycle*** when applicable	• Superintendent and other SST members monitor the development and implementation of the ***Redesign plan*** • Monitor the implementation of the pilot of the ***Instructional Learning Cycle*** when applicable
Develop and implement the ***Redesign plan***	Develop, submit and implement the ***Redesign plan***
Complete and sign ***Priority School Service Plan*** in collaboration with School Support Team	Complete and sign ***District Level Service Plan*** in collaboration with School Support Team
Send ***Parent Notification Letters*** of Priority School status	Complete and utilize results of ***ERS Resource Check***
Pilot the ***Instructional Learning Cycle***	Complete and utilize results of the ***Turnaround Self-Assessment***
Ongoing ***Data Conversations*** *will occur at the building level, using multiple sources of data, to determine instructional and building level systemic changes needed to support rapid turnaround*	Ongoing ***Data Conversations*** *will occur at the district level, using multiple sources of data, to determine systemic changes needed to support rapid turnaround*
Present quarterly to Board of Education on the progress of the ***Redesign plan***	Complete and submit ***Quarterly Board Report*** on the progress of the Redesign plan in all identified Priority buildings
Priority buildings administer the ***Surveys of Enacted Curriculum*** by the end of Year 1	

Table 12.b Years Two and Three Timeline and Resources for Rapid Turnaround

Building Level Supports and Requirements	District Level Supports and Requirements
School Improvement Facilitator (funded by Regional Assistance Grant) *Approximately 35 – 40 days of support, trainings and meetings* The School Improvement Facilitator role will include but not be limited to: • Supporting the Principal and school team to implement the ***Redesign plan*** o Using multiple measure of data to accurately identify student and staff needs o Identifying targeted changes in teacher practice that will	**Intervention Specialists** (funded by Regional Assistance Grant) *Approximately 50 days of support, trainings an meetings* The Intervention Specialist role will include but not be limited to: • Facilitating data conversations at the district and building levels to support th monitoring and evaluating of the ***Redesign plan*** • Supporting the Superintendent and oth Central Office personnel to implement the ***Redesign plan***

maximize the rapid academic achievement of all students o Identify systemic changes to address the social, emotional and learning needs of all students • Building the capacity of building leader(s) and school team to o Implement, monitor and evaluate the ***Redesign plan*** o Implement, monitor and evaluate effective instruction at the classroom level ***(Instructional Learning Cycle)***	o Using multiple measures of data to accurately identify student and staff needs o Identify systemic changes needed to address the learning needs of all students o Identify systemic changes needed to successfully implement rapid turnaround • Building the capacity of the Superintendent and Central Office personnel to o Implement, monitor and evaluate systemic changes o Implement, monitor and evaluate the ***Redesign plan*** o Facilitate School Support Team Meetings at least quarterly
School Support Team *Meets a minimum of four times a year* Led by the Superintendent this team also consists of the School Improvement Facilitator, Intervention Specialist and other service providers The Priority Building will: • Report on the implementation of the ***Redesign plan*** • Report on the implementation of the ***Instructional Learning Cycle*** at the classroom level	***School Support Team*** *Meets a minimum of four times a year* Led by the Superintendent this team also consists of the School Improvement Facilitator, Intervention Specialist and other service providers The Superintendent and SST will: • Monitor the implementation of the ***Redesign plan*** • Monitor the implementation of the ***Instructional Learning Cycle*** at the classroom level
Implement, monitor and evaluate the ***Redesign plan***	Implement, monitor and evaluate the ***Redesign plan***
Annually complete and sign ***Priority School Service Plan*** in collaboration with School Support Team	Annually complete and sign ***District Level Service Plan*** in collaboration with School Support Team
Additional Building-Based Supports available in Years 2-4 based on needs (funded by Regional Assistance Grant) • Professional Learning • Instructional/content coaching • Leadership support (mentoring and/or networking) • Culture/climate intervention	

Ongoing ***Data Conversations*** *will occur at the building level, using multiple sources of data, to determine instructional and building level systemic changes needed to support rapid turnaround*	Ongoing ***Data Conversations*** *will occur at the district level, using multiple sources of data, to determine systemic changes needed to support rapid turnaround*
Annually send ***Parent Notification Letters*** of Priority School status	Annually complete and utilize results of ***ERS Resource Check***
Implement the ***Instructional Learning Cycle*** process and report on implementation at Quarterly SST Meetings	Annually complete and utilize results of the **Turnaround Self-Assessment**
Present quarterly to Board of Education on the progress of the ***Redesign plan***	Complete and submit ***Quarterly Board Report*** on the progress of the ***Redesign plan*** in all identified Priority buildings
Annually, starting in Year 2, building participates in ***Superintendent Drop Out Challenge***	
In Year 2, building analyzes the results of the ***Surveys of Enacted Curriculum*** taken at the end of Year 1, plans next steps for instruction to ensure alignment with state standards In Year 3, building re-administers the ***Surveys of Enacted Curriculum***, analyzes results and plans next steps for instruction to ensure alignment with state standards	
***Building Title I Set-Asides** 10% Year Two, 15% Year Three and 20% Year Four (see details in separate table)	***District Title I Set-Asides** 10% Year Two, 15% Year Three and 20% Year Four (see details in separate table)

Table 12.c: Title I Set-Asides

Set-Aside Requirements for Title I Priority Schools
All Set-Aside requirements must be approved by the LEA's Office of Field Services Representative through the Consolidated Application Process
District Title I Obligation begins in Year Twp of a Title I Priority School's identification (All regular Title I rules apply when using set-asides). During Year 2, the required district set-aside will be calculated as the sum of 10% of each Priority School's previous year school level Title I budget, up to an aggregate maximum not to exceed 10% of the LEA Title I allocation. During Year 3, the district set-aside increased to an additional 15% of each Priority School's previous year school Title I budget up to an aggregate maximum not to exceed 15% of the current year LEA Title I allocation. During Year 4, the district set-aside is increased to 20% of each Priority School's previous year school Title I budget up to an aggregate maximum not to exceed 20% of the current year LEA Title I allocation OR

Districts with Title I Priority Schools may choose to continue to implement Title I district set-asides as in the original waiver language, setting aside 20% of the LEA Title I allocation in Years 1, 2, 3 or 4 of the Priority School's cohort identification.
All regular Title I rules apply when using set-asides. **The District must choose from the options below:**
Option 1: Support Increased Learning Time
Option 2: Implement or strengthen a multi-tiered system of supports that includes scaffolded instruction for ELL and SWD students if the professional dialogue has identified this as a primary turnaround strategy for lifting whole-school performance.
Option 3: Professional learning for the staff aligned to the building's needs assessment paying particular attention to the needs of SWD and ELL students as appropriate.
Option 4: Obtain a process improvement consultation for district system-level redesign in service of rapid school turnaround
Option 5: Release time for a teacher-leader from the Priority School for one year to provide technical assistance to school and district stakeholders to understand the school's reform-redesign requirements, and to incorporate elements of the Priority School's reform-redesign requirements into the school and district improvement plans during the planning year. Hire a full-year replacement teacher for the released teacher-leader's classroom. *Allowable in Year One of identification only*
Option 6: Administer interim baseline assessments which will supplement the district's universal screening assessment with additional diagnostic data and progress monitoring of student achievement.
All regular Title I rules apply when using set-asides. **Building Level 10% Obligation Begins in Year Two of Identification**
Select any of the options below that are aligned with the building's needs:
Option 1: Professional learning on implementation of strategies aligned to the data-derived School Improvement/Reform-Redesign Plan, including adoption of rapid turnaround practices.
Option 2: Contract with a local ISD/ESA for a School Improvement Review or with AdvancED Michigan for a School Diagnostics Review, which will give the school an external perspective on the processes that best support student achievement
Option 3: Provide daily/weekly time for teacher collaboration
Option 4: Culture/climate interventions, use of time analysis, or culturally responsive teaching interventions as needed

~~REFORM / IMPROVEMENT PRINCIPLES~~	~~DESCRIPTION~~	~~PRIORITY SCHOOL INTERVENTION (Funding Source)~~	~~FOCUS SCHOOL INTERVENTION (Funding ource)~~
~~Develop strong leadership capacity in schools~~	~~This trained Intervention Team works at the district level to do a deep diagnostic to identify the root causes of the district leadership and processes not being able to provide support to its focus schools.~~	~~For Title I schools, an intervention specialist (MDE)~~	~~For Title I schools, District Intervention Facilitator provided byMDE during year 1-4, funded through Title~~

~~(Transformation and Turnaround Model Requirement 1)~~			~~I set-aside during third and subsequent years)~~
	~~Based on the results of the diagnosis above, the trained Intervention specialist informs and advises district and building leader in turnaround and school improvement.~~	~~Intervention Specialist (MDE or its designee) available to Title I schools and/or SRO Technical Assistance available to all schools~~	
~~Effective Teachers (Evaluation addressed in Transformation Requirements 2 and 3; Turnaround requirements 3-5)~~	~~Professional Learning aligned to building's needs and focusing on the implementation of multi- tiered systems of support and instructional strategies such as scaffolded instruction that have proven effective with SWDs and ELLs.~~	~~Professional Learning (for Title I schools, this can be funded through District Title I Set-Asides and Regional Assistance Grants)~~	
	~~Trained Content Coaches will provide modeling, feedback, classroom data collection, monitoring and team level professional learning to teachers at the classroom level related to the building's identified needs focusing on research-based strategies and aligned with the School Improvement Plan.~~	~~Content Coaches (for Title I schools, this can be funded through Regional Assistance Grants)~~	
	~~Guidelines of the Michigan Council for Teacher Effectiveness are designed to accompany MDE's new teacher evaluation system, utilizing links to professional learning tools, supports for mentorship, and other system components and requirements.~~	~~Teacher Effectiveness Guidelines and System (State of Michigan)~~	~~Teacher Effectiveness Guidelines and System (State of Michigan)~~
~~Redesigned Schedules for Additional Time (Transformation requirement 8 and Turnaround requirement 10)~~	~~Priority schools are required to provide additional instructional time in core subject areas as a part of their reform/redesign plan, with recommended increases of 300 hours per academic year.~~ ~~Title I set-aside funding allows districts to supplement the use of increased learning time in accordance with the Section 1003(g) School Improvement Grant guidance~~	~~Support Increased Learning Time (for Title I schools this can be funded through District Title I Set-Aside)~~	

	~~MDE has provided resources for districts and schools as support for their multi-tiered systems of support. MDE recommends the use of such a model as a support for struggling learners, especially SWDs and ELLs. The research clearly states that multi-tiered systems of support such as Response to Intervention (RtI) help struggling learners master the curricular expectations.~~	~~Implement a multi-tiered system of support that includes scaffolded instruction for SWDs and ELLs (for Title I schools this can be funded through District Title I Set-Aside)~~	~~Implement a multi-tiered system of support that includes scaffolded instruction for SWDs and ELLs (for Title I schools this can be funded through District Title I Set-Aside)~~
	~~Surveys of enacted curriculum inform instructional practice with regard to alignment of common core curriculum standards to what is actually being taught in the classroom. ISD/ESA consultants can then provide technical assistance on how to increase alignment at the classroom level.~~	~~Surveys of Enacted Curriculum (SRO provides this for all priority schools in year 1; for Title I schools, this can be funded in subsequent years through Regional Assistance Grant)~~	
	~~Professional Dialogue with trained turnaround facilitators will utilize school data to reach needs-based decisions about relevant research-based instructional programs that are appropriate to address school needs and can be supported by ISD/ESA consultants or commercial providers.~~	~~For Title I schools, Professional Dialogue facilitators (MDE or its designee, District and/or School Title I Set-Aside)~~	~~For Title I schools, District Intervention Facilitator (MDE during year 1-2, funded through Title I set-aside during third and subsequent years)~~
	~~The restructuring model will focus on improving instruction, curriculum alignment, rigor, and relevance. An outside vendor with a research-based program may be utilized.~~	~~MDE Approved Restructuring Model (Regional Assistance Grant)~~	
~~Use of Data for Continuous Improvement , including School Improvement decisions, Differentiated Instruction, and Guidance for Alignment of Professional~~	~~The School Support Team provides ongoing support to the school in how to monitor student achievement at the classroom level, identify individual obstacles to meeting turnaround/improvement goals. Works to assist teachers to identify strategies to overcome obstacles. Focuses on the Instructional Learning Cycle (ILC) which is aligned to the School Improvement Plan (SIP).~~	~~For Title I schools, School Support Teams which includes a trained School Improvement Facilitator (Regional Assistance Grant)~~	

~~Development (Transformation requirements 4, 6, and 7; Turnaround requirements 7, 9, and 10)~~	~~School Improvement Plan (SIP). This plan is required of all schools, and is submitted / revised on an annual basis. It utilizes an Instructional Learning Cycle (ILC) that focuses on a series of short-term cycles of instruction, data analysis and adjustment of instruction to address specific areas of need at the classroom level. The ILC relates to the **Turnaround and the Transformational models** as each have components addressing using data to identify and implement systemic policy and instructional efforts to support school improvement. The SIP is currently being integrated with both Turnaround or Transformation Model requirements for the reform/redesign plan, so that Priority schools can address both legislated components in a single plan. This also allows for ease in monitoring and evaluation across MDE departments, as the analysis and review tools are also built into the system.~~	~~School Improvement Plan Integration for Reform/Redesign Plans. (MDE)~~	~~School Improvement Plan Integration. (MDE). *While Focus Schools do not require specific plan models per legislation, they do utilize the SIP to address gap-related improvement efforts.*~~
	~~An external team that visits the school after reviewing all data and provides descriptive data on the instructional core from classroom observations and stakeholder focus groups. This data can then be used to revise the School Improvement Plan~~	~~School Improvement Review (For Title I schools, this may be funded through District Title I Set-Aside)~~	
	~~Each Priority school is assigned to SRO / MDE staff who are trained to facilitate and support rapid reform efforts such as those required of the Transformation or Turnaround Models. Staff conduct school visits periodically to review instructional practices, culture and climate considerations, and discuss plan initiatives and evaluation data to determine progress. Feedback and technical assistance support are provided to schools to support reform plan implementation.~~	~~Monitoring and Technical Assistance (MDE)~~	

	~~The School Reform Office is developing an online professional learning system for Priority school educators that is integrated with the monitoring process, but also provides access to online, job-embedded professional learning tools for teachers, instructional leaders, and administrators to provide strategy oriented learning tools and resources that are linked through collaborative communication tools to customize the learning experience for each educator and school staff. Resources provided are aligned to needs identified by monitors and supported through cross-office coordination of expertise within MDE and across the Statewide System of Support.~~	~~Online Professional Learning Communities for Priority Schools (School Reform Office / MDE)~~	
	~~Review of SIP ensures that school reform plan or SIG plan elements are incorporated into the SIP and not stand alone documents. Avoids potential conflict between strategies and goals in separate plans, avoids duplication and reduces waste.~~	~~MDE Desk Review of SIPs (MDE)~~	~~MDE Desk Review of SIPs (MDE)~~
~~Safe and Healthy Students (Transformation requirement 10; Turnaround requirement 2)~~	~~Dropout challenge creates a safer, nurturing environment to mentor students at risk of dropping out.~~	~~Superintendent's Dropout Challenge~~	~~Superintendent's Dropout Challenge~~
	~~Culture and climate intervention focuses on created a safe environment for students to learn in, a healthy environment for teachers to teach in that is focused on meeting the needs of all students.~~	~~Culture/Climate Intervention (for Title I schools, this may be funded through the Regional Assistance Grant)~~	
~~Family and Community Involvement (Transformation requirement 10; Turnaround requirement 12)~~	~~Dropout challenge creates a safer and nurturing environment to mentor students at risk of dropping out.~~	~~Superintendent's Dropout Challenge~~	~~Superintendent's Dropout Challenge~~
	~~Online professional learning tools (as addressed above) will provide guided assistance and strategies for schools to engage families and community members in reform related efforts. In~~	~~Online Professional Learning Communities (MDE)~~	~~Online Professional Learning Communities (MDE)~~

	~~addition, as the School Reform Office is also addressing specific issues of the achievement gaps for African-American students in Michigan, as well as considerations for English Learners, cultural resources and context-specific learning supports will be provided to help educators better engage with these students and their families and community. This includes use of the "Collaborating for Success" Parent Engagement Toolkit along with scaffolds for appropriate use by schools.~~		

The SEA's proposed timeline allows the District and its school(s) to obtain differentiated levels of support based on each school's status. ~~Please refer to Section 2A for more information about the supports available to Priority schools.~~

MDE's Statewide System of Support is designed to build the capacity of School Improvement Team members to identify root causes of low student achievement through the collaboration and direction of the School Support Team. Through quarterly meetings with the building School Improvement Team, this School Support Team is also building the capacity of staff to monitor the implementation and impact of the School Improvement Plan. These activities can be continued after the school is no longer identified and the School Support Team is not assigned to the school.

Additionally, the various components that might be chosen that align with the school's needs will help develop skills and therefore increase the capacity of staff to:

- Implement research-based strategies;
- Deepen the knowledge of the Common Core Standards;
- Lead improvement initiatives;
- Use data to inform instructional decisions;
- Continue climate, culture, student engagement initiatives; and/or
- Implement new skills from job-embedded professional learning opportunities after the supports are no longer available.

2.D.v Provide the criteria the SEA will use to determine when a school that is making significant progress in improving student achievement exits priority status and a justification for the criteria selected.

In order to exit Priority designation a school must meet all of the following requirements in the same year:

- Top-to-Bottom Requirement: A school must have Top-to-Bottom Percentile Rank of 5 or higher in the most recent year for Exit consideration.

- Scorecard Requirement: A school must meet its Annual Measurable Objective for both subject areas of mathematics and English language arts in the All Students subgroup.

- Assessment Participation Requirement – The school must have a 95% participation rate on all required state assessments or have otherwise demonstrated satisfactory participation according their Accountability Scorecard.

While the Top-to-Bottom list in itself is used to identify schools as Priority (schools with percentile ranks of 0 - 4), the purpose of this exit criteria is to provide a more holistic approach for exiting schools to ensure that they are on track to meeting proficiency goals for all students and keeping them from falling back into Priority school status.

The exit criteria described above will be used to exit Priority schools from the 2010 and 2011 cohorts by the end of the 2014-15 school year.

While the MDE does not intend to use data during the years of transitions to new career- and college-ready standards-aligned assessments to make high-stakes accountability identification decisions, it is important that schools identified as Priority using data from previous assessments not be held captive to a high-stakes identification from which it cannot exit. Therefore, Priority schools identified in the 2012 cohort will also be eligible to exit when data is available from the 2015-2016 state assessments.

Implementation of these exit criteria will be monitored to ensure that they continue to be an accurate predictor of continued improvement. Should a significant number of exited schools re-enter the bottom 5%, consideration will be given to requiring that schools meet the exit criteria for two consecutive years in order to exit Priority status.

~~For a school to exit priority school status, they have to receive a Green, Lime, Yellow or Orange on the Accountability Scorecard at the close of their third year in the priority school intervention. In order to do this, a school must either meet aggressive proficiency targets, which are set in order for the school to obtain 85% of students proficient by the year 2022, or must have demonstrated significant improvement. This proficiency and/or improvement gains must be demonstrated not only in the all students group, but in each of the nine traditional ESEA subgroups as well as in the new bottom 30% subgroup.~~

~~This means that a priority school who achieves a Green, Lime, Yellow or Orange on the Accountability Scorecard and exits priority status has:~~

- ~~Met all interim measurements of progress for priority schools (approved plan, leading and lagging indicators).~~
- ~~Met proficiency and/or improvement targets on average as a school.~~
- ~~Increased the proficiency rate of all traditional subgroups~~

- ~~Increased the proficiency rate of their very lowest performing students.~~

~~This means that achieving a Green, Lime, Yellow or Orange means that achievement gaps have been narrowed, because the school has to have demonstrated improvements in the lowest performing students, as well as in all demographic subgroups. It also means that the school has regularly increased their achievement as measured by percent of students proficient.~~

~~Additionally, using the Accountability Scorecard brings a nice coherence into the system—it eliminates the need for yet one more metric that schools have to be familiar with. They will receive an Accountability Scorecard during their years in the priority intervention, and will be able to track their progress and understand areas of weakness. Using a separate exit criteria would only make it more difficult for schools to know what they have to do in order to make sufficient improvements to exit priority status.~~

~~MDE proposes exit criteria for Priority schools that are based upon two categories of indicators that are designed to both guide and account for the changes that need to take place for rapid turnaround efforts.~~ ~~**Programmatic indicators**~~ ~~allow the reform plans for individual schools to be unique to the needs of the school while addressing common indicators of reform processes that are aligned to the School Improvement Grant reform models. These indicators utilize graduated outcomes that are developed collaboratively by MDE and the school reform team, set feasible yet rigorous expectations that are designed for rapid turnaround, clearly communicated to schools, and scheduled at a pace for implementation that is consistent with such rapid transformation.~~ ~~**Performance indicators**~~ ~~are common among all Priority schools, and are used to determine long-term outcomes for the reform/redesign plan of the Priority schools. The use of both types of indicators to determine progress for Priority schools ensures that schools implement a comprehensive reform plan and attain student proficiency goals during the process, including the overall improvement of student achievement and the narrowing of achievement gaps for sub-groups.~~

~~Programmatic indicators are divided into two categories. Leading quantitative indicators are used to determine early progress toward goals based on an initial data review by schools around issues of climate and student performance. All Priority schools must address ten common leading indicators in their plans and early implementation efforts, leading to partial achievement of these indicators in year one, and 80+% of indicators by year two of implementation. Implementation indicators are proposed by each Priority school during the initial reform/redesign planning process, drawn from a set of common, outcomes-based indicators. Details of the use of these indicators follow:~~

- ~~***Leading indicators*** - All Priority schools will work collaboratively with MDE to set annual targets for the ten leading indicators (listed in Table 13 on page 147). These indicators address issues of policy, engagement, and school structure, and are commonly regarded as~~

~~lead indicators for broader reform efforts at the building or district level. Targets are set based upon a two-year growth model toward state averages for these indicators at a minimum, or higher targets where appropriate based on the school's recent data for these indicators. Each indicator counts toward the metrics for progress in implementing the school reform plan, which is used to determine continued SRO oversight or transfer of the school to the EAA. Half of the target goals must be achieved by the end of the first year of implementation for each school.~~

- ~~***Implementation indicators –*** All Priority schools will identify a list of targeted implementation indicators that are aligned to the requirements of the SIG reform models that best represent the focus areas for their reform plans. Each indicator links to relevant evidence and outcome data, which are monitored by monthly visits from MDE consultants who are trained to support the needs of turnaround efforts. Schools must achieve full implementation on at least 50% of the indicators during the first year of implementation. Monitors will work with the Priority schools to support the alignment of school policy practices, selection of research-based instructional models, decisions about job-embedded professional learning design to support instructional and policy plan components, and other related efforts to the schools' reform plan.~~

  ~~These indicators are linked to evidence-based outcomes at the time of selection and will be reviewed twice during the school year (at semester breaks) to review progress using an indicator based progress report. As a dynamic document, the progress report will be used by monitors to update observations and data gathered during the visits to provide information that can both guide the implementation or adjustment of the reform plans and provide data to determine the progress status for schools. These progress reports will be used by the SRO to make exit decisions to the Education Achievement Authority (EAA) during the three years of plan implementation by the schools, as well as for the final exit criteria for schools at the end of their plan implementation phase. Each Priority school's indicator selection will be reviewed annually to determine modifications to their reform plan based upon changes in progress, staffing, school/district policy, and other considerations that may adjust the objectives within the plan over time.~~

~~Performance indicators are utilized in years 3-4 for Priority schools, and are based upon student growth and performance in statewide assessments. These indicators are used in two ways to review progress of Priority schools. First, during the reform planning process in year 1, Priority schools review student data for all subjects and subgroups to determine curricular and sub-group based intervention strategies based on need, and to determine school proficiency targets (AMOs) for each subject and subgroup for each of the four years of plan development and implementation. These are used as targets to determine individual performance goals for the school for each of the four years,~~

~~which are specifically used to determine scores used in the determination of satisfactory progress (Table 5) for schools. In addition to student proficiency outcomes, other lagging indicators such as graduation rate, college enrollment rate, and percent of English language learners who attain English proficiency are reviewed to determine annual goals for use in the annual progress review.~~

~~Secondly, the performance indicators are used as minimum level benchmarks for progress during the three years of reform plan implementation. Schools must achieve Accountability targets each of these years to continue plan implementation (and to avoid recommendation for transfer to the EAA), regardless of their implementation efforts. These targets are required for all students in all subjects, as well as all relevant student sub-groups for the given school.~~

~~MDE recognizes that some of the reform efforts may take time to implement in ways that may not see the sizable gains in student proficiency required to meet Accountability targets every year, Priority schools may achieve "safe harbor" in performance indicators in one of the years of plan implementation. Safe harbor is defined as being in the 80+ percentile for improvement for a given year in the grade level and/or subject. This safe harbor benchmark does not apply to the final student proficiency level at the end of the four-year designation as a Priority school; they must meet the Accountability benchmarks established when the original reform/redesign plan is submitted and approved.~~

~~The Priority school exit criteria and timeline need to account for situational events that may cause a temporary lack of progress in implementing school reforms (i.e. an unanticipated departure of a building principal or similar major change), or may result in sudden demographic changes (i.e. merger with another school or grade realignment by building within a district) that could set back progress toward student proficiency targets. For this reason, Priority schools may be placed "on hold" for up to a year during the reform/redesign plan implementation. This hold would suspend the target goals of the programmatic and performance indicators during the year of the hold, and the school would work with MDE staff to modify or update the plan to accommodate the change required due to the event. At the end of that year, progress determination would resume using the programmatic and performance indicator targets from the previous year.~~

~~Exit criteria for Priority schools will be reviewed each year to determine if the school is making satisfactory progress, using these indicators. Semi-annual reviews of progress (or annual reviews of student performance data) will be used to determine inadequate progress. Such a determination will lead to recommendation for removal of the school from the LEA to the statewide Educational Achievement Authority (EAA). Schools placed with the EAA are not eligible to return to their local school district for at least five years, based upon exit criteria for the EAA).~~

- ~~A Priority school needs to meet its Accountability targets after a year of planning and three years of intervention planning or be on track to meet their accountability targets in the Accountability Scorecard during the final year of intervention, and show significant improvement as reflected through reform plan implementation and a combination of leading and lagging indicators.~~
    - ~~AMO targets have been adjusted to reflect new cut scores.~~
    - ~~Student growth, provisional proficiency, and safe harbor are all still available to schools to help them make Accountability targets. These are combined with other leading and lagging indicators and a set of identified practices based on each school's reform plan that are identified through implementation indicators aligned to the reform plan.~~
    - ~~During the three years of intervention, additional indicators related to plan implementation will be used to assess the progress of individual school's reform efforts, and ultimately, inform the decision for poorly performing schools to the EAA. These are identified in the table below. Individual progress indicators within each category are used to generate scores that are weighted according to the year of implementation as shown.~~
- ~~This holds Priority schools accountable to move students toward proficiency at an escalated rate during their time in the Priority school intervention, while recognizing that implementation of the reform plan may not be immediately reflected in student growth because of ongoing transitions within the school.~~

- ~~It sends the message that we hold equally high expectations for our Priority schools as we do for all schools.~~

~~Indicators of implementation and progress are weighted at different levels over the three years to allow for reform plan efforts to be reflected in student performance outcomes, and focus on leading indicators and implementation efforts during early efforts as a Priority school.~~

***~~Table 13.~~* ~~Determination of satisfactory progress for Priority schools.~~**

Accountability Indicator	Year 1 (Planning Year)	Year 2	Year 3	Year 4
~~Leading Indicators:~~ ~~- Instruction time increases~~ ~~- Assessment participation rate~~ ~~- Dropout (and/or mobility) rate~~ ~~- Student attendance rate~~ ~~- Students completing advanced work~~ ~~- Discipline incidents~~ ~~- Course completion and retention~~	~~n/a~~	~~20%~~	~~20%~~	~~0%~~

~~– Teacher performance using eval. system~~				
~~– Teacher attendance rate~~				
~~Implementation Indicators:~~	~~n/a~~	~~80%~~	~~55%~~	~~40%~~
~~– Build leadership capacity~~				
~~– Teacher/leader evaluation process~~				
~~– Educator reward/removal process~~				
~~– Professional learning for staff~~				
~~– Recruitment/retention of staff~~				
~~– Data use to guide instruction~~				
~~– Quality instruction and differentiation~~				
~~– Increased learning time~~				
~~– Family/community engagement~~				
~~– Operational flexibility~~				
~~– Technical assistance partnerships~~				
~~Lagging Indicators:~~	~~n/a~~	~~0%~~	~~5%~~	~~10%~~
~~– % students in each proficiency level~~				
~~– Average scale scores~~				
~~– %ELL who attain English proficiency~~				
~~– Graduation rate~~				
~~– College enrollment rate~~				
~~– Improvement on leading indicators~~				
~~Student Proficiency and Accountability:~~	~~Designated as Priority School~~	~~0%~~	~~20%~~	~~50%~~
~~– All Students~~				
~~– Race/Ethnicity Subgroups~~				
~~– Limited English Proficient~~				
~~– Students with Disabilities~~				
~~– Economically Disadvantaged~~				
~~– Bottom 30% (achievement gap)~~				

~~Two sets of indicators are used to make decisions regarding the exit of a Priority school from SRO authority. Early decisions regarding an exit to the EAA may be made at the end of year one of implementation, or any point thereafter using the indicators from Table 5. These indicators are based on criteria specific to the school's reform plan, and to data identified by the school to identify leading indicator targets.~~

~~In addition to the progressive scoring using these indicators, a school must make Accountability targets after a year of planning and three years of intervention planning, or on track to meet their accountability targets in the Accountability Scorecard during the final year of intervention. Referring to Figure 32 on page 111, the proficiency targets for schools will vary depending on their initial proficiency level at 2012 (or the time of identification as a Priority school, if not currently identified as such) for each of the subjects and subgroups within their school. The AMOs vary over time, growing from the initial state to 85% proficiency by 2022. A school that is on track to make its Accountability targets at the end of the final year of intervention has progressed to meet the targets identified at three years out (to match the time of the implementation of the school reform plan). While they do not need to make this rising~~

~~target every year during the implementation of their reform plan, they need to show enough growth to meet "safe harbor" requirements in the intervening years (years 1 and 2 of implementation). For instance, if a school is at 0% proficiency (School C on Figure 32) at the point of identification as a Priority school, they need to have approximately 25.5% of students at proficiency by the end of their third year of implementation, as this would be on track to achieve 85% by 2022. Similarly, if School B on the same chart were a Priority school, with 50% proficiency in 2012 in a given area, they would need to be at approximately 60.5% proficiency by the end of their third year of implementation. Interim years would not necessarily meet the linear growth targets for years 1 and 2 of implementation, but would need sufficient growth for safe harbor during those two years. However, safe harbor in year 3 would only be an option if the school has made the AMOs in both years 1 and 2.~~

~~The scorecard's Accountability indicator is used as a final, critical decision at the end of the third year of plan implementation for Priority schools. Student achievement data from the final year of implementation are incorporated into the calculations for Accountability for schools each August. If, at the end of three years of implementation showing significant progress through implementation indicators, a school fails to achieve the three year Accountability target for student proficiency as described above, the school will likely be recommended for exit to the EAA, at the discretion of the School Reform Officer to address contextual issues for lack of achievement of these outcomes.~~

2.E FOCUS SCHOOLS

2.E.i Describe the SEA's methodology for identifying a number of low-performing schools equal to at least 10 percent of the State's Title I schools as "focus schools." If the SEA's methodology is not based on the definition of focus schools in *ESEA Flexibility* (but instead, e.g. based on school grades or ratings that take into account a number of factors), the SEA should also demonstrate that the list provided in Table 2 is consistent with the definition, per the Department's "Demonstrating that an SEA's Lists of Schools meet ESEA Flexibility Definitions" guidance.

MDE will use the Focus school designation to identify and support schools with the largest achievement gaps. To do this, MDE proposes to continue using the Bottom 30% subgroup (as described in Section 2.A.i) for the purpose of identifying Focus schools. Using this Bottom 30% subgroup, each school's achievement gap will be determined, where achievement gap is defined as the difference between the average standardized scale score (z-score) in mathematics and English Language Arts for the bottom 30% of students and the top 30% of students.
~~Using the Top-to-Bottom methodology identified above, we further identify Focus schools as follows:~~

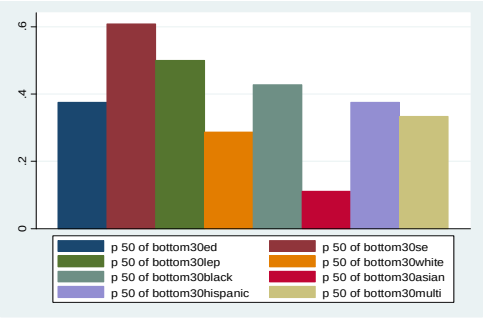
- ~~Schools with the largest achievement gap, where achievement gap is defined as the difference between the average scale score for the top 30% of students and the bottom 30% of students.~~
- ~~MDE proposes that we redefine "subgroup" for the purpose of identifying Focus schools to be the bottom 30% of students, regardless of which demographic subgroup the student is in.~~

MDE feels this methodology is an improvement over using a solely demographic-based gap methodology because it allows us to target ***achievement gaps,*** which we believe is the relevant question. A pure demographic-based methodology allows for the low performance of students within those groups to be masked by higher performance of other students in those same groups, which means the lower-performing students will not be noticed and accurate supports will not be identified.

That being said, MDE has conducted extensive analyses of the bottom 30% subgroup and have found the following:

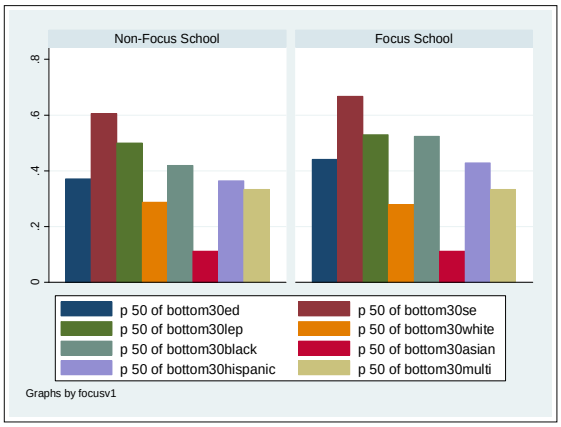
- The bottom 30% subgroup is comprised of the traditional ESEA subgroups. The chart below shows the average school composition of the bottom 30% subgroup. As can be seen, all ESEA subgroups are represented, with students with disabilities, limited English proficient students, black/African American students and economically disadvantaged students most commonly represented.

Figure 38. Average School Composition of Bottom 30% Subgroup



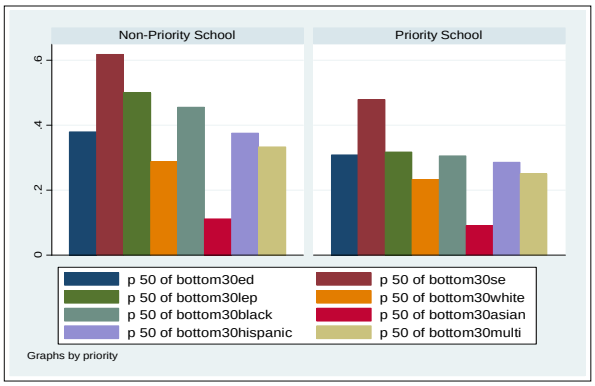
Examining the difference between Focus and non-Focus schools, we see that Focus schools have even higher concentrations of those student groups in their bottom 30% subgroup than non-Focus schools. This indicates that the Focus methodology is still detecting differences in achievement in traditional subgroups.

Figure 39. Comparison of Focus and Non-Focus School Subgroups in Bottom 30%



Interestingly, when looking instead at priority schools, we see that their bottom 30% subgroup is much more equally distributed than the focus schools. This indicates that we are indeed detecting a different type of school with the Focus schools methodology—schools where there are not only large achievement gaps in general, but where there are also large gaps between demographic subgroups.

Figure 40. Comparison of Priority and Non-Priority School Subgroups in Bottom 30%



Case Study

MDE's Focus schools strategy identifies schools which otherwise may not be identified using traditional subgroup methodology. As an example, here is a case study of Sunshine School. Sunshine School has

167 students, 115 of which are white. In the traditional ESEA subgroup methodology, the school would only have had an economic disadvantaged subgroup (which includes 67 students); the 21 black students, 1 Native American student, 8 Asian students, 4 Hispanic students, and 18 multiracial students would not have been detected (as they would not have met the minimum n-size). Also, the 22 students with disabilities would not have shown up as a valid subgroup.

Using the Focus schools and the bottom 30% methodology, the bottom 30% subgroup consists of 50 students, including 12 black students, 1 Asian student, 3 Hispanic student, 23 white students, and 11 multiracial students, as well as 8 of the 22 students with disabilities and 29 of the 67 economically disadvantaged students. A couple of notes:

- This methodology actually brings to light 35 students who would not be detected using a demographic subgroup based methodology.
- In the economic disadvantage subgroup, 29 students are in the bottom 30%. However, if we were only using the economic disadvantaged demographic criteria, the higher performance of the other 38 students in the subgroup would likely have masked the lower performance of these 29 students.
- In the students with disabilities subgroup, all of those 22 students would have been hidden using a straight demographic methodology. However, in this methodology, the school is held accountable on the performance of 8 of those 22—the eight students who are lowest performing. This highlights the fact that the bottom 30% subgroup is not exclusively students with disabilities, and instead, the bottom 30% subgroup consists of the *lowest performing* students in those subgroups.

Stakeholders have ~~questioned whether or not~~pointed out that this methodology ~~might result in a~~ will identify some schools that are relatively high-performing ~~school~~ overall ~~having~~ but also have a large achievement gap~~, where the bottom 30% subgroup is still relatively high performing~~ and have questioned the appropriateness of this policy. MDE believes it is appropriate to hold ~~an overall high-performing school~~ accountable any school for having a large achievement gap (regardless of whether it is overall high- or low-performing) because, as our core values state, we want to increase achievement and see growth in ALL of our students. ~~Although a school may be doing relatively well compared to other schools in the aggregate, it is still a negative learning experience for those students who are left behind.~~ At the same time, MDE recognizes there will be cases where schools with large achievement gaps between their bottom 30% and top 30% also have high-performing bottom 30% subgroups. Since the intent of the Focus school status is to incentivize schools to support both their highest and lowest performing students, work these schools are already doing, an audit to identify high-achieving bottom 30% subgroups was developed. This audit will be used both to provide an exception to preclude entry to Focus school status and as exit criteria for identified schools from Focus school status.

Additionally, some stakeholders have pointed out that this methodology will identify some ~~that high-performing, high-gap schools will include some~~ schools whose gap results from the deliberate juxtaposition of two populations as part of a strategic and demonstrably successful effort to accelerate the learning trajectory of the lowest achievers. For these schools, even t~~T~~hough the rapid improvement trajectory (for example, successful assimilation of refugee students into a general population) can be established, the high gap will remain indefinitely (because, for example, of fresh populations of immigrant students each year).

~~Good-Getting-Great schools will~~

~~o Receive written Good-Getting-Great designation from the state superintendent, upon determination by the Bureau of Assessment and Accountability that:~~

~~o Their Top-to-Bottom ranking is in the 75th percentile or above (placing them in the bottom right quadrant of the chart in Figure 41), and~~

~~o Their bottom 30% (though initially low-performing) is making rapid enough progress to achieve Safe Harbor status~~

~~o Be removed from future Focus School lists, even though their overall achievement gap warrants inclusion, and~~

~~Removal of Good-Getting-Great schools from the Year 2 and 3 Focus School lists (and subsequent lists, if continued) will result in additional schools being identified as Focus Schools in order to include a full 10% of schools with the greatest achievement gaps.~~

Supported by stakeholder feedback, the MDE acknowledges that various types of schools with unique root causes will be identified as Focus schools. Thus, t~~T~~he support system of deep diagnostic data, facilitated professional dialogue and customized interventions will ~~also~~ be used to identify the appropriate type of interventions and supports for ~~other high-performing, high-gap schools~~each Focus school. ~~The~~ All schools will still be held accountable, but this approach recognized that not all interventions require transformative strategies; some will consist of holding steady what is working well while strengthening or deepening efforts with the particular low-performing population.

We also examined the relationship between the size of the achievement gap and the overall achievement level of the schools. Looking at Figure 41 below, we can see that there are relatively high achieving schools with very large gaps—but there are also high-achieving schools WITHOUT large gaps. Similarly, there are lower achieving schools with large gaps as well.

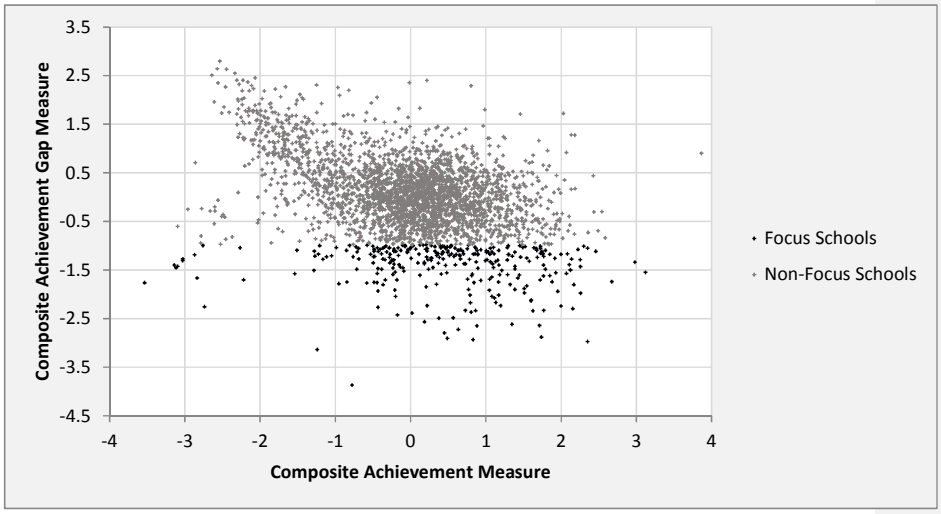


***Figure 41*. Distribution of Focus schools by achievement measure.**

One final concern about Focus schools that we have heard from stakeholders is that a low-achieving school may not be identified as a Focus school because it avoids a large gap—but it is in need of interventions and support. This is where the system of differentiated accountability works together. A very low-performing school will be identified as a Priority school; schools that are slightly higher than the bottom 5% but that are still low-performing will likely receive a "Red" on the Accountability Scorecard, which serves to put them on warning that their achievement levels need to increase in order for them to avoid the more substantial sanctions associated with Priority schools.

Focus schools are ~~merely~~ one of many methods in the system to identify schools in need of interventions and support, and will be a critical component to Michigan achieving one of our key goals—to close the achievement gap within schools and reduce the achievement gap statewide. This will only happen if we hold every school accountable for achieving success with all of its students.

Criteria for Entering Focus School Identification and Supports

MDE will use achievement gap, defined as the difference between the average standardized scale score (z-score) in English Language Arts and mathematics for the bottom 30% of students and the top 30% of students to identify and support schools most struggling to provide equitable outcomes for all students.

Entrance into the Focus school status based upon achievement gaps (Focus-Gaps) will only be considered every third year, with the next naming to occur in fall 2017.

Entrance into the Focus school status based on graduation rates (Focus-Grad) will be

considered every year.

Each year

- Each eligible school's achievement gap is determined
- Schools are ranked by their achievement gap and those with gaps larger than or equal to the lowest 10% of Title I schools are identified
  - The data are filtered to include only Title I schools
  - Title I schools are ranked by their achievement gap
  - A threshold identifying the lowest 10% of Title I schools is set
  - The data are unfiltered to include all schools (both Title I and non-Title I)
  - Any school below the threshold identifying the lowest 10% of Title I schools is identified
- Audits are applied to allow exceptions for schools having large achievement gaps but which are already meeting the exit criteria described below (i.e., they are already engaged in behaviors Focus school status is meant to incentivize).
- For schools that graduate students,
  - The most recent two years of graduation rates are determined
  - Schools that have two consecutive years of graduation rates below 60% will be named Focus schools

- In Focus-Gap non-naming years (Cycle 1 and Cycle 2), schools having the largest achievement gaps and not meeting any of the audit exceptions will be notified that they are "At-Risk" of potentially being named Focus schools in the upcoming high-stakes naming year so that they can take appropriate action.
- In Focus-Gap naming years (Cycle 3), schools identified in the lowest 10% in both Cycle 2 and Cycle 3 (and that have not met any exception audits) will be identified as Focus schools and added to the existing group of Focus schools that have not met exit criteria (described below). Should the total number of newly identified and continuing Focus schools not meet the 10% threshold, additional schools from Cycle 3 will be added, starting at the bottom of the Cycle 3 ranking until the 10% threshold has been met.

2.E.ii Provide the SEA's list of focus schools in Table 2.

2.E.iii Describe the process and timeline the SEA will use to ensure that its LEAs that have one or more focus schools will identify the specific needs of the SEA's focus schools and their students and provide examples of and justifications for the interventions focus schools will be required to implement to improve the performance of students who are the furthest behind.

All schools in Michigan are required to participate in a robust data analysis process to identify the specific needs of their students. The MDE provides all schools with the tools to conduct this data analysis, including

- MISchoolData (www.mischooldata.org): an online data portal that all schools can access to review various reports, including state-level student achievement data, student enrollment, teacher staffing, and graduation rates.
- School Data Analysis: a required school improvement process to guide schools in analyzing achievement, demographic, process, and perceptual data.
- School Systems Review or Interim Self-Assessment/Self-Assessment (AdvancED accredited schools): a self-assessment of the research-based processes in place schoolwide to support student achievement in four strands: Teaching for Learning; Leading for Learning; Professional Learning; and School, Family, and Community Relations.

Focus schools are additionally required to use the Achievement Gap Tool developed by the MDE to analyze the student groups that are over- and under-represented in the bottom 30% subgroup. This data tool gives the leadership team focus in their data conversations to adapt the teaching and learning priorities that increase access for students around gap areas for their school improvement process.

Focus School Requirements and Supports

MDE views the district as the primary point of intervention for Focus Schools. These schools have partially proficient systems in place, as evidenced by many of their students achieving success. Districts must have data conversations at the district level that include a self-assessment using the MDE District Systems Review or the District Self-Assessment/Interim Self-Assessment (for AdvancED accredited districts) and/or the Education Resource Strategies Resource Check or School Check to determine district priorities in:

- Teaching and Learning
- Leadership for Learning
- Professional Learning
- Family, School and Community Relations

Beginning in Year One Re-identified (see Table 14 below), districts will also take the appropriate Education Resource Strategies self-assessment. Districts may choose to also take an ERS self-assessment in earlier identification years.

Over the past three years, MDE has documented that approximately 38% of Focus Schools are not identified a second year and therefore have had their requirements and supports conditionally suspended. With the guidance and supports that have been provided to districts, many schools have figured out how to better serve their bottom 30%. In light of what has been learned in the initial years of implementation for supports and interventions to Focus schools, the MDE is structuring the requirements and supports to apply increasing pressure and accountability on the district to improve

systems of support to its Focus Schools while maintaining flexibility in the earlier years of identification. Table 14 below shows the increasing levels of supports and requirements over the new identification cycle:

- Year One Schools are newly identified schools in the three year identification cycle
- Year Two Schools continue as Focus due to the requirement of meeting the exit criteria for two consecutive years.
- Year Three Schools did not meet the exit criteria in the third year of the identification cycle. *Given that the exit criteria will not be available until after the start of the school year, the school will begin the school year as a Year Two School. If the school meets the Exit Criteria for the second consecutive year, it may be released from Focus School supports and requirements mid-year OR it may continue operating as a Focus School continuing all supports and requirements to build sustainability through the end of the school year. If the school does not meet the Exit Criteria, it begins operating as a Year Three School.*
- Year One Reidentified Schools are again identified as Focus in the three year identification cycle. *Given that the exit criteria will not be available until after the start of the school year, the school will begin the school year as a Year Three School. If the school meets the Exit Criteria for the second consecutive year it may be released from Focus School supports and requirements mid-year OR it may continue operating as a Focus School continuing all supports and requirements to build sustainability through the end of the school year. If the school does not meet the Exit Criteria, it begins operating as a Year One Reidentified School.*
- Year Two Reidentified Schools did not meet the exit criteria for the fourth year in a row. *Given that the exit criteria will not be available until after the start of the school year, the school will begin the school year as a Year One Reidentified School. If the school meets the Exit Criteria for the second consecutive year it may be released from Focus School supports and requirements mid-year OR it may continue operating as a Focus School continuing all supports and requirements to build sustainability through the end of the school year. If it does not meet the exit criteria, it moves to a Year Three Reidentified School.*

The components of the requirements and support are described below in Table 14, which adds further details to the timeline of implementation as well as demonstrates the flexibility in the earlier years of identification and the increasing accountability in later years of identification.

Table 14: Timeline for Focus School Requirements and Supports beginning with the 2017/18 Identification Cycle

An X indicates the requirement for all Focus Schools. Title I indicates that these requirements and supports are only for Title I schools. The Title I supports are provided through the Statewide System of Support.

Requirements and Supports	Year One	Year Two	Year Three	Year One Reidentified	Year Two Reidentified

Parent Notification Letters	Title I	Title I	Title I	Title I	Title I
District Level Service Plans	Title I	Title I	Title I	Title I	Title I
Data Analysis and Diagnostic Conversations including using the Achievement Gap Tool to identify Teaching and Learning Priorities	X	X	X	X	X
Post identified Teaching and Learning Priorities in ASSIST	X	X	X	X	X
School Improvement Plan is revised	X	X	X	X	X
MTSS (see descriptions below)	X Universal	X Universal	X Targeted	X Intensive	X Intensive
Surveys of Enacted Curriculum	Title I		Title I		Title I
MI Toolkit	X	X	X	X	X
District Systems Review or Interim SA/SA at central office	X	X	X	X	X
ERS Resource Check at central office *optional in Years One, Two and Three*				X	X
District Improvement Plan is revised	X	X	X	X	X
Quarterly Board Reports	X	X	X	X	X
District Improvement Facilitator	Title 1 40 hours	Title I 40 hours	Title I 160 hours	Title I 160 hours	Title I 160 hours
Program Evaluation Tool must evaluate the implementation of MTSS focusing on the efficacy of Tier One strategies in SIP	X	X	X	X	X
Title I Set-Asides (increase as school progresses in years) –see Table 15 below		Title I District & School	Title I District & School	Title I District & School	Title I District & School
Superintendent's Dropout Challenge *Optional in Years One and Two if students' social/emotional needs are*			X	X	X

currently part of school's MTSS screening/structure					
District Intervention Team			Title I	Title I	Title I

Table 15: Title I Set-Asides

Set-Aside Requirements for Title I Focus Schools
District Title I Obligation begins in Year 2 of a Focus School's identification **(*All regular Title I rules apply when using set-asides*).** The required district set-aside will be calculated as the sum of 10% of each Focus School's previous year Title I budget, up to a maximum 10% district set-aside. During Year 3, the district set-aside increased to an additional 5% of each Focus School's previous year Title I budget up to a maximum of 15% district set-aside. During Year One Reidentification, the district set-aside increases to an additional 5% of each Focus School's previous year Title I budget up to a maximum of 20% set-aside. This maximum remains in place for any Reidentification Year.
A District may choose from the options below: **Option 1**: Provide a multi-tiered system of supports that includes scaffolded instruction for SWD and ELL students if the school does not currently implement one. If the school implements such a system, deepen or broaden the scope or enhance the fidelity of its implementation. **Option 2:** Professional learning on research-based interventions aligned to building's comprehensive needs assessment, including coaching and support for administration
Building Level 10% Obligation beginning in Year 2 of identification
Select at least one of the options below: **Option 1:** Professional development on implementation of multi-tiered system of supports including meeting academic and behavioral/health needs of all students, including coaching and support for administration **Option 2**: Provide weekly/daily time for teacher collaboration **Option 3:** Contract for the administration of Surveys of Enacted Curriculum **Option 4:** Contract with the local ISD/ESA for a School Improvement Review or AdvancEd Michigan for a School Diagnostic Review, which will give the school an external perspective on processes that best support student achievement **Option 5:** Professional learning on the alternate achievement standards for students that take an alternate assessment

Option 6: Use of a research/evidence-based intervention that demonstrates a coherent and comprehensive approach for improve academic proficiency for English language learners.

Option 7: Culture/climate interventions or culturally-responsive teaching interventions as needed

Description of Requirements and Supports

Note that the bolded items are referenced in Table 14 above.

During each year in which one or more of its schools is identified as a Focus School, a district is required to ensure that the school:

- Conducts facilitated, diagnostic **data conversations** to identify one or two major changes in teaching and learning practices capable of increasing achievement levels among the lowest performing students and post these conclusions in the ASSIST Focus School Diagnostic.
- Revises its **School Improvement Plan (SIP)** to reflect the **Teaching and Learning Priorities** and describes how the **MTSS** is being strengthened to deepen the fidelity of its implementation of Tier One instruction so that 85% of students are successful and describes how learning is differentiated for the 15% of students requiring Tiers Two or Three instruction.
- Uses the required MDE **Program Evaluation Tool** to evaluate the success of Tier One instruction. Criteria will include the local student achievement data that indicates proficiency in achievement and behavioral expectations for 85% of students.
- Participates in the **Superintendent's Dropout Challenge (SDC)**; required beginning in Year Three of identification. The SDC is optional in Years One and Two if the school's MTSS screening/structure supports students' social and emotional needs. The intended focus of the SDC has expanded to all Michigan students as part of their **MTSS**. As districts and schools build their systems, they will provide both academic and behavioral supports to ALL students to keep them on track for graduation. The identification of 10 – 15 students is the minimum requirement of the **SDC** with the intent that districts/schools will view this work at the systems level to build in multiple levels of instruction, interventions, and assessments.

While the superintendent* is ensuring that the Focus School is implementing the above requirements and supports to increase the achievement of the bottom 30% of students, the district itself also has requirements and supports:

- Hold its own professional **data conversations** to identify the system changes needed to support their Focus Schools in implementing its teaching/learning changes. All districts are required to complete the MDE District Systems Review (DSR) or Self-Assessment/Interim Self-Assessment (SA/Interim SA is for AdvancED accredited districts.) An optional self-assessment

for districts with Years One, Two and Three Focus Schools is the **Education Resource Strategies Resource Check** tool http://www.erstrategies.org/library/resourcecheck or the **Education Resource Strategies School Check** http://www.erstrategies.org/assessments/school_check , both of which are available at no cost. These ERS self-assessments are required beginning in Year One Reidentification.

- Revise its **District Improvement Plan** to specify one or two major changes in its school support system for Focus Schools and potentially amend its consolidated application if shifts in budgeting are needed.
- Monitor and evaluate the Focus School's **School Improvement Plan** to ensure that the teaching and learning priorities that were identified to increase the achievement of the bottom 30% of students are being implemented with fidelity and validated with adult implementation data as well as classroom-level student achievement data.
- Use the online **MI Toolkit** (http://mitoolkit.org) to identify resources to share with schools in support of special populations and tools to enhance district support of its Focus Schools.
- Provide progress reports on the implementation of the Focus School supports, interventions, and achievement increases of the bottom 30% of students to the LEA school board using the **Quarterly Board Report** template. These districts will upload these reports into the MDE MEGS+ system quarterly.

Title I schools receive supports in addition to those described above through the **Statewide System of Support.** Since MDE expects that the district will be the primary point of support and intervention for Focus Schools, a state-funded and trained **District Improvement Facilitator (DIF)** supports the district superintendent* in the requirements and supports that are required of all schools as described above as well as with the specific Title I requirements and supports described below. This **DIF** works with the superintendent* approximately 40 hours a year for Years One and Two schools and approximately 160 hours a year for Years Three and higher schools to provide technical assistance in all of the Focus School and district tasks. Some specific areas of support to the superintendent include:

- Helping to identify the teachers delivering math and reading instruction so that they take the **Surveys of Enacted Curriculum (SEC)** at the end of the first and third year of identification. Teachers are asked to take the surveys in five areas: Instructional Content, Instructional Activities, Teachers' Characteristics, Opinions and Beliefs and Professional Learning. Using the results of the **SEC** adds value to dialogues, decisions and actions related to classroom instruction, curriculum alignment and increasing the achievement of the Bottom 30% of students.
- Assisting in the analysis of the **Surveys of Enacted Curriculum** results.
- Reviewing the **Title I Set-Aside** choices at both the school and district levels, as described in Table 15 above and providing technical assistance in appropriate choices, based on district and school needs.

- Working with a **District Intervention Team** (at Years 3 and 4.) There are two configurations of this team:
  - A **District Improvement Facilitator**, an ISD/RESA Continuous Improvement Monitoring Systems (CIMS) monitor and a regional Office of Field Services Consultant
  - The above team plus membership from across MDE based on the district and school needs. The members of the "plus" team will be drawn, at a minimum, from:
    - Office of Education Improvement and Innovation (OEII)
    - Office of Special Education (OFS)
    - Office of Evaluation, Strategic Research and Accountability (OESRA)
    - Office of Field Services (Special Pops Unit)

This team will review the results of the MDE **District Systems Review** or **AdvancED Self-Assessment**, and/or the **ERS Resource Check** or **School Check** (if appropriate), the results of the **Surveys of Enacted Curriculum**, and the Focus School achievement data to identify the barriers to adequate district support and fidelity of implementation of MTSS at the Focus School and create an action plan to remove these barriers. This **District Intervention Team** will monitor the implementation of the action plan during Year 3 and evaluate its effectiveness at the end of Years One and Two Re-identification

**For Public School Academies that do not have a superintendent, the School Board President, a representative from the Management Company, or a representative from the Authorizer must fill this role.*

The Model of Support: Universal

MDE continues to rely on the effectiveness of a Multi-Tiered System of Support (MTSS) as the primary intervention for Focus Schools. As MDE works to build their internal capacity to support local districts, multiple offices are working together to support a tiered model of support. For the universal level of support to districts, MDE utilizes the statewide training on MTSS. The content of this training includes:

- Practices that are evidence-based and matched to the needs of students
- Implementation supports that ensure that the practices are implemented with fidelity
- Evaluation for validation that what is being done is the right thing and also for continuous improvement
- Systems that create "host" environments to make this all happen – allocation of resources and alignment of components

Once Focus schools have completed a deep diagnosis of their data, MDE's expectation is that they will use the results in the implementation of a tiered system of intentional instruction and interventions, Michigan has provided statewide training on a MTSS and research has shown us that when MTSS is

embedded into the school improvement process, it provides a framework for meeting the needs of all students.

This MTSS framework provides all students with the best opportunities to succeed in school both academically and behaviorally. MTSS focuses on providing high quality Tier I instruction and supporting Tier II and Tier III interventions matched to student needs, monitoring progress frequently to make appropriate changes in instruction. Data are used to allocate resources to improve student learning and support staff implementation of effective practices at all tier levels. In Michigan, Focus Schools are not among the lowest performing schools but they do have the largest achievement gaps between the top and bottom 30% of students. MDE's expectation is that the use of an MTSS structure will enable staff to better understand the needs of the bottom 30% of students within the context of their total student population and implement the system that supports the needs of all students.

MDE's statewide MTSS training has stressed that Tier One instruction must be rich and explicit and teachers provide scaffolding and differentiation to meet students' needs so that the achievement gaps among all students as well as subgroups of students is minimized. As of 2014, 68% of Michigan's intermediate school districts have been trained in the essential components of MTSS through the statewide training. 55% of schools in a Focus School cohort in 2014 are within the boundaries of an ISD that has been trained in MTSS through the statewide training.

The Model of Support: Targeted

Schools that reach Year 3 described in Table 14 above will receive targeted MTSS supports. These schools have been unable to move the achievement of the bottom 30% of students through universal supports. MDE will organize and deploy a multi-disciplinary team to do a comprehensive review of district level systems, supports, resource allocation and School Systemic Improvement Plan (SSIP) infrastructure components.

The screeners for this comprehensive review will be tools that districts with Focus Schools are required to complete:

- District Systems Review available at: http://www.michigan.gov/mde/0,4615,7-140-6530_30334_37563-340775--,00.html or
- Self-Assessment or Interim Self-Assessment for AdvancED accredited districts available at: http://advanc-ed.org/partnership/mde

  If districts have chosen to complete the Education Resource Strategies Resource Check available at: http://www.erstrategies.org/assessments/resource_check or Education Resource Strategies School Check (for single building districts) available at: http://www.erstrategies.org/assessments/school_check, this data may also be reviewed by the team.

This team will be assembled based on a review of the above results as well as additional district and school data. Also, the team will work with the district to evaluate the fidelity of the implementation of the current MTSS structure and review the progress of student achievement and adult implementation to date. This multi-disciplinary team, called a District Intervention Team, will have two structures depending on the number of Title I Focus Schools in the district:

District Intervention Team (DIT):

- A District Improvement Facilitator, an ISD/RESA Continuous Improvement Monitoring Systems (CIMS) monitor and a regional Office of Field Services Consultant
- This DIT will be deployed into the majority of districts in the state with Title I Focus Schools

District Intervention Team Plus

- The above team plus membership from across MDE based on the district and school needs. The members of the "plus" team will be drawn from:
  - Office of Education Improvement and Innovation (OEII)
  - Office of Special Education (OSE)
  - Office of Evaluation, Strategic Research, and Accountability (OESRA)
  - Office of Field Services (Special Pops Unit)
  - Other MDE offices as needed
- The District Intervention Team Plus will be deployed to the five districts in the state with the highest number of Focus Schools in need of targeted support

As a result of this technical assistance, the DIT will help the district revise its District Improvement Plan to reflect the implementation of system changes identified in the district's self-assessment(s), the monitoring process to assess fidelity of implementation and the outcome measures that will indicate that the system changes have been effective. The District Improvement Facilitator will play a key role to support the superintendent* in getting ready for, implementing, monitoring and evaluating these systemic improvements.

Model of Support: Intensive

Schools that are in need of more intensive support will be directed to an endorsed model of MTSS.

MDE expects that Tier One instruction will be effective for 85% of students and the access to additional tiers of support for the unsuccessful 15% of students will be timely and systematic so as to close the individual achievement gaps(s). In order to produce significant change in student outcomes, educators need to implement with fidelity effective interventions matched to student needs. Sugai and Horner (2009) identify six core components of MTSS which have been integral components of MDE's trainings:

1. Interventions that are supported by scientifically based research

2. Interventions that are organized along a tiered continuum that increases in intensity (e.g. frequency, duration, individualization, specialized support, etc.)
3. Standardized problem-solving protocols for assessment and instructional decision-making
4. Explicit data-based decision rules for assessing student progress and making instructional and intervention adjustments.
5. Emphasis on assessing and ensuring implementation integrity
6. Regular and systemic screening for early identification of the 15% of students whose performance is not responsive to Tier One instruction.

When a school reaches Year One Reidentified, MDE will develop and support teams at the school and district level to implement the MTSS framework. These teams will receive training, technical assistance and coaching in MTSS practices and how to support these practices. This intensive level process involves focused support that is strategically applied based on an assessment of need at school and district levels, individualized support is formalized and documented in an implementation plan that focuses on coordination, allocation of resources, professional learning and evaluation.

This support process utilizes implementation frameworks such as stages of implementation and focus on implementation drivers to promote fidelity of implementation. Schools are at different stages of readiness to implement. Implementation supports will be differentiated based on schools' readiness in order to effectively promote and sustain systems change for MTSS.

As one example, Michigan's Integrated Behavior and Learning Support Initiative (MiBLSi) began as a U.S. Department of Education Model Demonstration project in 2000. MiBLSi has been functioning as a technical assistance model for MTSS in an integrated behavior and reading model since 2003 with building level implementation supports happening between the years of 2004-2010. During this time, MiBLSi supported individual buildings in scaling up their supports for students in a tiered model. Out of this model came the learning that the buildings were unlikely to sustain these structures without the support of their districts and ISDs. Beginning in 2011, MiBLSi changed their statewide structure to focus on supporting the district and ISD level to increase local capacity to implement an integrated behavior and academic multi-tiered system of support with fidelity that is durable and salable. After working with regional coordinators and supporting over 600 schools in this model, MiBLSi has collected the following data:

- Schools have demonstrated an average increase of 5% each year in students scoring at grade level based on Curriculum-Based Measurement reading assessments.
- Schools have demonstrated a 10% average reduction in the rate of major discipline referrals per year.
- Sampling of schools that implement positive behavior support with fidelity report 7% more students meeting or exceeding standards on MEAP reading component (this means approximately 25 more students per school achieve the standards)

- Schools have demonstrated an average reduction of 3% each year in students requiring intensive reading supports.
- Schools implementing with fidelity saw an increase in 3rd grade reading proficiency while the state average saw a decrease between 2010 and 2013.

For Focus Schools that were identified due to a graduation rate lower than 60% for two consecutive years, these schools will be required to include a goal in its SIP to increase the graduation rate. The Measurable Objective for this Goal will specifically indicate the targets needed to reach at least the 60% graduation rate goal within two years. Additionally, these schools will participate in the Superintendent's Dropout Challenge to support the increase of the graduation rate.

When a school is graduating less than 60% of its students, the district, in collaboration with the school, will take a closer look at the demographics of this graduation cohort. Through data analysis and data conversations, the question that must be answered is:

- How do the demographics of the students who are graduating on time compare with the demographics of the students who are not graduating on time?

If the population of the students not graduating differs significantly from the population that graduates on time, the strategies under the School Improvement Goal on increasing the graduation rate must address how to better engage these students and professional learning for staff in how to better support/communicate with these students and their families.

~~**Focus School Needs**~~

~~Focus School interventions will be implemented Fall 2012 as shown in the timeline below.~~

~~MDE anticipates that the needs of Focus schools will differ widely, depending on the nature, size and reason for their achievement gaps. For this reason, the deep diagnosis (Data+Professional Dialogue) will lead to a broad timeline and menu of activities that will allow for customized intervention and treatment of local student performance issues.~~

~~At the same time, MDE expects that the customized interventions that result will be variations on the highly successful model of multi-tiered support systems which has achieved such well-documented success in Michigan where it has been faithfully implemented. Our experience with multi-tiered support systems is at a mature stage which allows us to rely on its effectiveness as our primary initiative for Focus Schools. Michigan's Integrated Behavior and Learning Support Initiative (MiBLSi) – a multi-tiered model that combines Response to Intervention (RTI) for instruction and Positive Behavior Support (PBS) for behavioral interventions – has funded 11 regional coordinators who~~

~~manage technical assistance and training for over 600 participating Michigan schools. Evaluators tell us that in one example of a widespread Michigan initiative using a multi-tiered system of support, there is data supporting the following:~~

~~- Schools have demonstrated an average increase of 5% each year in students scoring at grade level based on Curriculum-Based Measurement reading assessments.~~

~~- Schools have demonstrated a 10% average reduction in the rate of major discipline referrals per year.~~

~~- Sampling of schools that implement positive behavior support with fidelity report 7% more students meeting or exceeding standards on MEAP reading component (this means approximately 25 more students per school achieve the standards)~~

~~- Schools have demonstrated an average reduction of 3% each year in students requiring intensive reading supports~~

~~- Between 2007-08 and 2008-09, schools decreased special education referrals and special education identification rates by almost 1% across the project.~~

~~We conclude that high fidelity implementation of the model reduces student need for intensive supports while increasing the number of students meeting reading standards. This approach also frees up school resources to better address the needs of students requiring intensive supports.~~

~~MDE has started development of a District Toolkit that will be a resource for districts that have schools identified as Focus Schools. Part of this toolkit, will be a needs assessment which will help districts diagnose where they are not giving their schools adequate support around the processes that support student achievement. This needs assessment will be based on MDE's district improvement tools as well as the research and tools from the Center for Innovation and Improvement for their Academy of Pacesetting Districts work.~~

~~MDE's plan is to have these toolkits available by September 2012. At that time, we will provide technical assistance to districts on the use of this toolkit in the form of MDE-trained and paid-for District Improvement Facilitators (DIFs). With the assistance of their DIFs these districts will have one year to self-diagnose and self-prescribe changes in their supports to Focus Schools based on the resources in the toolkit. If there are schools in their district that continue to be identified as Focus Schools in the 2013/14 school year, these districts will continue with the 40 hours of MDE-provided services of the District Improvement Facilitator who will conduct another data-based professional dialogue with particular focus on what needs to be put in place at the district level for better building support.~~

~~We look for stronger attention to be paid to student populations that are not performing adequately through stronger, more focused implementation of the tiered system of supports which has proved so successful when applied w fidelity. Based on feedback from stakeholders, we have also built checks into our proposed accountability system that would prevent schools from lowering the achievement of the top 30% of their students as a means of addressing the gap, rather than boosting the performance of the bottom 30%. Our structure for determining the Accountability Scorecard will ensure that all students must achieve well in order for the school to be on track toward its proficiency targets.~~

~~Table 14. Timeline for Focus School Interventions~~

~~Date~~	~~Action Step~~
~~No later than September 1, 2012 and succeeding years of focus school status~~	~~MDE publishes focus school list~~
~~No later than October 1, 2012 and succeeding years of Focus School status~~	~~MDE convenes technical assistance meeting with districts and school(s) staff to discuss next steps, requirements, and resources available~~ ~~MDE assigns trained District Improvement Facilitator to each district.~~
~~Between October 1 and January 30 of Focus School status~~	~~All districts participate in a structured, facilitated professional dialogue around their gap to explain the "story" behind the data, determine its root cause, and identify strategies capable of closing the gap.~~ ~~In preparation for revising their consolidated application to MDE, showing how chosen strategies will be implemented and , if in year 3 and 4 of identification and not having improved as determined by MDE, encumbering set-asides for eligible activities as directed by MDE, the teaching and learning priorities resulting from the dialogue are posted to the AdvancEd website.~~
~~Before the end of the second semester~~	~~District submits revised consolidated application and revised school improvement plan~~ ~~Focus schools begin implementation of strategies included in revised plan~~

~~At least one regional meeting during the school year~~	~~MDE convenes regional meetings to check progress with improvement activities and provide technical assistance~~
~~By June 30 of each school year~~	~~All focus districts and schools submit benchmarking reports to MDE and the local school board~~

~~Examples of Interventions~~

~~MDE has scoured the research on improving schools and believe that the most critical resource needed in Focus Schools is a multi-tiered system of support. The Tier One instruction must be rich and explicit and teachers must be able to provide scaffolding and differentiation to meet students' needs so that the achievement gaps among all students as well as subgroups of students is minimized. Student performance is dynamic and their access to additional tiers of support must be timely and systematic so that they can function in Tier One successfully. Successful implementation of a multi-tiered system of support requires that teachers are able to progress monitor all students in order to make effective instructional decisions if Tier 2 or Tier 3 interventions are required.~~

~~MDE will require districts to ensure that their Focus Schools have a robust multi-tiered system of support in place and that the teachers have the skills and abilities to implement such a system with fidelity. MDE has resources available to support teachers in this work and expects that the Title I district and building set-aside funding can support this work.~~

~~As MDE implements the Academy of Pacesetting Districts through the Center on Innovation and Improvement, we are learning what processes and procedures need to be in place in order for districts to support all schools as well as struggling schools. The documentation that districts are developing is highlighting their need to be intentional in what they do to support their schools and not just reactive. This model is influencing our system of support to the districts with multiple focus schools. As part of our District Improvement Toolkit, we will provide guidance to districts in documenting their supports to Focus Schools as well as an assessment to determine their success in resource alignment.~~

~~In addition, MDE is working to coordinate multiple interventions and reform efforts into a thematic program of professional learning and support for school districts, schools, and individual educators around the topic of achievement gaps. These efforts will address general achievement gap considerations, such as narrowed instructional focus and differentiation of curriculum expectations, through interventions focusing on instructional practices that target these gaps, such~~

~~as Universal Design for Learning (UDL), Instructional Differentiation, and policy practices including a focus on Beating the Odds schools. In addition, this program of professional learning will focus on those issues that are reflected in achievement gaps for minority student populations as a result of cultural bias or local and regional policy issues.~~
~~The School Reform Office will coordinate these efforts among the Office of Educational Improvement and Innovation, the Bureau of Assessment and Accountability, the Office of Professional Preparation, and the Office of Field Services, among others, to ensure that individual innovations or program efforts are aligned, when appropriate, to include in the thematic focus on achievement gap issues.~~

~~Just as we are holding Michigan schools accountable for delivering stronger results, we are raising the bar on our own agency outcomes as we build stronger supports for each and every learner in our state.~~

2.E.iv Provide the criteria the SEA will use to determine when a school that is making significant progress in improving student achievement and narrowing achievement gaps exits focus status and a justification for the criteria selected.

MDE will allow schools to exit from Focus school status when the underlying issues which caused them to be named Focus schools have been resolved.

- For Focus-Gap schools
  - For two consecutive years, schools must meet one of two audit exceptions. These same exceptions were applied at the time of naming so that schools already meeting exit criteria were never entered into Focus School status.
    - Improvement of the school's bottom 30% is greater than the statewide average of bottom 30% subgroup improvement.
    - Achievement of the schools' bottom 30% is greater than the statewide average of bottom 30% subgroup achievement.
  - It is not required that schools meet the same audit in both years. That is, schools could meet the improvement audit for one year, the achievement audit the next year, and would be eligible for exit.
- For Focus-Grad schools
  - For two consecutive years, schools must have a graduation rate at or above 60%.

~~Once a school is identified in the Focus category, it will remain in Focus status for accountability~~

~~purposes for three years beyond its initial identification year. The requirements and supports identified in section 2.A.i. may be conditionally suspended, however, if the school is not included in the second and subsequent years' Focus Group calculations.~~

~~To exit Focus status the school must:~~

- ~~Following the end of Year 4, meet its Accountability scorecard targets (attaining Green, Lime, Yellow or Orange designation), including meeting the safe harbor target for the bottom 30% subgroup. (Accountability designation made in August following end of Year 3).~~

~~If a school fails to exit Focus status following the beginning of Year 4, they continue on as a Focus School and have the opportunity on a yearly basis to exit if they meet the Accountability criteria shown above.~~

The consistent exit criteria above will ensure that Focus Schools remain within the system of support (with its incrementally increased pressure to attain these results) until the conditions are met.

While the MDE does not intend to use data during the years of transitions to new career- and college-ready standards-aligned assessments to make high-stakes accountability identification decisions, it is important that schools identified as Focus using data from previous assessments not be held captive to a high-stakes identification from which it cannot exit. Thus MDE proposes the following actions regarding the existing cohorts of Focus Schools:

- Focus School Cohort 2012
  - This cohort will be eligible for exit during the 2014-2015 school year based on two years of data from prior state assessments.
- Focus School Cohort 2013
  - This cohort will be eligible for exit during the 2015-2016 school year based on one year of data from prior state assessments and one year of data from the new 2014-2015 state assessments.
- Focus School Cohort 2014
  - This cohort will be eligible for exit during the 2016-2017 school year based on two years of data from new state assessments.

TABLE 2: REWARD, PRIORITY, AND FOCUS SCHOOLS (SEE ATTACHMENT 9)

Provide the SEA's list of reward, priority, and focus schools using the Table 2 template. Use the key to indicate the criteria used to identify a school as a reward, priority, or focus school.

TABLE 2: REWARD, PRIORITY, AND FOCUS SCHOOLS

LEA Name	School Name	School NCES ID #	REWARD SCHOOL	PRIORITY SCHOOL	FOCUS SCHOOL
Ex. Washington	*Oak HS*	*111111100001*		*C*	
	Maple ES	*111111100002*			*H*
Adams	*Willow MS*	*222222200001*	*A*		
	Cedar HS	*222222200002*			*F*
	Elm HS	*222222200003*			*G*
TOTAL # of Schools:					

Total # of Title I schools in the State: _____
Total # of Title I-participating high schools in the State with graduation rates less than 60%: _____

Key	
Reward School Criteria: **A.** Highest-performing school **B.** High-progress school **Priority School Criteria:** **C.** Among the lowest five percent of Title I schools in the State based on the proficiency and lack of progress of the "all students" group **D-1.** Title I-participating high school with graduation rate less than 60%	**Focus School Criteria:** **F.** Has the largest within-school gaps between the highest-achieving subgroup(s) and the lowest-achieving subgroup(s) or, at the high school level, has the largest within-school gaps in the graduation rate **G.** Has a subgroup or subgroups with low achievement or, at the high school level, a low graduation rate **H.** A Title I-participating high school with graduation rate less than 60% over a number of years that is not identified as a priority school

over a number of years **D-2.** Title I-eligible high school with graduation rate less than 60% over a number of years **E.** Tier I or Tier II SIG school implementing a school intervention model	

2.F PROVIDE INCENTIVES AND SUPPORTS FOR OTHER TITLE I SCHOOLS

2.F Describe how the SEA's differentiated recognition, accountability, and support system will provide incentives and supports to ensure continuous improvement in other Title I schools that, based on the SEA's new AMOs and other measures, are not making progress in improving student achievement and narrowing achievement gaps, and an explanation of how these incentives and supports are likely to improve student achievement and school performance, close achievement gaps, and increase the quality of instruction for students.

As described earlier in this request, all schools in Michigan will be ranked on a top-to-bottom list. Of those Title I schools not identified as Reward, Priority or Focus, MDE will take measures to ensure continuous improvement. The very fact that this ranking will be publically reported will be an incentive for schools to focus on increasing student achievement.

All Title I schools in Michigan will be expected to use Michigan's Continuous School Improvement Tools (MI CSI) to analyze its needs and determine the root causes of systems issues and learning gaps:

- MI CSI Tools
  - School Data ~~Profile/~~Analysis
  - School ~~Process Profile/Analysis~~Systems Review/Self-Assessment/Interim Self-Assessment
  - Goals ~~Management~~ and Plans in the School Improvement Plan

MDE has a robust building level School Improvement process, tools, training modules and a website that houses building's School Data Profile/Analysis, School Process Profile/Analysis and School Improvement Plan. These tools help schools gather and analyze data for inclusion in their needs assessment. Title I schools ~~also have~~have additional supports, namely~~-~~ their Targeted Assistance and Schoolwide components housed on this website.

When schools use these MI CSI and Title I tools as a diagnostic for uncovering the root causes of systems issues and student achievement challenges, ~~schools~~ the school teams can then identify goals, measurable objectives, strategies and activities in the core content areas that have the greatest likelihood of increasing student achievement. Following implementation, schools can then use the MI CSI and Program Evaluation tools to determine whether the goals and objectives were met and the effectiveness of these strategies and activities.

All schools will also be expected to complete the Program Evaluation Tool (PET) to assess the success and effectiveness of strategies, programs, or initiatives included in their school improvement plans in positively impacting student achievement.

Michigan has identified many tools, resources and processes to support continuous improvement in all schools. ~~that~~ Title I schools will be expected to use these tools to improve student achievement:

- Common Core Academic Standards to ensure students' readiness for college or careers

- Michigan's READY Early Learning Program
- Modules to improve instruction available at no charge through Michigan Virtual University at Learnport
- ~~Michigan's Teaching for Learning website for professional development in research-based instructional strategies and the use of data to inform instruction~~
- Michigan's Literacy Plan
- Michigan Online Resources for Educators for professional development in how to integrate technology into instruction of the Common Core Academic Standards
- Michigan's elibrary resources
- Michigan's School Data Portal, MISchoolData
- Michigan's MORE technology portal
- Regional Data Initiatives
- Parent Involvement Toolkit
- English learners Training of Trainers – Best Practices/Technical Assistance
- Michigan Standards of Professional Learning

- Participation in the Superintendent's Dropout Challenge to identify students at risk of dropping out of school and implementation of research-based supports and student level interventions to reduce the dropout rate
- Michigan's Online Professional Learning System (MOPLS) is a series of interactive learning programs designed to guide educators in recommending assessments for students and using assessment results to assist students who are struggling with concepts in ELA and/or math.

MDE has partnered with the Michigan Association of Intermediate School Administrators (MAISA) to develop units, lessons and resources based on the Career and College Ready Standards. These units range from Kindergarten to 11th grade in ELA and math. These resources are available online at no charge to teachers in English Language Arts and Mathematics.

Title I schools also have Technical Assistance from Office of Field Services (OFS) consultants at the district level to address supports for the root causes. Title I schools will also receive technical assistance from the Office of Field Services, Special Populations unit consultants regarding English language learners and similar support from the Office of Special Education consultants regarding students with disabilities. OFS, in an effort to enhance support provided for the students of Michigan, has developed pilot School Improvement Partnerships where consultants act as an additional resource for schools by joining volunteer School Improvement Teams in the districts they serve. ~~Our~~ This work with a number of partner organizations extends MDE's capacity to help these schools develop strong, data driven needs assessments and school or district improvement plans.

For those schools not designated as "red," these supports will prove satisfactory. For those Title I schools designated "red," MDE will take a more active role. These schools will receive technical

assistance from their regional educational service centers – RESAs - to ensure that the proper root causes are being addressed in appropriate research-based ways.

In ~~2012-13, during~~ the first year of ~~being designated~~receiving a "red" ~~for a subgroup or overall~~school designation (therefore not meeting Accountability targets), Title I ~~buildings~~ schools not meeting Accountability targets will be required to ~~use~~ implement their annual School Improvement Plan to address the needs of the identified subgroup(s). The consequences for Title I schools not meeting Accountability targets for the ~~2012- 2013 school~~first year will include the following:

- Review and revise the existing School Improvement Plan to ~~reflect~~ include the evidenced-based supports provided to those ~~populations~~ subgroups not meeting Accountability targets
- Review and revise the Consolidated Application to ~~reflect~~ include the evidenced-based supports provided to those populations not meeting Accountability targets

During the second consecutive year that a Title I ~~building~~ school is designated "red" (does not meet Accountability targets) ~~for the same identified subgroup or~~ overall, ~~the building will set aside 5% of their building level Title I allocation to address the needs of the identified subgroup.~~OFS will conduct an onsite monitoring visit with the district to assist with greater focus on the achievement of struggling subgroups. Findings could necessitate a redirection of funds to address areas of need for students in these struggling subgroups.

During the third and subsequent consecutive years that a Title I ~~building~~ school is designated "red" (does not meet Accountability targets) ~~for the same identified subgroup or~~ overall, the ~~building~~ school will set-aside up to 10% of ~~their~~ the district's Title I allocation for the identified schools(s) as necessary to accelerate student achievement for at least one of the following options:

- to purchase data workshop services from ~~ESA consultants or Schoolwide Facilitators~~a state-approved consultant to further identify root causes of the subgroup performance
- to provide ~~stipends~~ funding to ~~allow school staff to participate in~~conduct diagnostic data work to identify root causes of subgroup performance
- to provide professional learning for staff to address root causes identified in diagnostic analysis

to contract with ~~a School Improvement f~~Facilitator or ~~Schoolwide facilitator~~consultant to assist the school in ~~revising and~~ implementing School Improvement strategies focused on the identified subgroup

As described in section 2.A, schools receiving a "red" for participation for one school year will be placed on a participation "watch list" and will be notified by MDE that they are out of compliance with state and federal laws regarding participation in state assessments. If they are"red" for participation for two consecutive years (or for three years out of five years), they are named an "Assessment Participation Non-Compliant School." These schools will be subject to the levels of supports and interventions listed below:

- Year 1: School will receive a "Letter of Warning" outlining escalating consequences for years 2-4 of non-compliance.
- Year 2: School will receive a MDE/DAS investigation and be required to develop a plan to address root causes for low participation that will require MDE/DAS approval.

- Year 3: Technical assistance will be provided to adjust and implement the approved plan and an additional district set-aside of 3-5% of Title I funds to address identified causes will be required. The set-aside range is required to differentiate effective interventions depending on the size and nature of the problem(s) and what it will take to solve it. This represents an increase over the 1% set-aside required by ESEA for parent engagement and other district set-asides required by ESEA and ESEA Flexibility.
- Year 4: The plan will be updated as needed and there will be a continuation of the set-aside for implementation with an increased withholding of 25% of Title I funds until benchmarks are reached. Percentages may be escalated in subsequent years if needed.
- If at any time MDE determines that the student lack of participation infraction becomes egregious, the school may be place under the authority of the State of Michigan School Reform Office.

MDE has confidence in this array of supports, incentives and interventions because we see that the systematic school improvement cycle works in the vast majority of Michigan schools~~; what is missing in the remainder, we believe, is substantive and focused content for the school improvement planning. We have designed the Data Workshop specifically to bring the "Diagnostic Data Leading to Customized Intervention" factor described in our Theory of Action to the identified schools where achievement still lags so that they can use the successful school improvement cycle with more fidelity~~.

2.G BUILD SEA, LEA, AND SCHOOL CAPACITY TO IMPROVE STUDENT LEARNING

2.G Describe the SEA's process for building SEA, LEA, and school capacity to improve student learning in all schools and, in particular, in low-performing schools and schools with the largest achievement gaps, including through:

i. timely and comprehensive monitoring of, and technical assistance for, LEA implementation of interventions in priority and focus schools;

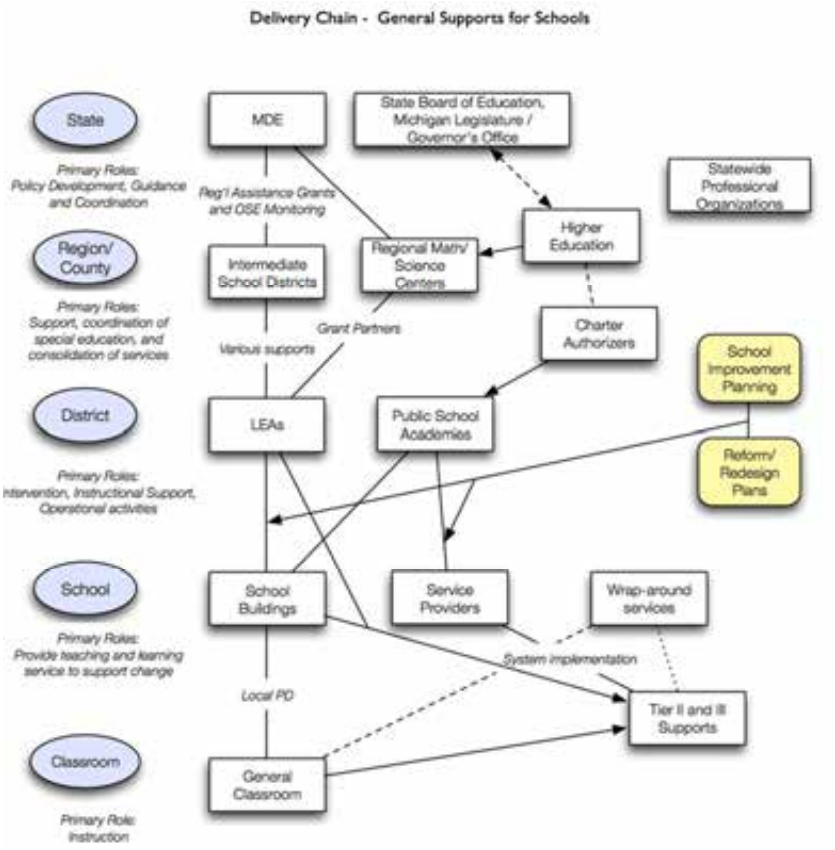
ii. ensuring sufficient support for implementation of interventions in priority schools, focus schools, and other Title I schools identified under the SEA's differentiated recognition, accountability, and support system (including through leveraging funds the LEA was previously required to reserve under ESEA section 1116(b)(10), SIG funds, and other Federal funds, as permitted, along with State and local resources); and

iii. holding LEAs accountable for improving school and student performance, particularly for turning around their priority schools.

Explain how this process is likely to succeed in improving SEA, LEA, and school capacity.

The Michigan Department of Education (MDE) is actively working on building internal SEA capacity by aligning programming, supports, systems, standards, and communications to address the mission of ensuring that all students in Michigan emerge from their PK-12 experience career, college, and community ready. In order to achieve this, the state agency, in partnership with the various levels of organization that make up Michigan's education infrastructure, needs to build more robust support processes and procedures and incorporate an active continuous improvement framework.

MDE relies upon four primary levels of support for teaching and learning to prepare students for careers, college, and civic life. These are outlined in the following diagram, with teaching and learning taking place at the base and levels of support in the four layers above:



In order to effectively influence instruction to achieve this goal, each organization, or representative individuals who make decisions or take actions based on their organization, has an identified role and function in supporting the implementation of initiatives, programs, or policy. MDE recently transitioned to utilize this Delivery Model strategy for major cross-office initiatives in order to address this approach to implementation. This approach requires that each organizational layer in the system have a continuous improvement process in place, and that the program or policy design efforts include roles and activities at each level of the system in order to effectively implement the policy or program with fidelity.

The organizations and structure of the Delivery Model for Michigan schools relies on an infrastructure analysis and system design that addresses seven specific issues at the outset of implementation. They are:

1. Governance. This includes the organizational structures of local, regional, and statewide organizations, as well as processes for making decisions regarding resource allocation, implementation, and program revision following analysis of outcome and diagnostic data.
2. Fiscal. Financial considerations that impact statewide infrastructure and delivery include the overall limitation of available funds to support various statewide program implementation, as well as the inefficient allocation of funds due to regulation and documentation restrictions. For some districts, inability to proactively plan for changes in revenue due to fluctuating enrollment is an added challenge, with an outcome of loss of fund balance or overall deficit.
3. Quality Standards. This addresses the comprehensive nature of systems, and the interconnected nature of the other components listed here. Challenges include "silos" based on strict adherence to program requirements or narrow design considerations for interventions or reforms.
4. Professional Learning and Technical Assistance. This is the primary means of informing changes and support for change in classrooms, districts, and other organizations. Considerations include transitions to job-embedded professional learning, and multi-tiered systems of professional learning and technical assistance for all levels of the delivery chain.
5. Data . In order to make informed decisions and evaluate outcomes of programming and support, data and data systems are critical considerations at the outset of implementation of any intervention. This includes considerations for addressing the appropriate research or evaluation questions, and formative analysis of data to inform or alter implementation as needed.
6. Monitoring and Accountability. In addition to the data systems in the previous item, systems for review and accountability need to be implemented that are systematized and based upon clearly identified metrics or indicators.
7. Communications. All elements of the state infrastructure for support of schools and student learning require appropriate understanding of the components and clear

articulation of actions and activities being implemented. Communications mechanisms that reach all stakeholders with appropriate information are required to be able to best inform about activities or interventions to improve the system.

MDE is currently engaged in this state-level capacity building process as a part of the Statewide Systemic Improvement Plan (SSIP) as required by the U.S. Department of Education's Office of Special Education Programs. To date, this effort has utilized a range of data collection and analysis efforts, including infrastructure surveys, structured root cause analysis, and intensive stakeholder dialogue. Existing data and infrastructure reviews identified statewide infrastructure as a critical barrier to implementation of quality programming on a statewide level. Opportunities for improvement were identified for each of the seven components of implementation identified above, including the following:

- Governance – respondents focused on themes of increased coordination between MDE, ISDs, and LEAs. Specific strategies such as "cross-pollinating" meetings with other groups, creating a common vision and position on critical issues, and restructuring of interactions and decision-making to "break down silos" are identified as key opportunities to improve statewide infrastructure and collaboration.
- Fiscal – respondents noted a general lack of resources or coordination of resources for targeted needs, such as early childhood or literacy programs. Respondents also notes challenges with general lack of support, unequal financial support across the state, and limited external support for non-academic needs for students in families with limited income or financial resources.
- Professional Learning and Technical Assistance – respondents noted a lack of consistency and adequacy for targeted programs, such as early literacy interventions.
- Data – respondents noted these very widely, and that there are inconsistencies in data reported or used to make intervention decisions. Respondents also noted that systems varied widely by district or ISD, and that local data was often inconsistent with state achievement data.
- Communication – respondents noted a lack of understanding of all components of the system, or interconnectedness of interventions and supports. This is different than not agreeing with interconnectedness, and largely pointed to issues of incomplete information being shared, or information being irrelevant to particular stakeholders.

As a result of this initial analysis, MDE will be working with stakeholders at all levels of the education system to develop a plan for development of statewide capacity through the SSIP effort. To determine the effectiveness of this system change effort, data will be collected and reported on a particular indicator (percent of k-3 students in participating schools that are achieving benchmark status).

Timeline for Review and Improvement

Michigan utilizes an annual cycle for program evaluation and continuous improvement at nearly all levels of service and programming within the state's K-12 education system. This is mostly aligned to both legislative requirements for individual schools and LEAs, as well as the regularity of the academic year for school operations. The primary activities that take place on an annual basis are based upon state law and an annual assessment cycle for student achievement at the state level. This drives the following actions, addressed earlier in this document:

1. School and district level accountability reporting (including identification of Priority, Focus, and Reward designations)
2. School improvement (addressed in following section)
3. District improvement (addressed in following sections) and consolidated application for state and federal funds for targeted and school-wide programs
4. Educator evaluation (addressed in Principle 3)
5. Program Evaluation (addressed in Principle 2, Section F)

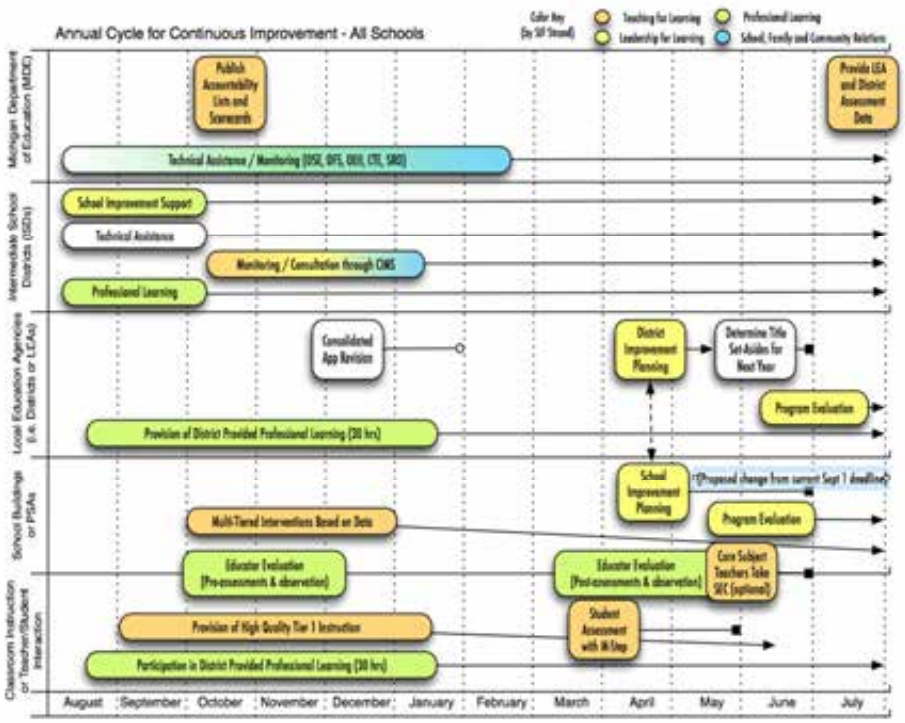
These are illustrated in the annual evaluation and continuous improvement cycle, identified in Timeline A (following page). However, in order to ensure proper progress in implementation, identified as a research-based turnaround strategy, additional components are incorporated in the Priority school (and district) implementation plan, as well as other high-risk support plans identified by state and federal education agencies for districts receiving additional interventions. These include districts that qualify for special designation and requirements per PA 436 (2012), which requires districts that cannot meet financial requirements of a deficit elimination plan to develop and implement a special education plan, which includes quarterly benchmarks for progress and evaluation of next steps in their strategic plan.

The following activities take place in Priority schools and PA 436 districts to ensure that progress is made on a more urgent timeline, and that these schools or districts, when not meeting these benchmarks, receive additional supports and intervention to ensure they "learn" from the process and develop strategies for the next review period to cause positive change.

- Convening of School Support Team (SST) on a quarterly basis
- Instructional Learning Cycle (ILC) activities (connected to professional learning communities) are reviewed on a quarterly basis (coordinated with SST review)
- Leading indicator progress review for PA 436 districts on a quarterly basis
- Academic benchmark progress review for PA 436 districts on a quarterly basis
- Ongoing monitoring of reform/redesign plan per identified review cycle for each requirement /indicator (varies based on status level)

At a statewide level, the annual review cycle for continuous improvement is also extended to evaluate progress over time for both implementation successes for targeted supports for Priority and Focus schools, and for Pilot programs that are intended to identify potential statewide programs that

require a scaled learning approach to identify potential barriers to implementation. Pilot programs are designed for implementation in Pilot-status over a three-year period. Similarly, Priority and Focus programming utilizes a similar long-term schedule in order to ensure proper time for implementation and evaluation to inform possible changes in the planning and implementation efforts based on progress to date. These schedules also gradually increase the level of support over time for those schools and districts that are not seeing progress on intermediate or benchmark indicators.



Classroom and School Level Infrastructure

Based upon the delivery model, the base level interactions of Michigan's education system to support its students takes place at the classroom and school level. All other components of the infrastructure are intended to support or address activities at this level. As such, the following activities are employed at the classroom and building level to support quality instruction toward the end of having all students in Michigan graduate career and college ready.

Revised School Improvement Framework

Michigan schools annually assess themselves against the School Improvement Framework. The Framework was recently updated following input from multiple stakeholders, as well as reviews of relevant data based on existing strands and indicators. The School Improvement Framework 2.0 consists of four strands, ten standards, and 44 key characteristics that were supported by research as supports for continuous improvement in all schools.

~~Throughout this document, supports for the various types of schools have been described. Additionally, MDE has compiled a list of resources available at no charge to all schools in Michigan, as described in the previous section.~~

~~Michigan schools annually assess themselves against the School Improvement Framework. The Framework consists of five strands, twelve standards, 24 benchmarks and 90 key characteristics that were supported by research as supports for continuous improvement in all schools.~~

The ~~five~~ four strands are:

1. Teaching for Learning
2. Leadership for Learning
3. ~~Personnel &~~ Professional Learning
4. School, Family & Community Relations
5. ~~Data & Information Management~~

As Michigan has developed resources for its schools, it has been purposeful in aligning all supports to the School Improvement Framework. Then, when schools look at their self-assessment, there are aligned resources that could support identified deficits. This chart compiles all of the supports mentioned in this document along with other MDE supports and demonstrates how they align with our School Improvement Framework.

***Table 15*. Summary of recognition, accountability and support For Principle 2; alignment with the Michigan School Improvement Framework**

Strands of the School Improvement Framework					
School Type	**Strand 1** **Teaching for Learning**	**Strand 2** **Leadership for Learning**	**Strand 3** **~~Personnel and~~** **Professional Learning**	**Strand 4** **School, Family, and Community Relations**	**~~Strand 5~~** **~~Data and Information Management~~**
All Schools	*MI ~~Comprehensive~~ Continuous School Improvement Planning Resources* MI-Map Toolkit School Data Analysis School Systems Review/Self-Assessment/Interim Self-Assessment *MDE Career- and College-Ready Curriculum Resources* ASSIST for Teachers *Michigan Online Resources for Educators* Michigan's Electronic Library ~~MDE's Teaching for Learning Framework~~ *Michigan's Online Professional Learning System (MOPLS)*	*MI ~~Comprehensive~~ Continuous School Improvement Planning Resources* MI-Map Toolkit School Data Analysis School Systems Review/Self-Assessment/Interim Self-Assessment *MDE Superintendent's Dropout Challenge*	*MI ~~Comprehensive~~ Continuous School Improvement Planning Resources* MI-Map Toolkit Michigan Professional Learning Standards Michigan Professional Learning Policy Michigan Professional Learning Guidance	*MI ~~Comprehensive~~ Continuous School Improvement Planning Resources* MI-Map Toolkit School Data Analysis School Systems Review/Self-Assessment/Interim Self-Assessment *Parent Engagement Toolkit* MDE's READY Early Learning Program	~~*MI Comprehensive School Improvement Planning Resources*~~ ~~MI-Map Toolkit~~ ~~*Regional Data Initiatives*~~ ~~MI School Data Portal~~ ~~*MORE Technology Portal*~~
Title I Schools "red" on Accountability Scorecard	Math/Science Center Technical Assistance *Literacy Center Technical Assistance*	District Support *MDE Monitoring*	~~Data Workshop~~ *Professional Development in "red" area/ subgroup(s)*		~~Data Workshop~~
All Priority Schools	*See All Schools above*	*See All Schools above plus:* Reform/Redesign Plan	*See All Schools above*	*See All Schools above*	~~*See All Schools above plus:*~~ ~~MDE Monitor~~

Amended ~~July 24, 2014~~March 31, 2015

School Type	Strand 1	Strand 2	Strand 3	Strand 4	Strand 5
Title I Priority Schools	SSoS Content/Instructional Coaches (coordinated by ISDs) *SSoS Restructuring Model* Extended Learning Time *MDE approved instructional model* *Surveys of Enacted Curriculum* School Improvement Review	School Support Teams *SSoS Instructional Leadership Coach* SSoS Culture/ Climate Intervention *District Improvement Liaison* District Support/ Monitoring/ Evaluation *MDE Monitoring* Possible state take-over if no substantial improvement after three implementation years	Professional development aligned to root causes *Training in components of Reform/Redesign Plan* SSoS aligned professional development Content-specific professional learning as identified by ISD Math/Science Partnership Participation in targeted professional learning activities	District quarterly reports to local school board *Expanded School Support Teams* *MTSS implementation* *Climate/culture interventions for participants in African American Young Men of Promise Initiative*	~~School Support Team monitoring School Improvement Plan implementation and student achievement at classroom level~~
Title I Focus Schools	Tiered system of interventions for identified groups (MTSS) *MDE approved instructional model* Teacher collaboration time *Surveys of Enacted Curriculum* School Improvement Review	*District Improvement Facilitator* District conducted Instructional Rounds *District Support/ Monitoring/ Evaluation of building SI Plan and processes* District Support/ Monitoring/ Evaluation of the building principal *MDE Monitoring of district support, the DI Plan and District Improvement Facilitators*	Professional development for effective instruction of identified groups *Professional development on implementation of tiered system of interventions*	District quarterly reports to local school board *MTSS implementation* *Climate/culture interventions for participants in African American Young Men of Promise Initiative*	~~Benchmarks for District Improvement Plan implementation and student achievement at building level~~
Title I Reward Schools	*See All Schools above*	*See All Schools above plus:* Increased flexibility in use of federal grant funds	*See All Schools above*	*See All Schools above* plus: Honored at MDE School Improvement Conference *Provide banners and/or certificates*	~~*See All Schools above*~~

MDE has had success with its Title I schools no longer being identified after being in the SSoS for several years. However, there are also many Title I schools that have been in the SSoS for many years, some since 2006. Our building level supports have not been able improve their chronic low achievement. Many of these schools are now identified as ~~Persistently Lowest Achieving~~Priority schools. These schools have not benefited from a continuous improvement focus – they need rapid turnaround. This flexibility waiver opportunity has given us the opportunity to reexamine our SSoS, look at the research on improving achievement in low-performing schools and alter our approach to this important work.

This change in focus has led us to target intervention at a district level. Systemic issues have prevented many schools from implementing successful improvement efforts. By supporting district-level improvements, we hope to build consistency, capacity, and leadership across troubled systems, to ensure that all schools get the timely, effective resources they need.

Program Evaluation (Building Level)
Starting in 2014-15, MDE requires all Title I schools to engage in the program evaluation process to determine the impact of an identified program or activity by the school to address one of the academic goals of the School Improvement Plan. MDE has worked with stakeholders to develop and pilot this process over the last four years, and now requires use of the tool at the end of the current (2014-15) school year. The goal of this effort is to ensure that the efforts that schools are spending Title funds to implement are having the desired impact. In the event that such efforts are not having impact, the process helps schools identify potential barriers to implementation, or limits or constraints of the program in addressing the desired goal. Following this pilot year, schools that cannot demonstrate (through the program evaluation process) that their programming for the evaluated activity is having an impact to meet the desired outcome, schools will no longer be able to program for that activity, and will need to identify alternate efforts to achieve academic goals of the SIP.

Priority Schools: Supports and Interventions

MDE is taking a diagnostic approach to resolving school challenges, particularly when it comes to chronically low-performing buildings or those with significant achievement gaps. These schools will receive intensive, personalized support to ensure fast results. Specific information on this topic is provided in ~~Section 2A~~section 2.D.

MDE is currently in the process of evaluating the impacts of its use ~~We are most optimistic about the use of~~ highly skilled ~~District~~ Intervention ~~Teams~~ Specialist (~~DITs~~ISs) in districts with Title I schools that have been identified as Priority Schools ~~for a third year~~. As described, each district with a Priority School ~~in Category/Year 3 or higher~~ will be assigned an ~~District~~ Intervention ~~Team~~Specialist. ~~District~~ Iintervention ~~teams~~ specialists ~~will~~ work in districts with Priority schools ~~in Category/Year 3~~ to help revisit, revise and diagnostically deepen reform/redesign plans.

These plans will be informed by data and guided by the following research-based district level competencies:

1. **Leadership that Combines Passion with Competence**. Superintendents, principals, other administrators, and even lead teachers effectively cultivate not only a sense of urgency but also a sense of possibility, built on demonstrated expertise among people in key positions and their commitment to continuous improvement.
2. **Clear, Shared Conceptions of Effective Instructio**n. The district identifies key ideas concerning effective instructional and supervisory practice, and works to establish them as a "common language" for approaching instructional improvement.
3. **Streamlined and Coherent Curriculum**. The district purposefully selects curriculum materials and places some restrictions on school and teacher autonomy in curriculum decisions. The district also provides tools (including technology) and professional development to support classroom-level delivery of specific curricula.
4. **Organizational Structures and Personnel that Embody Capacity to Teach and Motivate Adults**. The district maintains routines and structures within which adult educators (sometimes consultants) engage teachers and administrators in continuous improvement of instructional and supervisory practices. Coaching, observing, and sharing make it difficult for individuals to avoid the change process, and the push for adaptive change spurs resisters to leave their comfort zones or eventually depart from the district.
5. **Patient but Tough Accountability**. The district develops tools and routines for monitoring teaching practices and learning outcomes, targeting assistance where needed, and sometimes replacing teachers or administrators who fail to improve.
6. **Data-Driven Decision Making and Transparency**. Teachers and administrators analyze student performance for individuals and summarize data by grade level, special education status, English as a second language status, race/ethnicity, and gender. The district publicizes strategic goals for raising achievement levels and reducing gaps, and tracks progress in visible ways. Administrators identify, examine, and often emulate practices from successful schools.
7. **Community Involvement and Resources**. The district engages a range of stakeholders, including school board members, local businesses, and parents, to do their part toward achieving well-formulated strategic goals.

~~At a minimum, the Intervention Team will consist of:~~

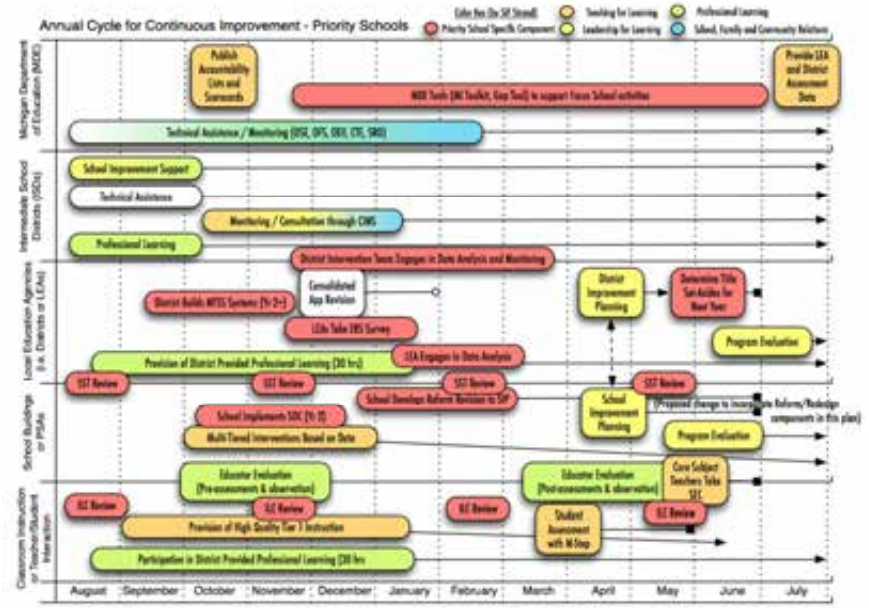
- ~~A district representative that also sits on the School Support Team (see below);~~
- ~~An individual with district business office experience;~~
- ~~An individual with knowledge in curriculum and instructional practice;~~
- ~~An individual with school improvement or turnaround experience;~~

- ~~An individual from a postsecondary institution; and~~
- ~~Any other individual the superintendent of public instruction or state feels will contribute to the effectiveness of the Intervention Team's work.~~

The Intervention ~~team~~ Specialist ~~will begin its work by conducting~~conducts a review of the district's capacity to support rapid individual building turnaround efforts. At a minimum, the Intervention ~~Team~~ Specialist ~~will~~ addresses the following areas:

- District business practices, including but not limited to:
  - Human resource policies and practice
  - Contracting policies and procedures
  - Procurement policies and procedures
- District support of instructional programs
- District support of building principals
- District communication policy and practice
- Assist with writing the District Improvement Plan

The activities that are identified for support of Priority schools are listed in the Priority Timeline that follows:



School Support Teams

Each Title I Priority School will receive a School Support Team (SST) as defined in Title I, Part A, Section 1117(a)(5). ~~In addition to the statutory membership requirements, the SST will include an individual from a school with similar demographics that the SEA has recognized as "Beating the Odds."~~

The SST will provide technical assistance to the Priority School to select the appropriate intervention model. The support team will:

- Attend a data-based Professional Dialogue with Priority School staff and conduct a needs assessment using MDE's Comprehensive Needs Assessment (CNA). The CNA in conjunction with other data will identify the root causes of low student performance.
- Use the results of the needs assessment to help the Priority School choose a Reform and Redesign Plan /intervention model that best meets the school's needs and choose the components of the Statewide System of Support that aligns with the chosen plan
- Incorporate the elements of the Reform and Redesign Plan into the revision of the School Improvement Plan

The SST will monitor the school's implementation of the School Improvement Plan through a minimum of four quarterly meetings with the building School Improvement Team. These will be scheduled to utilize outcomes of Instructional Learning Cycles and/or Benchmark Reviews as a part of the monitoring process. This information will be used by the school district to inform both implementation considerations and adjustments to the planned reform efforts.

An MDE-trained ~~and appointed~~ Intervention Specialist from the intermediate school district will make sure that the components of the Reform and Redesign Plan/selected intervention model are being implemented as written and that benchmarks are being met.

MDE will approve or disapprove all Reform and Redesign Plans and perform a desk audit on a sample of District and School Improvement Plans to determine the revisions include the components of the Reform and Redesign Plans.

Accountability

LEA Accountability

LEA central office staff will meet regularly with the Reform/Redesign school liaison from the Priority school. Regular updates will be presented to the LEA school board. As noted previously, the Reform/Redesign liaison will be responsible for monitoring and evaluating the Reform and Redesign Plans/intervention model. The LEA will also be responsible for submitting biannual monitoring reports to the SEA.

State Accountability

MDE will ensure that ~~biannual~~ ~~monitoring and evaluation~~ quarterly board reports are submitted as required. ~~MDE will also randomly sample school improvement plans for alignment with the needs assessment, the approved reform and redesign plan, and implementation of career- and college-ready standards.~~

As noted previously, Michigan statute requires a State School Reform Office to oversee the submission and approval of Reform and Redesign Plans, under the auspices of the State Reform Officer. ~~In addition,~~ MDE ~~will randomly sample~~reviews Priority Schools' improvement plans for alignment with their needs assessments and the implementation of career- and college-ready standards.

If LEAs are unable to provide sufficient technical assistance and support to its Priority Schools so that they are no longer identified as Priority Schools after three years of Reform and Redesign Plan implementation, these schools may be ~~placed in the Education Achievement System~~moved to a higher level of Priority school supports and interventions under the supervision of the Reform and Redesign Officer who administers the state's Reform and Redesign School District as described in Section 1280c of Michigan's Revised School Code.

Priority School Funding

Priority schools have flexibility in leveraging Title I set-aside funds through the following mechanisms:

~~Intervention Team~~Statewide System of Support Funding

MDE currently utilizes a portion of its 1003(a) funds to support the implementation of the interventions identified earlier in this section. While MDE has previously granted funds to a central agency (Michigan State University) to provide these supports, the state reviewed feedback from participating districts and their supporting intermediate school districts, and developed a new model for implementation support that would more effectively align Priority specific supports of the SST with other efforts taking place through the ISD. The Regional Assistance Grant program was developed to provide specific funds to ISDs to implement the supports in alignment with their existing supports and initiatives, based on a funding formula generated from analysis of expenditures by Michigan State University on the MI- Excel implementation from 2012 – 2014. This transition was initiated as a pilot in the 2013-4 school year, and was implemented fully to replace the centrally-organized model starting in 2015.

District Level Infrastructure

MDE continues to shift its focus toward the district level. This necessitates a paradigm shift from a strict professional learning model and to a more directive approach in the form of the Intervention Specialists, working with LEA personnel out of the Intermediate School Districts (ISDs) for each LEA, to support district level reviews and implementation supports for Priority schools. This is done in coordination with School Improvement Facilitators at the building level, also out of the ISDs.

In a revision of the prior model, MDE provides regional assistance grants to ISDs to employ and supervise the Intervention Specialists under the direction of MDE. These individuals are now placed by a

district's ISD, and are provided to support training and implementation in reform-specific strategies and efforts related to the reform plan (for Priority schools) or the SIP (Focus schools) to address targeted needs.an initiative that focuses on instructional leaders with emphasis on a coaching model. MDE has granted these funds to a third party (Michigan State University) that administered the programming through a fellowship program supporting administrators and their building leadership teams (The Michigan Fellowship of Instructional Leaders).

MDE intends to shift its focus toward the district level. This will necessitate a paradigm shift from a strict professional learning model and to a more directive approach in the form of the Intervention Specialists and District Intervention Teams. The Fellowship of Instructional Leaders will cease to exist in its current form and MDE's designee – likely Michigan State University (MSU) – under direction from the state, will be responsible for developing and training the Intervention Specialists and Intervention Teams.

MDE's designee – likely MSU – will hire, employ and supervise the Intervention Specialists and Intervention Teams under the direction of MDE.

School Support Team Funding

School Support Teams are funded through grants to Regional Educational Service Agencies via MDE's Section 1003(a) 4% reservation for schools in improvement (as waived to be used for Priority and Focus Schools).

Funding for Priority Schools

Title I set-asides will be required to support Priority school interventions, as described in Section 2ASection 2D.

Funding to Priority Schools: 1003(a) Funds

Regional educational service agencies will use 1003(a) funds to support needs-based supports for Priority Schools. As noted previously, the Intervention Team Specialist (LEA level) and School Support Team will assist the Priority School in selecting the supports as detailed in the plans for the Reform and Redesign plans/selected intervention model. These supports may include:

- School Support Teams (REQUIRED)
- Instructional Content Coaches
- Supports to address cultural and climate issues, use of time analysis and issues, and cultural relevant teaching issues, as needed.
- Restructuring/Turnaround services through third party vendors (screened/hired by the RESA)
- Professional development (supplements the professional development funds granted directly to LEAs as outlined below)

MDE will also grant 1003(a) dollars directly to the LEA to fund targeted professional development that supports implementation of the Reform and Redesign Plan/intervention model.

Progress to date of Priority Schools

As part of Michigan's continuous improvement efforts, data are reviewed annually for evaluation of programming decisions and progress on implementation of Priority schools. This takes place through multiple means, including the following:

- Review of data outcomes from Intervention Specialists and School Improvement Facilitators.
- Review of annual service plans for Title I Priority Schools.
- Annual review of academic achievement data from Priority schools through development of the Legislative Report.
- Third-party evaluation in 2013 (by the American Institute for Research) of Priority school supports and progress.
- Third-party evaluations (annual) by West-Ed of School Improvement Grant (SIG) program.
- Review of targeted data on instruction and culture/climate considerations for schools participating in pilot programming for Priority schools (such as the African American Young Men of Promise Initiative, or AAYMPI)
- Review of targeted data on instruction, academic progress, and professional learning for Priority schools participating in targeted content-area programs, such as the Math-Science Partnership Grant programs.

A review of progress on academic indicators of Priority schools is generated for a state-required legislative report from the School Reform Office, and this data is also used to address overall effectiveness of the SSoS for Priority schools. Findings from the 2014 report, as well as additional analysis used to generate the report, show the following outcomes for Priority schools:

- Of the 92 identified schools in the 2010 cohort of Priority schools, 32 have closed. Of the remaining only 21 of these are still in the bottom 5% of schools. 12 of these 21 are in the Education Achievement Authority. Of those that are no longer in the bottom 5%, schools range from the 5th to 92nd percentile on the 2014 TtB list.
- Over half of the schools in the 2010 cohort that remain open have had aggregate student growth above the statewide average in all subject areas.
- Of the 41 new schools added in the 2011 cohort, only 6 remain in the bottom 5%. Over 2/3 of schools in this cohort showed growth above statewide averages.
- In the 2012 cohort, 25 schools closed, 34 schools have exited the bottom 5% (ranging from 5 to 92% on the 2014 TtB list), and 24 remain in the bottom 5%.
- In the 2013 cohort, 56% (25 schools) of those newly identified remained in the bottom 5% on the 2014 TtB list.

This suggests that the significant growth and turnaround efforts take multiple years to implement in ways that show significant growth in student achievement. This analysis suggests that it requires at least two years from initial identification to see significant growth for the majority of schools, and that additional supports for lack of progress require at least two years of reform implementation before such progress is likely to be identified.

Focus Schools

For districts with Focus Schools, MDE will provide a toolkit, based on Michigan's improvement process and tools ~~as well as the resources provided by the Academy of Pacesetting Districts~~ so that the district may assess its capacity to support its Focus School. For Title I schools, MDE will also provide 40 hours of consultation with an MDE-trained and funded District Improvement Facilitator to assist the district in preparing to conduct required data-based professional dialogues that will identify strategic intervention plans.

These districts will be required to report to their school boards quarterly on the results of its self-assessment and its ensuing support of its Focus School. This quarterly review is also utilized by the ISD and MDE to determine specific strategies and supports that may be required on a broader scale across the state. Such reviews have led to modifications of other tools, such as the Superintendent's Dropout Challenge, a grant program to develop local and regional capacity around implementation of Multi-Tiered Systems of Support, and Focus school involvement in a statewide pilot of the African American Young Men of Promise Initiative.
~~This toolkit will be developed in the summer of 2012 by MDE School Improvement staff who have been trained by Center of Innovation and Improvement in Center for Innovation and Improvement's Academy of Pacesetting Districts~~.

Supports and School Accountability

For districts with identified Title I Focus Schools, MDE ~~will provide~~provides support and training to ISDs to provide the services of a trained District Improvement Facilitator (DIF) with central office or related experience to provide technical assistance to central office and the school board in order to assist them in providing more effective support to their Focus Schools through:

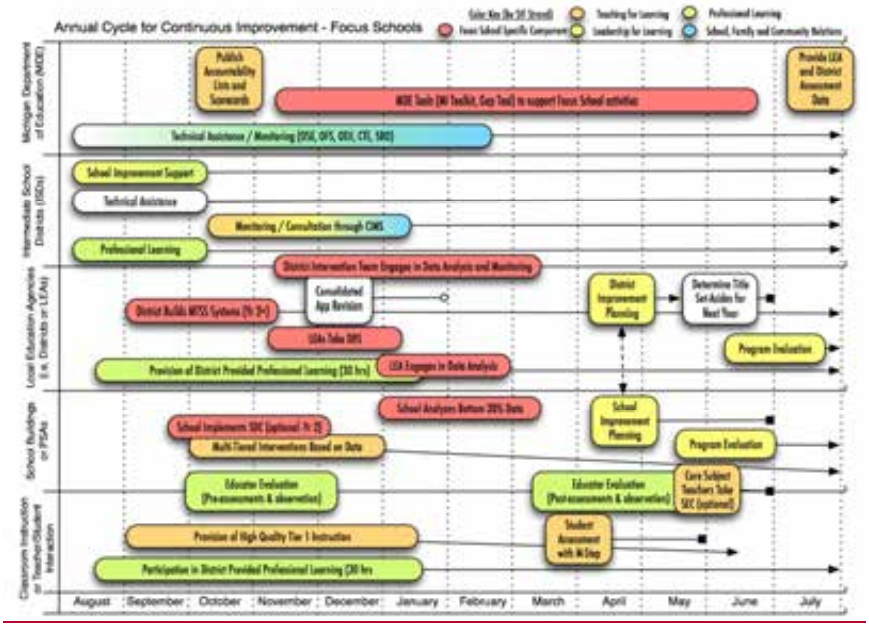
- Guiding them in how to conduct a needs assessment using MDE's Comprehensive Needs Assessment and the school's individualized ~~Data Wall~~data analysis, including the Achievement Gap Tool to identify the root causes of low student performance that could be improved by district support
- Revising the District Improvement Plan to incorporate supports to the Focus School(s.)
- Setting district-level benchmarks for the support of Focus schools
- Monitoring and Evaluating the Focus Schools' Improvement Plans and district-level benchmarks providing a structure of differentiated supports to all students, focusing on the lowest performing student subgroups.

Additionally, during each year of Title I Focus School identification, MDE's District Improvement Facilitators will provide documentation to MDE to confirm that:

- The Teaching and Learning Priorities uploaded into the online ASSIST data collection diagnostic are reflective of the school's data analysis of the bottom 30%
- The Teaching and Learning Priorities are documented in the Focus School's School Improvement Plan and clearly address the needs of students in the bottom 30%

After Focus schools are identified for the third year in a row (not meeting exit criteria), the District Improvement Facilitator support will increase to 160 hours of support per year. This is to provide additional support as needed per diagnostic reviews from years 1 and 2.

The timeline of requirements and supports for Focus schools follows:



LEA Accountability

The LEA will monitor and evaluate the School Improvement Plans of their Focus Schools and provide quarterly progress reports to their school board. The LEA will also implement the recommendations of the District Improvement Facilitator. ~~Quarterly reports of progress will be submitted to the SEA through the Grant Electronic Management System (GEMS).~~

MDE Accountability

MDE will ensure that quarterly monitoring reports are submitted as required and ensure that the Teaching and Learning Priorities resulting from the data analysis of the bottom 30% are incorporated into the Focus Schools' School Improvement Plans. The DIFs will be on-site to do this for the Title I Focus Schools. An MDE team will confirm that the Teaching and Learning Priorities are incorporated into non-Title I Focus Schools' School Improvement Plan through a document review and onsite visits to

a minimum of 5% of non-Title I Focus Schools to review the documentation with the School Improvement Team and their central office representative. MDE will randomly sample District Improvement Plans for alignment with the needs assessment and support of Focus Schools. In addition, MDE will meet bimonthly with the District Improvement Facilitators' Coordinator to check on LEA progress.

Focus School Funding

Focus Schools have flexibility in leveraging Title I set-aside funds as described in ~~Section 2A~~Section 2E.

Funding for the Focus School: Section 1003(a~~g~~) ~~*School Improvement Funds (SIG)*~~

MDE has expanded the Regional Assistance Grant to regional educational service agencies to support the Focus schools. The service agencies (ISDs) offer the same types of supports and services as planned for Priority schools. Following the same process used for Priority schools, the School Support Teams will assist the Focus school in determining where their needs lie, as based on achievement data and the results of the Comprehensive Needs Assessment (CNA).

~~If funding allows, MDE intends to use Section 1003(g) dollars for Focus Schools after 2014 when the last round of SIG grantees have completed their three-year grant cycle. MDE plans to expand the Regional Assistance Grant to regional educational service agencies to support the Focus schools. The service agencies will offer the same types of supports and services as planned for Priority schools. This will include the use of School Support Teams. Following the same process used for Priority schools, the School Support Teams will assist the Focus school in determining where their needs lie, as based on achievement data and the results of the Comprehensive Needs Assessment (CNA). These supports may include:~~

- ~~School Support Teams (REQUIRED)~~
- ~~Instructional Content Coaches~~
- ~~Supports to address cultural and climate issues~~
- ~~Restructuring/Turnaround services through third party vendors (screened/hired by the regional educational service agency)~~
- ~~Professional development~~

Progress to Date on Focus Schools

While the level of support and intervention for Focus schools is not as significant as for Priority schools, MDE continues to examine progress in meeting the academic needs of students in the bottom 30%, both as a means to determine progress on implementation in Focus schools, and to utilize information for continuous improvement of the SSoS for supports to Focus schools. Three evaluation mechanisms are currently employed to review progress and determine potential modifications to the supports.

- An annual review of Focus school designation gives an overall metric of progress through implementation of the Focus school supports. Of the 338 schools identified as Focus schools in

2012, 157 were not identified in the bottom 10% for achievement gaps in 2013, and 197 were not identified in 2014. (This data cannot be wholly reflective of progress due to interventions or district activities, but is also due, in part, to modifications to the metric made in 2013.)

- District Intervention Facilitators from the SSoS have documented progress on key intervention strategies, including data analysis, implementation of programmatic or system supports, and district allocation of resources. These qualitative data provide a lens on components of the SSoS activities and training that have resulted in ongoing improvement of the system.
- Select Focus schools have participated in a targeted pilot program (AAYMPI) on needs of minority youth have undergone external evaluation, including focus group discussions, student and educator surveys. Outcomes of this analysis for Focus schools have identified system level constraints that have impacted second and third year programming for these projects to focus on development of appropriate Tier 1 instruction and establishment of data review systems by schools to support the broader initiatives of Focus school interventions.

Regional and State Level Infrastructure Outside of the Michigan Department of Education

In addition to the Priority and Focus school supports identified earlier in this section, schools and districts also receive support from a range of stakeholders at the regional/state level who are outside of the specific authority of the Michigan Department of Education. These organizations are a critical component of the statewide infrastructure for schools in Michigan, and all have targeted roles that can impact schools' abilities to effectively provide instruction and support to ensure that all students are career and college ready. Each is identified below, along with its role, and considerations for accountability and continuous improvement and integration into the statewide infrastructure for supporting education efforts in public schools.

Intermediate School Districts (ISDs) and Regional Educational Service Agencies (RESAs)

Michigan utilizes a regional support structure for addressing school district needs around a variety of academic and operational concerns. This support structure relies on 55 Intermediate School Districts (ISDs), or Regional Educational Service Agencies (RESAs) as they are known in some locations, to provide support to LEAs and PSAs on a range of issues that are more easily addressed at a regional level in order to achieve efficiencies in the state infrastructure. These include some that are identified in state law, such as monitoring and support for special education services, and others that are provided as means of broad support for educators, students, or schools, such as processing of data, coordination of technology infrastructures, provision of specialized academic programming, such as career technical education programs, and general academic support for schools. Because these latter items are not systematized in state legislation, there are no specific accountability mechanisms for ISDs around these activities that are applied statewide. However, there are a number of mechanisms that are used at this level to systematize the supports where possible, including:

- Regional assistance grants to ISDs to provide supports for Priority and Focus schools. Receipt of support is based on a formula based on numbers of identified Title I receiving schools, and this

requires collection of specific data related to the supports provided, and participation in required training for all individuals involved, so that statewide supports are consistent across multiple ISDs/RESAs.

- IDEA monitoring through CIMS. Because special education programming is coordinated at the ISD level, all ISDs are monitored by the state for provision of services through IDEA funding.
- School Improvement Facilitator networks. ISDs support the school improvement and district improvement processes identified earlier in this section, and all facilitators of this work are part of a structured network of individuals who receive training and develop common practices, tools, and standards of practice for this work.
- Various academic area networks. Most ISDs have content area specialists who provide targeted support to schools in the ISD service area through various means. Each of these has mechanisms for addressing the programming and support needs in systemic ways throughout the state, including the following groups:
    - General Education Leadership Network (GELN) – a group of directors of general education programming at the ISD level
    - Math/Science Centers and related groups – a network of 33 centers that provide curricular, professional learning, and student programming support in mathematics and science. Many are based at ISDs, and are organized to support one or multiple ISDs.
    - MI-Lit Literacy Network – a network of ELA and student literacy support providers throughout the state that are involved in statewide literacy initiatives and programming.

Charter School Authorizers

Michigan's legislation for public school academies (charter schools) allows for multiple organizations to be able to authorize the creation of such schools through a structured authorization process. As such, Michigan currently has 39 such organizations that have established charter schools in the state, with Michigan currently having 302 such schools in operation in the 2014-15 school year.

MDE has limited oversight of such authorizing activities, other than that identified in MCL 380.502 – 507. Michigan utilizes both the National Association of Charter School Authorizer (NACSA) standards and MDE identified practices and accountability considerations based upon legal requirements of all schools as guidance to address the following:

- Charter contract quality
- Portfolio achievement (including academics, financials, operations and compliance, and transparency)
- Assurance and Verification Program
- Mandatory revocation of charters for non-performance

In order to provide the highest quality outcomes possible with respect to the authorization of new schools, MDE will continue to review and "assurance and verification program" to increase the emphasis on the achievement of rigorous educational goals, narrowing achievement gaps, and leading students to

career and college readiness. MDE will continue to work toward establishing and maintaining charter authorizer practices that are aligned with NACSA standards, including the issuance of quality charter contracts. This alignment will be enhanced by MDE's implementation of a targeted authorizer technical assistance program which will ultimately lead to improvements in authorizer achievement as it related to academics, finance, operations and compliance, and transparency. Additionally, MDE will develop clear guidelines to prove the State Superintendent with the information needed to make decisions regarding the mandatory closure of charter schools, and the suspension of charter authorizing bodies that fail to engage in appropriate continuous oversight.

Statewide Professional Organizations

Michigan has a number of professional organizations supporting specific roles in state, regional, and local education, including leadership organizations (Michigan Association of School Administrators, Michigan Association of Intermediate School Administrators, Michigan Association for Supervision and Curriculum Directors, Michigan Association of Secondary School Principals, etc.), educator organizations (Michigan Science Teachers Association, Michigan Council for Social Studies, etc.), and educational policy organizations (Michigan Education Association, Michigan Association of Charter School Authorizers, Ed-Trust Midwest, etc.) that all provide input and support for educators and organizations throughout the Delivery Chain. While Michigan has no specific authority over these organizations and the work they support, they are all considered valuable partners in guiding policy and supporting implementation at the state and local level. MDE utilizes these organizations as valued partners in the Education Alliance, a stakeholder group that provides ongoing feedback on policies and practices. MDE also works with select organizations to support targeted implementation of efforts through supports and coordination of recourses that these organizations might provide directly to members or schools.

Improving MDE and School Capacity

MDE will build its capacity because it will have a better sense of the performance of all schools due to the dual identification of the Top-to-Bottom list and the identification of the largest gaps. This will allow MDE to better provide services, tools and products to meet the needs of schools.

The LEAs with Priority schools will build their capacity to understand how to use MDE's School Data ~~Profile/~~Analysis, School ~~Process Profile/ Analysis~~Systems Review/Self-Assessment/Interim Self-Assessment and Goals and Plans in the School Improvement Plan~~Management~~ to identify root causes of why schools are not achieving. In collaborating with the regional educational service agency consultants on School Support Teams, LEAs will build their collaboration skills, planning skills, monitoring skills and evaluation skills. Identifying which components of the Statewide System of Support best meets the needs of its Priority schools has the potential of building the LEA's capacity to form partnerships with the providers of the components.

The LEAs with Focus schools will build their capacity to understand how to use MDE's District Data Profile/Analysis, District Process Profile/ AnalysisSystems Review/Self-Assessment/Interim Self-Assessment and Goals Management and Plans in the District Improvement Plan to identify the root causes of where their district falls short in being able to support a school with large achievement gaps. The District Improvement Facilitator will spend a minimum number of days with central office staff to build their capacity related to many core leadership functions, including how to:

- Identify priorities;
- Remove barriers to effective teaching and learning;
- Meet the professional development needs of teachers;
- Use the evaluation system to focus on instructional improvement; and
- Monitor and evaluate school improvement plans.
- Implement multi-tiered systems of support to address individual learning needs

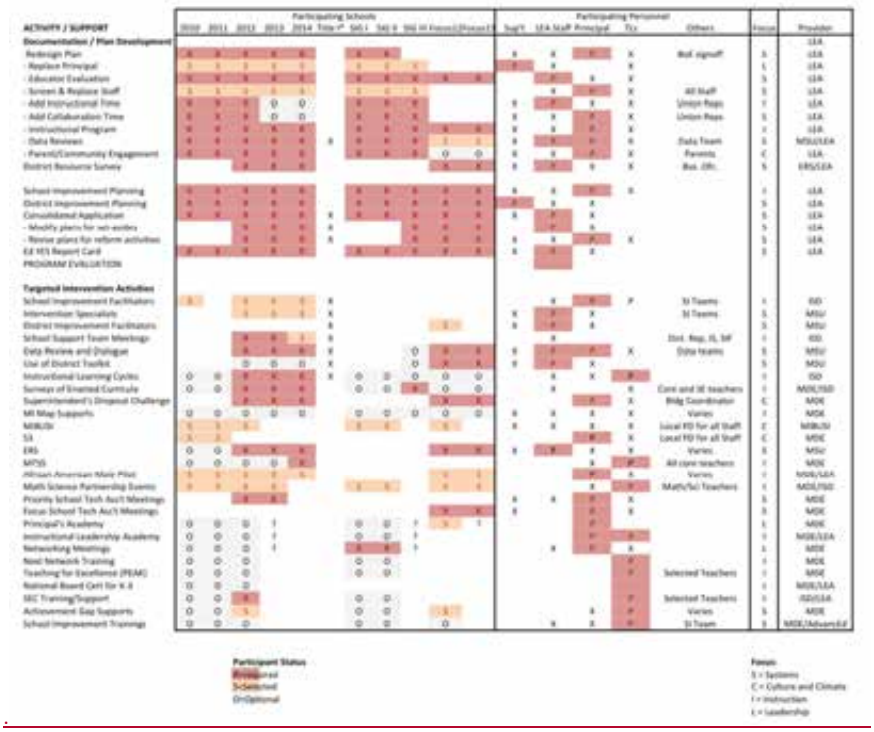
With the support of their central office and the District Improvement Facilitator, schools will build their capacity to make the connection among student achievement data (summative and formative,) school demographic data, school process data, school perceptual data and what they do with students in the classroom. Schools will increase their capacity to monitor the implementation of school improvement plans and the impact of this implementation on student achievement.

In order to support continuous improvement, MDE engages in regular program evaluation of support programs and services, and conducts internal analyses and research to determine impact on teaching and learning for a variety of programs and efforts. Specific to statewide programs, MDE has engaged in third-party evaluation activities for all priority and focus school supports, as well as for grand funding programs, such as the Math-Science Partnership grants, and SIG program for individual schools. MDE has implemented these through competitive bidding processes for most programs, and has worked with partners such as the American Institute for Research, West-Ed, SRI, and other statewide evaluation programs to determine impacts and opportunities for growth.

MDE also developed pilot programs as a means of determining possible impact of statewide implementation of programs and supports. These include the African American Young Men of Promise Initiative, a new pilot program in MTSS implementation, and the Program Evaluation pilots that have taken place over the last two years. Additionally, MDE pilots modifications to program requirements, such as the transfer of new requests or data assurances in ASSIST (for school improvement) through the use of small samples and field-test groups, as well as with a regular convening of the committee of practitioners and the ISD Advisory Council.

MDE has recently reviewed the range of supports and requirements provided to Priority and Focus schools, in order to align program requirements and provide coherence to participating schools. The following table illustrates the review process, which includes analysis of primary stakeholders, focus of

programming, and timeline requirements. These analyses have resulted in a significant reduction in required data collection and plan requirements that address similar functions.



PRINCIPLE 3: SUPPORTING EFFECTIVE INSTRUCTION AND LEADERSHIP

3.A DEVELOP AND ADOPT GUIDELINES FOR LOCAL TEACHER AND PRINCIPAL EVALUATION AND SUPPORT SYSTEMS

Select the option that pertains to the SEA and provide the corresponding description and evidence, as appropriate, for the option selected.

Option A	Option B
☒ If the SEA has not already developed and adopted all of the guidelines consistent with Principle 3, provide: i. the SEA's plan to develop and adopt guidelines for local teacher and principal evaluation and support systems by the end of the 2011–2012 school year; ii. a description of the process the SEA will use to involve teachers and principals in the development of these guidelines; and iii. an assurance that the SEA will submit to the Department a copy of the guidelines that it will adopt by the end of the 2011–2012 school year (see Assurance 14).	☐ If the SEA has developed and adopted all of the guidelines consistent with Principle 3, provide: i. a copy of the guidelines the SEA has adopted (Attachment 10) and an explanation of how these guidelines are likely to lead to the development of evaluation and support systems that improve student achievement and the quality of instruction for students; ii. evidence of the adoption of the guidelines (Attachment 11); and iii. a description of the process the SEA used to involve teachers and principals in the development of these guidelines.

Local Teacher and Principal Evaluation Guidelines

MDE believes in improving the quality of teaching, of leadership at the building and district levels, and also believes in rewarding excellence in our educators and enhancing the professionalism of teachers in our state.

Our Theory of Action → Principle Three

If a school's challenges are accurately diagnosed through data analysis and professional dialogue at the building and district levels, then the implementation of a focused and

customized set of interventions will result in school and student success. This approach will result in:

- **Consistent implementation of career- and college-ready standards**
- Rapid turnaround for schools not meeting annual measurable objectives (AMOs)
- Reduction in the achievement gap
- Reduction in systemic issues at the district level
- **Improvements to the instructional core**
- Better understanding/utilization of data
- **Improved graduation and attendance rates**
- **Building of/support for effective teaching**
- **Building of/support for school leadership capacity**
- Effective accomplishment of responsibilities by district leadership

As outlined in our theory of action, educators working in tandem with students, bolstered by a system of accountability and supports, are key elements in allowing Michigan to reach our goals of career- and college-readiness for all students and a reduction in the achievement gap around the state. To support this work, MDE has been engaged in systematically implementing educator evaluations statewide, in efforts that include legislation, locally-driven initiatives, and initiatives supported by MDE. These efforts will eventually result in Michigan having a statewide evaluation model not only for teachers, but also for administrators. It is important to note that MDE specifically extends responsibility and evaluations beyond the principal and into central office leadership, believing that quality education practices must be evident at all levels of the organization.

As MDE works to develop a statewide evaluation model, we are simultaneously implementing locally-developed evaluation systems, which provide for a laboratory of ideas and opportunities for piloting local initiatives, and also ensure that we begin changing the quality of instruction and educational leadership in Michigan *immediately*.

Educator Evaluations: Legislative and Policy Background

In 2009, Michigan passed legislation requiring annual educator evaluations that included student growth as a "significant part," the results of which are used to inform decisions about promotion, retention, placement and compensation. These evaluations were specified to begin during the 2011-2012 school year. Michigan's LEAs immediately began preparing to implement this legislation, and are now in the midst of the fourth ~~first~~ year of implementing these locally-developed annual educator evaluations for all teachers and administrators. ~~For the first time, e~~Every single one of Michigan's educators ~~will be~~are evaluated using measures of student growth, and the results of these evaluations ~~will be~~are reported into MDE's data systems.

One issue with the original legislation was that it did not standardize the process across districts, in order to ensure both a standard of quality and continuity in ratings. To address this shortcoming, the Michigan legislature revisited the original statute in the summer of 2011 and revised it in order to introduce more standardization and comparability into both the educator evaluation system and the ratings produced by this system.

This legislation now provides MDE with a statutory template for implementing a statewide system of teacher and administrator evaluation and support systems. L~~This l~~egislation serves as MDE's educator evaluation guidelines.

Michigan was one of few states implementing annual educator evaluations that include student growth as a significant portion in the 2011-2012 school year and thereafter, due to its proactive and aggressive legislation. This is strength for Michigan, even though to-date evaluation systems differ across districts. We do know, however, that districts have been having critical conversations with stakeholders, designing observation rubrics, looking for solutions to integrate growth, developing local assessments, partnering with foundations or other nonprofit enterprises in their area, and collaborating with each other as they work to develop a system that is fair and that meets the criteria of the original law.

From autumn 2013 through early summer 2014, the Michigan Legislature continued to pursue policy changes for educator evaluation as a result of the Michigan Council on Educator Effectiveness (MCEE) recommendation report. The MCEE was tasked by Public Act 102 of 2011 with providing recommendations on a statewide evaluation model for both teachers and administrators. The MCEE was expected to report in June 2012, but took an extra year to pilot programs in Michigan schools. The final report was made public in July 2013 and can be found here: http://mcede.org/.

After much debate surrounding the MCEE recommendations, the Michigan Legislature again introduced legislation in 2013 in the form of House Bills 5223-5224. This bipartisan package moved from the Michigan House, but ultimately could not find support in the Senate. A compromise was reached in June 2014 and the legislature amended the educator evaluation laws by passing Senate Bill 817/Public Act 257 of 2014. This legislation required LEAs, for the 2014-2015 school year and for grades and subjects in which state assessments are administered in compliance with federal law, to measure student growth, at least in part, using the state assessments when available. This new law also pushed back the implementation timeline for a more uniform system to the 2015-2016 school year.

As of March 2015, Michigan legislators, now in a new session, have again begun considering the future direction for our state's educator evaluation system. To date, no new legislation has formally

been proposed. MDE continues to work with the Legislature to ensure successful implementation of Michigan's high-quality teacher and principal evaluation and support systems. An important part of this collaboration with the Legislature is the discussion about the timeline for full implementation of the system and its guidelines as described in law. As discussed previously, Michigan will undergo a second state assessment transition in 2015-16 and would like to have two years of valid data under a stable assessment before using it for high stakes purposes – specifically, the naming of Focus, Priority, and Reward schools and the full implementation of the educator evaluation system based on student growth as determined by state assessments.

As the MDE continues to work with the Michigan Legislature on educator evaluations, it will begin implementing two important new tools in 2014-15: student growth percentile (SGP) and student learning objectives (SLO).

Student Growth Percentile (SGP)

MDE's continuing effort to provide schools with the best available data for educator evaluations includes calculating and reporting Student Growth Percentiles (SGPs) for Michigan students. SGPs will be calculated starting in 2014-2015 for all students with two consecutive valid state assessments.

Current state educator evaluation law requires districts to use student growth on state assessments as a significant factor in educator evaluations. SGPs represent one powerful way of quantifying student academic growth from year to year.

Conceptually, SGPs communicate student growth in a particular domain, compared to a group of academic peers who had a comparable score on the previous test (or multiple previous tests) in that subject. In order to calculate SGPs, students are grouped with academic peers throughout the state who had comparable score patterns on past tests. Students in each academic peer group are then ordered based on their scores on the current year test. Each student then receives a percentile rank, compared to their academic peers.

While SGPs are an important component of Michigan's accountability plans, they also provide valuable information that can be used to promote and evaluate educator effectiveness. SGPs provide a context in which to interpret student achievement scores based on statewide growth patterns for students with comparable starting points.

Schools will receive SGPs for students with consecutive tests in each of the four state-assessed content areas: English language arts, math, science and social studies. These SGPs can easily be aggregated and used as a component of teacher and principal evaluation. The most common SGP aggregation methods for educator evaluation are median SGP and mean SGP. Either of these

methods indicates the average growth for a group of students, compared to academically-comparable peers across the state.

Mean or Median SGPs should not be viewed as definitive for educator evaluations; many factors contribute to student growth in any given classroom and year. However, SGPs can be used in concert with other available information to improve the validity of educator evaluation.
While current legislation does not specify exactly how growth data should be incorporated into educator evaluations, MDE will provide professional development to the field about possible ways to use SGPs and cautions about how SGPs could be misused by educators.

In addition, MDE is currently collaborating with CEPI to develop a system for tracking teachers' rosters at the state level. This could eventually lead to Michigan providing aggregate SGPs at the teacher level as an additional measure of support for schools' efforts with educator evaluation.

Student Learning Objectives (SLO)

Student learning Objectives (SLO), are one way to measure the academic growth of students. While the use of SLOs is not required, the Michigan Department of Education (MDE) endorses SLOs as one way to measure student growth, and will provide guidance documents that may be used to support local implementation.

An SLO is a measurable, long term, academic goal, informed by available data, that a teacher or teacher team sets at the beginning of the year for all students. SLOs are used widely by schools across the nation as one measure in the educator evaluation system because of the strengths of the SLO process.

Student learning Objectives are:

- **Versatile**—SLOs can be used to measure student growth for all teachers, not just those teachers in tested grades and subjects.
- **Teacher Driven**—Teachers understand their students best; the use of SLOs allows teachers to set goals for their students, thus playing a critical role in their evaluations.
- **Adaptable**—Finally SLOs can be flexible and adaptable; as schools implement new standards and curriculum, SLOs can still be used to measure student learning.

MDE has been working since Fall of 2014 towards Student Learning Objective (SLO) guidelines and guidance. The SLO work group consists of representatives of the following departments within MDE---Office of Educational Improvement and Innovation (OEII), Office of Special Education (OSE), Office of Field Services (OFS), Office of Career and Technical Education (OCTE), and Office of Educational

Assessment and Accountability (OEAA) participation of four Intermediate school districts Ottawa Area ISD, Washtenaw ISD, Livingston ESA and Eastern Upper Peninsula ISD.

The SLO work group has produced an SLO Template, checklists and FAQ document. These outputs will guide local districts in incorporating SLOs into their evaluation system.

The SLO work group will complete its work in spring 2015. The work group will be prepared to present recommendations that will go into effect in the Fall of 2015. The workgroup will share these resources at various venues around the state, regularly scheduled webinars and web-based guidance so that LEAs will be prepared to use them in the fall.

~~In the summer of 2011, the Michigan legislature substantially revised the laws regarding tenure and the promotion and retention of teachers. Among other things, Michigan educators now earn tenure based solely on effectiveness, and all promotion and retention decisions must be based on effectiveness as well, with the time in the profession or the school no longer taken into consideration.~~

~~Michigan is one of few states implementing annual educator evaluations that include student growth as a significant portion in the 2011-2012 school year, due to its proactive and aggressive legislation. We believe this is a strength for us, even though the evaluations systems differ across districts. We do know, however, that districts have been having critical conversations with stakeholders, designing observation rubrics, looking for solutions to integrate growth, developing local assessments, partnering with foundations or other nonprofit enterprises in their area, and collaborating with each other as they work to develop a system that is fair and that meets the criteria of the original law. To support this, MDE hosted two statewide Educator Evaluation Best Practices conferences in 2011 and 2012 focused on student growth, in order to help the field come together and share their best practices with each other.~~

Resources & Final Guidelines

One of the key elements of the second round of educator evaluation legislation was the creation of the Michigan Council on Educator Effectiveness (MCEE), a two-year appointed body tasked with the creation of a statewide evaluation model for both teachers and administrators. ~~MDE is excited about the opportunity afforded by MCEE.~~

The MCEE consisted~~s~~ of three members appointed by the Governor, including Deborah Loewenberg Ball (dean of the University of Michigan School of Education), Mark Reckase (professor of Measurement and Quantitative Methods at Michigan State University) and Nicholas Sheltrown (director of measurement, research and accountability at National Heritage Academies in Grand Rapids). The council has two additional members appointed by the Senate Majority Leader and

Speaker of the House, respectively; David Vensel, the principal of Jefferson High School in Monroe, MI, and Jennifer Hammond, principal of Grand Blanc High School. Finally, MCEE includes a designee of the Superintendent of Public Instruction as a non-voting member; this individual is Joseph Martineau, Executive Director of the Bureau of Assessment and Accountability for the MDE. The statute required that the members of the Council have expertise in psychometrics, measurement, performance-based educator evaluation models, educator effectiveness, or development of educator evaluation frameworks in other states, and the selected Council is well-qualified and highly respected in these fields.

The MCEE met~~ets~~ regularly, and ~~has begun~~ completedthe critical task of determining the key elements of a statewide evaluation system. ~~When completed, t~~The Council ~~will~~ reported these recommendations to the Legislature, the State Board of Education, ~~and~~ the Governor, and other education stakeholders in a report published July 2013. This report is accessible at http://www.mcede.org/reports. ~~MDE will adopt these guidelines at the time that they are completed by the Council to ensure that Michigan has a high-quality system of educator evaluations that has similar rigor statewide.~~

MDE, following the recommendations of the MCEE, supports the following teacher and administrator evaluation models:

Teacher Evaluation Models

- Transform Teacher Evaluation with The Thoughtful Classroom: The Thoughtful Classroom Teacher Effectiveness Framework
- 5 Dimensions of Teaching and Learning
- Charlotte Danielson Framework for Teaching
- Marzano Teacher Evaluation Model

Administrator Evaluation Models

- Marzano School Leader Evaluation Model
- MASA's School Advance Administrator Evaluation Instrument
- Reeve Leadership Performance Rubric

MDE will support school districts with professional learning opportunities with the models listed above and/or other models as set forth in state law.

~~MDE recognizes that this work will take time, and that in the interim, districts are still required to implement locally-developed evaluation systems. Therefore, based on the best practices and research within the state and nationwide, and the eventual elements of the system the Council will~~

~~recommend, MDE is and will support the work of MCEE through multiple means, including the development of resources to support districts as they implement their local systems, and regular communication with the field regarding the ongoing work of the MCEE..~~

~~*What will be included in the final guidelines?*~~
~~MCEE will develop a series of recommendations for a statewide evaluation system. Given that MCEE is still engaged in its work, the exact recommendations are unclear at this point. However, it is clear that the recommended statewide system of evaluations will include several statutorily-required elements:~~

- ~~A statewide student growth and assessment tool that includes a pre- and post-test, and that will be able to be used for all content areas, apply to student with disabilities, and measure growth for students at all achievement levels[21];~~
- ~~A state evaluation tool for teachers;~~
- ~~A state evaluation tool for administrators;~~
- ~~Recommendations for what constitutes each effectiveness rating, and~~
- ~~A system by which local evaluation systems can be approved as equivalent to the statewide system.~~

~~MCEE's Interim Report, released on April 27, 2012, provides greater detail on guidelines. We provide a copy of this report in the appendix.~~

Teachers of students with disabilities
Michigan's legislation on educator evaluation makes clear two main principles: 1) that the student growth and assessment tool that will be recommended by the Council must include assessments that can be used with students with disabilities and 2) that the statewide evaluation system must be able to be used to evaluate teachers of students with disabilities. We acknowledge the need for high standards for student growth for students with disabilities, and also acknowledge the need for some flexibility in how that growth is defined and measured. The evaluation system will utilize growth data from state assessments.

Michigan's educator evaluation law requires that every educator be evaluated annually, using student growth data as a significant part. This means that each teacher is responsible for the growth experienced by students in his or her classroom, regardless of whether they are students with disabilities or ELLs. Through our Teacher-Student Data Link, we have provided districts with lists of every teacher in their district, with all students for whom they were the teacher of record for some class, and their relevant assessment data, attached. Districts must apply local rules regarding student attribution, attendance, etc., to that file, and can then integrate those growth data into the teacher's

evaluation. We have also developed a tool to help them analyze these data and determine the average weighted growth index of students by each teacher, school and district (where more growth receives a higher weight and declines receive a lower weight). At the present time, the growth data that can be provided from state assessments is limited to reading and mathematics in grades three through seven, both on the MEAP and the MI-Access (Functional Independence). We have also provided districts with student results from the English Language Proficiency Assessment (ELPA), linked to their teacher of record, and a district can choose to factor those data into a general education teacher's evaluation.

MDE Support for Implementation

As MDE adopts ~~the Smarter Balanced Assessment Consortium~~ assessments aligned to career- and college- ready standards and develops additional interim benchmark measures, more growth data from state assessments will be available for use. MDE will support what is specifically required in the legislation, and will base its supporting resources on best practices from the field and from nationwide research.

Our resources will support:

- Integration of student growth from state assessments into evaluations (offering ways to evaluate local and national assessment tools for their ability to measure growth);
- Development of an observation protocol (steps involved, quality checks necessary, how to evaluate the tool for appropriateness);
- Important elements of training for evaluators. For this, we will use the Measures of Effective Teaching findings as well as partner with organizations like the Michigan Education Association to help districts identify the key elements of a high-quality training program for their evaluators;
- Inclusion of suggestions, ideas, and cautions for developing final metrics that combine multiple measures.

MDE reiterates that these resources are developed and provided to support our districts while the Council continues its work; These resources will provide an intermediary step in helping to introduce consistency across district systems.

MDE plans to leverage two sources when developing resources:

- State legislation regarding the requirements of the statewide evaluation system in order to align the interim guidelines with the final requirements; and
- The Michigan Framework for Educator Effectiveness. The Framework is a model for educator evaluations that was collaboratively developed in support of the MDE's Race to the Top Round Two application by the Michigan Education Association, the American Federation of Teachers-Michigan, the Michigan Association of Secondary School Principals, and the

Michigan Elementary and Middle School Principals Association. This Framework focuses individual evaluations on both the extent to which the individual achieves personal goals as well as group goals, and encourages the use of multiple measures of student growth and achievement. While the Council produces final recommendations for the statewide evaluation system, the Framework represents a currently available, collaboratively developed conceptual model for conducting evaluations, and can be used to support districts in the interim until the statewide evaluation system becomes available.

Below is a graphic that helps illustrate the interplay between MDE's resources and the final guidelines and statewide system developed via the legislatively-outlined process:

***Table 16*: ~~Educator Evaluation Tools and Timing.~~Proposed Changes in Use of Student Achievement Data for Educator Evaluations**

School Year	Evaluation System/Guidelines	% of Evaluation Based on Student Growth and Achievement Data
2011-2012	Locally determined Educator Evaluation Systems	"significant part"
2012-2013	Locally determined Educator Evaluation Systems	"significant part"
2013-2014	~~Michigan Council Evaluation Tool implemented~~Locally determined Educator Evaluation Systems;	25%
2014-2015	~~Michigan Council Evaluation Tool~~Locally determined Educator Evaluation Systems	40%
2015-2016	Michigan ~~Council~~ Evaluation Tool (awaiting legislation)	50%

Michigan's Statewide Educator Evaluation System

~~*How the state's guidelines are likely to lead to the development of local teacher and principal evaluations and support systems (specific response to questions addressed in Principle 3A guidance)*~~

~~Michigan's educator evaluation legislation is some of the most aggressive and significant in the nation, especially with the 2011 revisions to the original 2009 law. This~~Current state law provides us with information about what the statewide evaluation system will include, even though specifics are still ~~under development by the Council and via the legislatively described~~awaiting the legislative process. Therefore, we ~~know~~ anticipate that the system will:

- Be used by ALL districts statewide unless the district has a waiver allowing them to use a locally developed system.~~.~~
- Be based on results of the pilot from the 2012-2013 school year and the MCEE recommendations.
- Be used for continual improvement of instruction. The current statute specifies that "the annual year-end evaluation shall include specific performance goals that will assist in improving effectiveness for the next school year and are developed by the school administrator... in consultation with the teacher, that would assist the teacher in meeting those goals" (PA 102~~, (2)(a)(iii)~~of 2011)~~.~~ Additionally, Michigan's new tenure laws (passed in conjunction with this evaluation legislation) require that decisions related to promotion, retention, placement, and tenure be based solely on effectiveness, not length of service. This provides a high-stakes reason for educators to use the results of their annual evaluations to improve instruction, as there is now an incentive/consequence structure attached to these efforts.
- Differentiate performance using four performance levels. The current statute requires that educators receive one of four ratings: ineffective, minimally effective, effective and highly effective (PA 102 of 2011~~, (2)(e~~) for teachers and ~~(3)(e)~~ for principals and other school administrators.
- Use multiple valid measures, including a significant factor on student growth. **These measures will include student growth as provided in state administered assessments.**
    - The legislation requires that evaluation systems will include student growth assessment data as a significant factor. The legislation requires the following:
        - 2013-2014: 25% of the annual year-end evaluation based on student growth and assessment data.
        - 2014-2015: 40% of annual year-end evaluation based on student growth and assessment data.
        - 2015-2016: 50% of annual year-end evaluation based on student growth and assessment data.
    - For teachers, the current legislation requires that evaluation systems include, at a minimum: student growth and assessment data and multiple classroom observations.
    - For administrators, the current legislation requires that the evaluation systems include, at a minimum: student growth data (aggregate student growth data used in teacher evaluations), a principal or administrator's proficiency in evaluating teachers, progress made by the school or district in meeting the goals set forth in the school's school improvement plan, pupil attendance, student, parent and teacher feedback, and other information considered relevant [PA 102 of 2011~~, s(3)(c)(i-iv)~~].
    - Requires that all student growth and assessment data shall be measured using the "student growth assessment tool that is required under legislation enacted by the

legislature after review of the recommendations contained in the report of the Michigan Council" [PA 102 of 2011~~, (2)(a)(i)~~]. Since the "student growth assessment tool" is required to provide a way to assess all students in all grades, including students with disabilities and English language learners, student growth data for all students will be included in the evaluation system.

- Include a process for ensuring that all measures that are included are valid measures.
  - The Michigan Council ~~must~~ hasrecommended four models for classroom observation protocols. ~~a "student growth and assessment" tool that can produce valid/reliable measures of student growth for use in evaluations.~~
  - The Michigan Council has ~~must~~ also recommended that the state should "produce value-added modeling (VAM) scores for educators on state-provided assessments in the core content areas" in cases where it is professionally responsible to do so.
  - The Michigan Coundil has also provided guidelines for the state's ~~a~~ process for approving local evaluation tools for teachers and principals.
  - ~~MDE will strongly urge the Michigan Council to recommend that MDE be given a legislative mandate to monitor evaluation systems to ensure compliance.~~
- Define a statewide approach for measuring student growth in grades and subjects that are not currently tested.
  - The clear intention of the legislation is that MDE will expand its portfolio of state assessments to provide growth data in all grades and subjects; or will expand its portfolio of approved national or local assessment tools that can be validly used to determine growth in all grades and subjects.
  - ~~**Michigan is currently a governing state in the Smarter Balanced Assessment Consortium, and will adopt all assessments developed via that collaboration.**~~
  - ~~MDE is implementing Explore and PLAN on a pilot basis to participating districts to provide growth data in high school that are aligned with the ACT (which is part of MDE's high school assessment).~~
- Require that teachers and principals be evaluated on a regular basis:
  - The statute currently requires annual evaluations for all educators.
  - The statute also requires multiple classroom observations, which means the evaluation system will, at a minimum, have to give teachers feedback at two or more time points throughout the year.
  - For provisional teachers, as well as teachers who have been rated as ineffective, a midyear progress report is required.
  - The legislation that is already in place and that governs the evaluation work in 2011-2012 and 2012-2013 requires that all educators be evaluated annually.
- Provide clear, timely, and useful feedback, including feedback that identifies needs and guides professional development.

As stated previously, the statute requires that "the annual year-end evaluation shall include specific performance goals that will assist in improving effectiveness for the next school year and are developed by the school administrator... in consultation with the teacher, that would assist the teacher in meeting those goals" [PA 102 of 2011~~, (2)(a)(iii)~~].

Teacher and Principal Inclusion in the Process

The MDE ~~will~~ followed a ~~two~~three-pronged approach to involve principals and teachers in the process of developing guidelines for a state system: 1) through the legislatively-mandated process and 2) by including representatives from these stakeholder groups in the work of the MCEE and 3) through more iterative and hands-on interactions with stakeholders through MDE's technical assistance and support to the field. We believe that the combination of these ~~two~~ processes ~~will~~ hasengaged principals and teachers in multiple ways.

The state legislation specifies involvement of principals and teachers in the process. This includes:

- Two principals serve on the five-member Michigan Council on Educator Effectiveness.
- The 14-person advisory committee to the Michigan Council has to include teachers, administrators and parents.
- As noted above (recommendation (b)(ii) of the Michigan Council), the Council must seek input from school districts, Regional Educational Service Agencies, and charter schools that have already developed and implemented successful, effective performance evaluation systems.
- The final report of the Michigan Council ~~will be~~was submitted to the legislature and the State Board of Education in July 2013, both of which solicit feedback from various stakeholders.

Additionally, MDE ~~is supporting~~supported the work of the Council and ~~acting~~ acted as a conduit for best practices, examples from the field, and stakeholder feedback. MDE ~~has~~ conducted the following activities with teachers and principals ~~as of the time of this waiver application~~:

- Hosted a "best practices" conference in April 2011 for districts, schools and professional organizations in Michigan to demonstrate to other districts and schools, as well as to MDE, educator evaluation systems or components of these systems. This was an opportunity for MDE, as well as the education community, to hear feedback from those engaged in this work. The conference was attended by over 600 individuals from around the state.
- MDE hosted a second conference in February 2012 focusing specifically on three topics related to student growth:
- How to use the growth data from state assessments in evaluation systems;
- How to measure student growth in currently non-tested subjects and grades; and
- How to combine multiple measures when determining a final effectiveness level.

This conference is in specific response to feedback ME received from districts and schools regarding their questions, concerns and needs, and will again feature "best practices" from districts that have identified ways to integrate student growth for all educators.

- Offer continual and ongoing technical assistance to districts upon request, reviewing their proposed systems, offering suggestions or providing resources, and collecting information on the needs of the field in terms of developing rigorous systems.
- Present in multiple venues statewide to groups of stakeholders to share information on the legislative timelines, as well as to gather information and feedback from attendees regarding their concerns, suggestions and activities to develop these systems in their local context.

This work by MDE, in addition to providing support to LEAs and schools as they navigate this process, allows us to gather feedback on a micro-level from stakeholders, both regarding challenges and concerns but also regarding best practices and successful strategies. MDE plans to continually share this feedback with the Michigan Council, to supplement the formal methods outlined in statute for principals and teachers.

Table 17. Timeline for Implementation of Educator Evaluation System

MICHIGAN'S EDUCATOR EFFECTIVENESS GUIDELINES & MDE SUPPORT

Date	Requirements based on Michigan Law	USED Requirements	Party Responsible	Evidence	Resources	Obstacles
School Year 2010-2011	State Fiscal Stabilization Fund requirement: administrator effectiveness labels must be publicly reported on www.mischooldata.org.	N/A		www.michigan.gov/mischooldata		
March 2011	MDE develops an "Educator Evaluations" tab on its website as a location for the latest information regarding evaluations and effectiveness in	N/A	MDE - BAA	www.michigan.gov/baa		

	Michigan, resources from across the country, and other evaluation-related information.					
April 2011	MDE hosts an Educator Effectiveness Conference for district participation to understand the laws, to assist with development of local evaluation systems, to showcase districts already in the process of developing and/or implementing systems of evaluation for the 2011-12 school year. Attended by 582 persons.	N/A	MDE - BAA		Assistance from Great Lakes East; BAA staff organizer	Securing funding to get the conference planning underway.
July 2011	The Michigan Council for Educator Effectiveness (MCEE) legislatively created to provide recommendations to the Michigan Legislature, State Board of Education, Governor, and State Superintendent on refining the Michigan educator evaluation system by April 30, 2012. New laws passed regarding educator evaluations and tenure (PA 100, 101, 102, 103).	N/A	Legislature	PA 100-103		Aggressive timelines in law for implementation
September	Locally developed systems of educator and administrator	N/A	Local districts		www.michigan.gov/baa	Aggressive timelines for development

1, 2011	evaluation must be in place (for the 2011-12 school year), which base the effectiveness label determination on student growth in significant part (as determined by local-determined guidelines). Aggregate effectiveness labels publicly reported at the school level at www.mischooldata.org. *Developed with the involvement of teachers and school administrators *Applicable to all teachers and school administrators *Evaluates job performance at least annually while providing timely and constructive feedback *Establishes clear approaches to measuring student growth, providing growth data to educators *Uses evaluations to inform decisions regarding promotion, retention, development plans, tenure, certification, and termination					of local systems; "growth" measures from state assessments only available in reading and mathematics for grades 4-8 on MEAP and MI-Access FI; each district building its own system to meet the law
Fall 2011	MDE tours the state via an "Accountability Tour" at 13 locations to provide support, information, best	N/A	MDE - BAA		http://www.michigan.gov/mde/0,4615,7-140-	Setting up sites, travel, ensuring the most up-to-

	practices about educator effectiveness laws and systems, AYP, and other accountability-related information at no cost to participants.				22709_59490---,00.html 4 BAA staff at 13 all-day presentations	date information
December 2011	MCEE convenes.	N/A	MCEE			
February 2012	MDE hosts Educator Effectiveness Conference for district participation that focuses on using student growth measures. Many district-run breakout sessions about local systems based on student growth were the primary focus for the conference. Attended by 539 participants.	N/A	MDE - BAA			
March 2012	MDE makes Teacher-Student Data Link (TSDL) files available for districts to link student performance level on spring 2011 state assessments to teachers.		MDE - BAA			QA processing for files; providing secure access rights
April 2012	MCEE issues an interim report recommending a pilot in SY 2012-13 of multiple options for teacher observation tools, student growth model/value-added models in a refined educator evaluation system requesting $6M for the pilot.	N/A	MCEE MDE	http://www.michigan.gov/documents/mde/SBE_Supports_MCEE_Interiim_Report_386376_7.pdf		Interpreting the Interim Report to inform MDE's next steps.

	MDE posts the MCEE Interim Progress Report on the Educator Evaluation tab on its website and fields phone calls and emails.					
May 2012	MDE makes Teacher-Student Data Link (TSDL) files available for districts that link student performance level and student performance level change ("growth") on fall 2011 state assessments to teachers. MDE creates and makes available a TSDL tool for district/school use that calculates a Performance Level Change (PLC) rate at the district, school, and teacher level and allows PLC to be analyzed at the district, school, and teacher level.		MDE – BAA MDE - BAA			QA processing for files; providing secure access rights
June 2012	MCEE expected to release details about the pilot and observation tools. MDE gathers information and creates/finds resources and tools in the form of a "Resource Kit" that is aligned with MCEE's	N/A	MCEE MDE		BAA staff member	

	interim report to support districts as they go forward in the development of their local evaluation system. Districts report effectiveness labels of all teachers and administrators through the Registry of Educational Personnel. Districts take an MDE survey on their K-12 System of Educator Evaluations.		Local districts Local districts		District personnel District personnel	
July 2012	MCEE expected to release other components of the teacher evaluation system. District personnel participating in MCEE Pilot will be trained on the tool that will be put into place.	N/A	MCEE MDE – BAA MCEE & local, participating districts	MCEE Interim Progress Report, p. 14 www.michigan.gov/baa	MCEE BAA staff	Timelines
Aug 2012	MDE accepts applications for approval of Principal and Assistant Principal Training Programs for Conducting Educator Evaluations for grant funding as allocated in 2012 PA 201		MDE		BAA staff	
Sept 2012-	Year 2 of locally developed educator and administrator	N/A	Local Districts		www.michigan.gov/baa	

June 2013	evaluation systems (as described for the 2011-2012 school year).					
Fall 2012	MDE, in a joint effort with the Michigan Association of Secondary School Principals (MASSP), the Michigan Association of School Administrators (MASA), the Michigan Association of Intermediate School Administrators (MAISA), the Michigan Association for Supervision and Curriculum Development (MI-ASCD), the Michigan Education Association (MEA), and the American Federation of Teachers-Michigan (AFT-MI), will host two-day workshops at various locations across the state regarding best practices and processes for conducting evaluations across levels and in accordance with MI laws.	N/A	MDE MASSP MASA MAISA MI-ASCD MEA AFT-MI			Aligning schedules for planning
Sept 2012-June 2013*	MCEE implements a pilot project of selected evaluation systems* (including multiple options for classroom observations and for	N/A	MCEE			

	value-added models) in Michigan school districts consistent with the recommendations of MCEE's Interim Progress Report.					
Oct 2012	MCEE expected to release student growth model.	N/A	MCEE			
Oct 2012	MDE analyzes effectiveness labels submitted by districts in June.	N/A	MDE – BAA		BAA staff	Availability of file from CEPI
Nov 2012	MDE provides assistance, support, and resources for districts regarding MCEE's student growth model released in October. MCEE expected to release evaluation tool for administrators and details on pilot of administrator evaluation.	N/A	MDE – BAA MCEE			
Nov 2012	MDE opens the grant application process for districts to apply for approved Principal and Assistant Principal Training for Conducting Educator Evaluations		MDE – BAA & OFM		BAA staff	
Nov-Dec 2012	MDE posts a space for "Resource Kit" components on the Educator Evaluation tab of its website for district access. The Resource Kit will be added to/updated as resources are		MDE			

	developed and available.					
Dec 2012	MDE develops supporting documentation/information for MCEE's evaluation tool for administrators.	N/A	MDE		BAA staff	
Dec 2012 – Jan 2013	MDE applies business rules for Principal and Assistant Principal Training Grant submissions – approximately 5000 grants will be awarded at no more than $350.		MDE BAA			
April 2013	MCEE recommends changes for obtaining professional certification	N/A	MCEE			
June 2013	Districts report effectiveness labels of all teachers and administrators through the Registry of Educational Personnel.	N/A	Districts		District personnel	Submission of data on time
June-Aug 2013	MCEE reviews pilot results and adjusts evaluation systems based on results.	N/A	MCEE			Timelines
Fall 2013**	MCEE makes recommendations for the final state requirements and guidelines for educator and administrator evaluation systems to the Michigan legislature, State Board of Education, Governor, and State Superintendent.	N/A	MCEE			

Fall 2013	MDE produces materials to support districts ~~with their transition to the final guidelines and statewide system~~. MDE hosts conferences/webinars to assist districts in understanding the recommendations from the MCEE. MDE updates its Educator Evaluation tab on its website with the latest information and supporting resources. MDE provides additional support as needed via phone and email.	N/A	MDE		MDE staff	
~~Fall-Winter 2013**~~	~~Per previous legislation, the Michigan Legislature receives the MCEE recommendations and enacts legislation finalizing the statewide educator and administrator evaluation system.~~	~~N/A~~	~~Legislature~~			
Winter 2013	TSDL files made available to districts for Spring 2012 and Fall 2012 assessments.	N/A	MDE – ~~BAA~~			
School year 2013-2014*	Implementation of ~~final, statewide~~ educator and administrator evaluation system based on 25% student growth ~~(implementation begins after legislative approval).~~	Pilot of Statewide System; student growth significant factor	MCEE MDE			Providing resources Determining areas of need

	MDE provides on-going assistance and support via electronic resources on its website, answering phone calls and emails, attending speaking engagements, and hosting webinars and conferences for districts as they adjust their local systems to meet the requirements as enacted in the legislation. MDE continues partnerships with MASSP, MASA, MAISA, MI-ASCD, MEA, AFT-MI to provide professional development to the field.		MDE, MASSP, MASA, MAISA, MI-ASCD, MEA, AFT-MI			and developing materials that are timely.
Winter 2014	TSDL files made available to districts for Spring 2013 and Fall 2013 assessments.	N/A	MDE-~~BAA~~			
June 2014	Districts report effectiveness labels of all teachers and administrators through the Registry of Educational Personnel.	N/A	District		District personnel	
August 2014	~~MDE analyzes results of effectiveness labels reported. First year that comparison across districts can be made.~~	N/A	MDE ~~– BAA~~		~~BAA~~ MDE staff	

	School Year 2014-15	Implementation of ~~final, statewide~~ educator and administrator evaluation system based on 40% student growth. MDE provides on-going assistance and support via electronic resources on its website, answering phone calls and emails, attending speaking engagements, and hosting webinars and conferences for ~~districts as they continue on into year 2 of the statewide system~~. MDE continues partnerships with MASSP, MASA, MAISA, MI-ASCD, MEA, AFT-MI to provide professional development to the field. ~~Smarter Balanced Assessment Consortium assessments~~Michigan Student Test of Educational Progress (M-STEP) goes into place; ~~will provide growth data for evaluations in applicable subjects and grades.~~	Implementation of Statewide System; student growth significant factor	Local Districts MDE MDE, MASSP, MASA, MAISA, MI-ASCD, MEA, AFT-MI MDE - ~~BAA~~				

June 2015	Districts report effectiveness labels of all teachers and administrators through the Registry of Educational Personnel.	N/A	Districts		District personnel	
August 2015	MDE analyzes results of effectiveness labels reported. ~~Second year that comparison across districts can be made—and the change from the first year of implementation to the second year can be examined.~~	N/A	MDE - BAA			
School Year 2015-16	Implementation of final, statewide educator and administrator evaluation system based on 50% student growth. MDE provides on-going assistance and support via electronic resources on its website, answering phone calls and emails, attending speaking engagements, and hosting webinars and conferences for districts ~~as they continue on into year 2 of the statewide system~~. MDE continues partnerships with MASSP, MASA,	Implementation of Statewide System; student growth significant facto	Local Districts MDE MDE, MASSP, MASA, MAISA, MI-ASCD, MEA, AFT-MI		District personnel MDE staff	

	MAISA, MI-ASCD, MEA, AFT-MI to provide professional development to the field.					
June 2016	Districts report effectiveness labels of all teachers and administrators through the Registry of Educational Personnel.	N/A	Local Districts		District personnel	
August 2016	MDE analyzes results of effectiveness labels reported. ~~Three-year trends across districts and across the state can be made and published.~~	N/A	MDE		~~BAA~~ MDE staff	

*Michigan's Pilot and statewide implementation are both one year ahead of USED Requirements.
**MDE projected timeline, but is dependent upon actions of MCEE and the Michigan legislature.

Gathering Input from Stakeholders

While the Michigan Council for Educator Effectiveness does not include teachers (although it does include principals), there is an Advisory Committee to the MCEE as established by PA 102 of 2011. The Advisory Council to the MCEE is comprised of Governor-appointed teachers, district leaders, and members of education associations.

This committee has responded to questions submitted by the council, and has provided input on the observation and student growth components of the council's charge. Below is a list of members.

Table 20. List of MCEE Advisory Committee Members

Name	Position	Organization	Representing
Dan L. DeGrow, Chair	Superintendent	St. Clair County RESA	public school administrators
Amber M. Arellano	Executive Director	The Education Trust-Midwest	education advocacy gro
Ernst A. Bauer	Research, Evaluation and Assessment Consultant	Oakland Schools	public school administrators

William C. Chilman, IV	Superintendent	Beal City Public Schools	parents of public school pupils
Barbara F. Mays	Vice-Chair	Barton Elementary School Parent Organization	parents of public school pupils
Mary A. Kovari	Principal	Detroit Institute of Technology High School	public school administrators
Kirstin G. Queen	HR Manager	Ford Motor Credit Company	parents of public school pupils
John F. Haan	Elementary Teacher	Charlevoix Public Schools	public school teachers
Tonya Allen	Chief Operating Officer and Vice President	Program for The Skillman Foundation	parents of public school pupils
Ingrid J. Guerra-Lopez	Director	Wayne State University Institute for Learning and Performance Improvement	public school teachers
Krista L. Hunsanger	Teacher	Grand Ledge Public Schools	public school teachers
Colin Ripmaster	Principal	Mattawan High School	public school administrators
Richard S. Carsten	Superintendent	Ida Public Schools	public school administrators
Matthew T. Wandrie	Superintendent	Lapeer Community Schools	public schools administrators
Nathan R. Walker	Organizer	American Federation of Teachers Michigan	public school teachers
Tammy M. Wagner	Dickinson		parents of public school pupils

MDE will continue to work with stakeholders to seek input from the field as districts implement the current law that requires an annual evaluation of educators based on student growth measures and must include multiple observations.

Both MDE-hosted Best Practices conferences were attended by a wide range of school-related personnel, with 10% of attendees who identified themselves as teachers, and nearly 30% who identified themselves as Principals or Assistant Principals. All attendees were surveyed about the usefulness and applicability of the information presented at the conference to which there was an overwhelming response that the information was useful or extremely useful. ~~Presentations along with other resources were then made available under the Educator Evaluation tab at www.michigan.gov/baa so attendees and non-attendees alike could access the information presented at the conference.~~

MDE ~~is also in the process of conducting~~conducted pilot tests with several districts across the state that range from understanding more about value-added estimates and the MDE's assessment data,

standard setting for common assessments, and leveraging data analysis within Professional Learning Communities (PLCs). District leaders, principals, and teachers are all critical contributors in these pilot studies. The results of these studies will depend on their feedback and input.

MDE's Initiatives to Improve Educator Quality: From Training to Professional Development
We believe that educator evaluations are only a piece of the overall picture of ensuring quality educators in Michigan. This strategy also includes rethinking and revising teacher preparation, enhancing teacher licensure opportunities, supporting teacher instructional practices, and providing targeted professional learning for educators. Although we focus intensively on our evaluation initiatives in this section, below are a few highlights of each element relating to MDE's overall educator quality strategy:

Teacher Preparation Institutions: Enhancing the Preparation of Teachers through Teacher Preparation Institution Reform
MDE understands that the work of educator evaluation is actually far larger than the evaluation system itself. Now that we have adopted the Common Core State Standards, teachers need to be adequately prepared to teach those standards. They also need to be familiar with the ways in which they will be evaluated when they are employed in a district and school. This requires that we rethink, as a state, how teachers are prepared in Michigan.

MDE is currently involved in utilizing the linked data between the teachers and their teacher preparation institutions to understand how many graduates from each institution are employed, if they are employed in high-need schools, and more importantly, if they are effective in their roles. We are also planning to redesign our teacher preparation institution rubric in order to hold the institutions more accountable for the outcomes of their students. Finally, we will be changing our certification tests, both to increase the rigor of their cut scores to be reflective of the increased rigor required of students with new student cut scores, and to assess potential teachers more directly on their ability to understand and teach content. We are identifying ways for student teachers to be evaluated by the evaluation system of the district in which they are working, to provide an assessment of pedagogy as an exit criterion for the student teacher and also to familiarize them with the process of being evaluated using student growth.

Changes to Teacher and Administrator Certification and Licensure
MDE has undertaken two initiatives related to teacher and administrator certification. The first is that MDE ~~has begun to require~~now requires certification of all administrators, to ensure all administrators have appropriate preparation and training. MDE has also established alternate routes to administrator certification.

Second, MDE has revised its teacher licensure rules, in order to create a three-tiered licensure system. This system is in the final stages of rule-making and will go into effect when this process is completed. The three-tiered licensure system allows teachers to advance from the provisional to the professional license, and then have the option to continue on to an advanced professional license based on the demonstrated effectiveness. MDE did this in order to help incentivize high-quality teachers to stay in the classroom while at the same time creating professional pathways for advancement.

Supporting Instruction

MDE's efforts to support effective instruction have been described at length in Principle 1 and 2; here we briefly highlight a few key initiatives. ~~The first is the **Teaching for Learning Framework**, which was created to support effective instruction in challenging content across all grade levels and content areas. The Framework outlines 77 research-based Essential Skills (organized into Fundamental Processes and Core Elements) that can be learned, practiced, and utilized by classroom teachers to efficiently and effectively deliver instruction. Certainly it is not the expectation that a teacher use all 77 Essential Skills in every lesson or every day – or even every week. Rather, the resources and guidance contained in this website are meant to support teachers in determining how to effectively match the Essential Skills to the content and learning objectives to which they are teaching in order to maximize student learning.~~

~~MDE has two parallel and related processes for developing credible ways to evaluate teachers of students with disabilities and teachers of English Language Learners in the statewide evaluation system. The first is that our statewide evaluation law requires that all teachers are required to be evaluated annually, using student growth as a significant part (for the 2011-2012 and 2012-2013 school year) and then with the "statewide student growth and assessment tool" beginning in the 2013-2014 school year. This student growth and assessment tool, which is currently in the recommendation stage from the Michigan Council on Educator Effectiveness, is required to include a pre and a post test and be able to be used for students with disabilities. The clear intent of the law is that all teachers be evaluated and that we work to develop more assessments that provide growth data relevant to the population they teach.~~

~~At the present, however, we have growth data available in reading and math for one of our alternate assessments (Functional Independence, which is used by the majority of our students with disabilities who take the alternate assessment). We also have growth data in reading and mathematics in grades 3-7 for students who take the MEAP, which includes students with disabilities and ELLs who take the MEAP with accommodations. MDE is providing these growth data back to districts, linked to their teacher of record, for their use in their local evaluation system. Until 2013-2014, each district will have its own local evaluation system. MDE has committed to produce interim guidelines to help districts in their decisions and system development until the statewide evaluation system is available,~~

~~and these guidelines will include recommendations about when and for whom the state-provided growth data can be used in evaluations. MDE's available growth data will expand with the adoption of the Smarter Balanced Assessments and the Dynamic Learning Maps, as well as with interim benchmark exams, and at that time, we will provide additional guidance on using those assessments to measure growth and to evaluate all teachers, including those who teach students with disabilities and ELLs. Additionally, the WIDA consortium assessments are expected to provide student growth data for English Language Learners as part of their new system, and MDE will utilize those data once WIDA is adopted.~~

MDE has ~~also~~ hosted two Best Practices conferences, both of which have featured sessions on evaluating teachers of students with disabilities and English Language Learners. We make available resources on our website for districts to choose from. We are also seeking a partner district or districts who are engaged in this work to participate in a pilot study with MDE to identify local assessment tools that provide meaningful measures of growth for students with disabilities and ELLs so that we can make that information available to all of our districts.

We also note the resources available through the **Michigan Online Professional Learning System (MOPLS)**. MOPLS is a series of interactive learning programs designed to guide educators in recommending assessments for students and using assessment results to assist students who are struggling with concepts in mathematics and English language arts. MOPLS learning modules are funded under a federal grant for the development of MDE's MI-Access assessment.

MDE also maintains standards for principals and administrators. These school employees also are subject to educator evaluation requirements and will be included in the framework designed by the Michigan Council on Educator Effectiveness.

For more information about resources available to support teachers and instructional leaders, please refer to Section 1B.

Professional Learning Opportunities and Ongoing Education

In the last two years, MDE convened a stakeholder group to develop new recommendations regarding professional learning. This group produced a new policy on professional learning, which the Michigan State Board of Education adopted in January 2012. This policy is based on the Learning Forward Standards for Professional Learning, and the intent is to help districts, schools, and educators appropriately identify professional learning opportunities to support their work. We anticipate the field can leverage these standards when integrating professional learning into their evaluation systems, and we intend to produce interim guidelines to assist them with these efforts.

3.B ENSURE LEAS IMPLEMENT TEACHER AND PRINCIPAL EVALUATION AND SUPPORT SYSTEMS

3.B Provide the SEA's process for ensuring that each LEA develops, adopts, pilots, and implements, with the involvement of teachers and principals, including mechanisms to review, revise, and improve, high-quality teacher and principal evaluation and support systems consistent with the SEA's adopted guidelines.

This section is organized as follows:

- Adoption of guidelines
- Michigan's Pilot
- MDE Resource Kit and Other Supports
- Compliance

ADOPTION OF GUIDELINES

Michigan's strong educator evaluation legislation provides a legislative mandate by which the majority of this work will be accomplished. ~~At the present time~~State law [PA 257 (2014)], requires each LEA ~~is required~~ to adopt the state evaluation system, or to have a high-quality system in place that meets all requirements by ~~the 2013-2014~~2015-2016. This provides the legislative "muscle" necessary to begin the process of ensuring that these systems are implemented. ~~To support the work of MCEE, MDE will create a Resource Kit that aligns with the thinking and direction of the MCEE. It will include references and resources from agencies like the National Comprehensive Center for Teacher Quality and local districts that have developed tools that align with the vision, principles and direction of the MCEE.~~ It will include components to support a variety of aspects of educator evaluations including observations, student growth measures, data collection, and evaluation of the system itself, and training evaluators for observations.

~~However,~~ MDE recognizes that legislation is only the beginning step in ensuring successful implementation of these evaluations, and that additional efforts are need both to provide *supports* for implementation and to ensure *compliance* from our districts.

MICHIGAN'S PILOT: ***Establishing an official pilot year***

The MCEE has, since the original submission of Michigan's ESEA Flexibility request, recommended a pilot year. From the MCEE Interim Guidelines, the pilot year recommendation is outlined below. Additionally, the Michigan Legislature has approved the request of MCEE to conduct an official pilot study of evaluation tools and systems during the 2012-2013 school year that will provide the basis for MCEE's final recommendation.

In MDE's educator evaluation pilot, student growth is included in several ways. Growth based on the state assessment will be included, but MDE also plans to pilot growth measures from additional types of assessments, such as off-the-shelf assessments to allow for multiple measures of student growth to be incorporated into educator evaluations. Growth data from these assessments will then be integrated into final effectiveness labels at the prescribed rates to evaluate how those measures function in the overall designation. Students will, of course, take the state assessments on the regular schedule but will also take the following: (1) a computer adaptive assessment in English Language Arts and mathematics in grades K-6 three times during the school year, and (2) the EXPLORE/PLAN/ACT series as a pre/post measure in grades 7-12. In this way, all students will take both the state test and a pre/post assessment using an off the shelf test. Value added models based on both the state tests and the off-the-shelf tests will be calculated for incorporation into educator evaluations.

Text ***excerpted from the MCEE Interim Progress Report, released April 27, 2012, is shaded in light yellow.***

Next Steps: 2012- 2013 Pilot

After investigating educator evaluation reforms across the country, the MCEE has concluded that a pilot test is not only important, but imperative. Such a pilot test will allow a set of recommended tools and approaches to be tried out in a small number of districts and schools for a year in order to learn about how well they work and to uncover any problems that should be remedied before implementing a system wholesale in all Michigan schools. While postponing the implementation of the "final" system might seem wasteful, not doing so would be reckless, both fiscally and technically.

A pilot year will provide data on implementation and validity, and crucial feedback from education professionals using the tools and approaches. During a pilot, technical and logistical challenges could be confronted and resolved, and the resources necessary to put a statewide system into place could be developed (including a communication system, materials for teachers and administrators, and a database for storing information), increasing the likelihood of our state succeeding in this complex but vitally important undertaking. Building a rigorous evaluation system that holds all Michigan educators accountable for student learning depends on understanding how well it works in practice and designing it to be fair, reliable, and defensible. New Jersey, Rhode Island, Washington, and Colorado have all used pilots or phase-in years to learn more about their proposed state evaluation systems, and each state has been able to adjust these systems based on the feedback and ideas generated from pilot-participating districts and schools. We want nothing less for our state's educators and the 1.5 million children they teach each year.

General Design

The council recommends a pilot study of evaluation tools in 12 school districts to be carried out during the 2012-13 school year. The pilot study is crucial because it will allow the state to learn about educator

evaluation as it takes place in school settings and to accommodate practical and technical issues that arise in the pilot test. It will also take advantage of the fact that many school districts have already begun the hard work of institutionalizing rigorous, regular observation systems in their teacher evaluations. Districts in Michigan will be invited to apply to be part of the pilot study, and the 12 districts will be selected to represent the range of districts and schools in the state—in terms of context, geography, governance, size, and resources. The pilot will precede the implementation of educator evaluation in Michigan, and will be used to develop the final recommendations of the Michigan Council for Educator Effectiveness. Below are specifications as currently known for the pilot study of evaluation tools.

Teacher Observation Tools

The council recommends studying three teacher observation tools in the pilot study, specifically looking at each tool implemented in four different districts of different sizes—one large, one medium, and two smaller districts—for a total of twelve participating districts. The tools, which the MCEE will select in the coming few weeks, will be the most promising (in terms of evidence and feasibility) and most likely to fit Michigan's needs.

Before the pilot begins in the fall of 2012, educators in pilot districts will be trained in the use of the tool identified for study in their district. Districts will not be asked to cover the costs of training, implementation, or data analysis for the pilot. The MCEE will specify exact details about the implementation of the pilot and will oversee the project to ensure a well-designed study that maximizes its contributions to the progress of designing a strong educator evaluation system. Lessons learned during the pilot study will also lead to the development of responsible criteria for granting waivers, as it will be important to the credibility of the state's educator evaluation system to have rigorous standards for granting exceptions to the final recommendations from the council.

Student Growth Model/Value-Added Model Pilot

In addition to the studies of the observation tools, the council recommends a pilot of several alternative student growth models and value-added models in the 12 pilot districts. The MCEE plans to conduct a pilot using existing assessments such as MEAP in grades 3 through 8, new assessments in high school (possibly EXPLORE, PLAN, and ACT), computer adaptive assessments in grades where tests are available, and local assessments in non-tested grades and subjects. Such a set of pilot studies will help prepare for new assessments that are being developed now and will provide crucial information about the different types of growth models and value added models that could be implemented in Michigan.

Piloting a student growth model will allow educators to examine both the student growth data and teacher and administrator observation data to understand better how evaluation will work when it is implemented in Michigan. The pilot study will likely highlight strengths and weaknesses in the tools and in the data they yield. This will help in the continued design of MDE's educator evaluation system.

Administrator Evaluation Pilot

Although this report focuses on teacher evaluation tools, the MCEE has already begun gathering comparable information about administrator tools. It is also likely that the challenges associated with teacher observations are similar for administrators, and thus work on recommending administrator tools will be informed and accelerated by the council's deliberations about teacher observation and evaluation tools. The council will be recommending one or two tools for evaluating administrators in October 2012 and will incorporate them into the pilot study. As with the teacher observation pilot, districts will not be asked to cover the costs of training, implementation, or data analysis for the pilot. The MCEE will provide more information about this aspect of the pilot in upcoming months.

Process for Implementing Pilot and Analyzing Results

The MCEE recommends that four full-time staff be dedicated to the pilot study: an Education Consultant Manager, two Education Research Consultants, and a Secretary. The team will be located in the MDE, but will be accountable to the MCEE during the pilot study. It will distribute applications to districts, and will then select districts for inclusion from the applications received. The staff will aim to select a diverse group of districts to participate and will consider geography, urbanicity, socioeconomic status, size, governance, and other characteristics of districts in the state. Districts will be assigned to an observation tool by the team so each tool is implemented in varied settings.

District faculty and administrators will receive training from experts provided by observation tool vendors. Throughout the pilot study, members from MDE's evaluation staff will offer support and guidance in using the tools.

The council recommends that an outside research organization be employed under the oversight of the MDE to analyze the data from the pilot study. The organizations providing observation tools also provide data collection protocols. The outside research group will be given the collected data from the observation tools for evaluation. At the same time, administrators in pilot districts will use the observation data to complete that portion of the teacher evaluation.

The research group will also conduct focus group or other interviews to understand better how well school personnel understood the tools and how to use them, whether the tools were feasible for use in a school setting, how systematically and rigorously the tools and processes were implemented, and how reliable and valid the data from the tools appeared to be.

In addition, the outside research group would match data from the pilot of the student growth tool(s) and the administrator evaluation tool(s) with the teacher observation data. This task will highlight how well the tools work in concert, and whether there are any reliability and validity concerns that should be addressed.

All data analysis from the pilot study will be provided to the MCEE, which may use it to inform its final recommendations.

Budget
The council has consulted with several states about their design and implementation of teacher evaluation, including their pilot studies. Based on what we have learned from these states, we recommend that the state include $6,054,418 in the FY 2013 budget to cover the cost of the pilot in the 2012-13 school year. That amount includes the cost of training, implementation, data analysis, staff support, and reporting, as well as other expenses that the state and districts involved in the pilot will incur.

*****End excerpt from Interim Progress Report of the MCEE*****

MDE RESOURCE KIT & SUPPORTS FOR IMPLEMENTING EDUCATOR EVALUATIONS
MDE is currently engaged in a number of efforts to support districts as they implement their local evaluation systems. These include:

- Educating the field on the requirements of the legislation currently (2011-2012 and 2012-2013) and in the future with the statewide system. MDE has conducted nearly 30 presentations statewide, including webinars and other virtual resources, aimed at educating the field in the requirements of the law, and providing them with access to best practice. We developed a web resource to support districts.
- Educating the field on the elements that will be required in the final system so that they can align their local systems with the upcoming statewide requirements whenever possible.
- In conjunction with the Center for Educational Performance and Information (CEPI), MDE now has information on teachers linked to the students they taught in the 2010-2011 school year. This enables us to provide this linked teacher/student data and all available student assessment data back to districts for potential inclusion in their local systems. MDE will release both the high school assessment results (the Michigan Merit Examination, and the MI-Access assessment) as well as the elementary/middle school assessment (MEAP, MEAP-Access, and MI-Access) to districts by early March 2012.

  The only state-provided assessments that provide actual student *growth* are the elementary/middle school MEAP and MI-Access, in grades 3-7, reading and mathematics, as this is where adjacent grade testing is currently available (see Principle 1 for a further discussion of MDE's plans to adopt additional measures of student growth in the next

several years). To support the use of this growth data, MDE developed an easy-to-use tool that allows district to summarize the number of students who are demonstrating growth.

- In February 2012, MDE hosted our second annual statewide Educator Evaluation Best Practices conference, with a specific focus on integrating student growth into educator evaluations. Educators from around the state who have more mature systems in place for educator evaluations shared topics regarding how they are using student growth measures, how they are using local assessments for student growth, ways to automate the data collection necessary for a good system, and how they've developed, piloted and refined observation rubrics. MDE experts in research, evaluation, and measurement also offered findings and recommendations regarding the use of state assessment data in educator evaluations, and what to keep in mind in terms of establishing the validity and reliability of tools and measures.

- MDE has begun a partnership with one of our larger regional education agencies to assist them in conducting standard setting on their common assessments, in order to utilize those assessments for determining growth at the local level. We plan to publish both the procedure and the findings from this exercise, so that other districts can engage in similar efforts to set standards on their own common assessments. This helps increase the rigor of the local assessments being used to measure growth, and allows MDE to provide some of the measurement expertise that we have at the department to the field, via a pilot example.

- MDE is engaged in a pilot study with another large urban district to use their historical teacher/student data link (as the statewide link contains only one year of data, and at least three are required for value-added modeling) to estimate a variety of value-added models using the state assessment data (the MEAP), and to provide some guidelines to the field about specifying and using these value-added models. Very little is known at this time about the accuracy of these models to classify teachers into the appropriate effectiveness categories, particularly when using the state assessment data. We plan to make this information available to the field, but also to the Michigan Council to help inform their decisions regarding a new student growth and assessment tool to be used in the statewide evaluation system. Having good information and evidence will greatly enhance our ability as a state to develop a high-quality statewide system. MDE believes that leveraging these smaller pilots is an efficient way to help generate some of that information.

- MDE will produce guidelines for selecting "off-the-shelf" assessments, including elements of a high-quality assessment and how a district or regional service agency can evaluate the assessment's ability to measure student growth to assist districts during the locally-developed educator evaluation years.

- MDE will produce guidelines for the use of locally-developed interim benchmark and formative assessments, again to assist districts until the statewide evaluation tool is developed and implemented.

- In conjunction with producing resources of support, MDE will gather information, resources, and details about MCEE's selected observation protocols for districts to better understand how to use that protocol. This will be a "best practices" tool that districts can utilize or can reference in their own work in the interim years until the Council recommendations can be implemented.

- One of our larger districts is planning to make use of student, parent and teacher surveys, as done in the Measures of Effective Teaching (MET) project. We plan to partner with them to evaluate the consistency of ratings generated from value-added measurements, observations, and the survey data, and make that information available to districts, as well as to the Council to inform their decision-making process.

- A key concern of many districts is how to document and defend their system, once they have developed it. MDE has a great deal of experience in establishing business rules and building comprehensive accountability systems in which all decisions are documented and applied, and we plan to produce a "best practices" toolkit regarding the steps necessary to document and defend each decision in the evaluation system, as well as suggestions for how to collect, store, and utilize the data collected. MDE has begun conversations with the Michigan Association of School Administrators (MASA), the Michigan Association of Secondary School Principals (MASSP), the Michigan Association of Intermediate School Administrators (MI-AISD), the Michigan Education Association (MEA), and the American Federation of Teachers-Michigan (AFT_MI) to provide districts with a framework for providing training for evaluators in the form of a jointly-developed two-day series of workshops. Evaluators (principals and others) need to be trained in *how* to do an evaluation, regardless of which evaluation system they are using. We will also produce guidelines for districts to utilize as they develop their local training programs for their local evaluation systems. Again, this information will be made available to MCEEto assist them with their development and recommendation efforts. MDE has identified a large intermediate school district that is currently engaged in developing extensive training for principals and other evaluators, and plans to partner with this ISD in order to leverage their thinking and expand our supports based on this initial work.

- We are also assisting the Persistently Lowest Achieving (which will now be priority schools as well) with the implementation of their educator evaluation systems through the intervention of the State School Reform Office (SSRO), and the hands-on assistance provided to those schools who fall under the purview of the Statewide System of Support. The Intervention Teams, district-level facilitators, and other leaders engaged in the process of

turning around low-performing schools will ensure that teacher evaluation and support is carefully woven into their diagnostic treatment of performance issues.

MDE RESOURCE KIT AND OTHER SUPPORTS

*****All Resource Kit plans are inserted into the MCEE Interim Progress Report text and are denoted in italics and with a RK→ symbol*****

*****Text from the Interim Progress Report of the Michigan Council for Educator Effectiveness has background shading of light yellow.*****
Released April 27, 2012

The following common vision grounds the efforts of the MCEE:

The Michigan Council for Educator Effectiveness will develop a fair, transparent, and feasible evaluation system for teachers and school administrators. The system will be based on rigorous standards of professional practice and of measurement. The goal of this system is to contribute to enhanced instruction, improve student achievement, and support ongoing professional learning.

Design Principles for an Educator Evaluation System

It is essential that MDE have a clear set of design principles for the development of its educator evaluation system:

- Expectations should be clear and rigorous.
- The system should involve multiple measures.
- The system should enhance performance.
- The system should be committed to and structured to support ongoing educator learning and development.

Criteria for Selecting Observation Processes and Tools

With these design principles in mind, the MCEE recommends five criteria for the selection and review of observation instruments and related materials to be used by Michigan school districts:

- The instruments should be aligned with relevant state and national standards for educators.

  In Michigan, there are three relevant frameworks that need to be aligned with the educator evaluation system: the Teaching for Learning Framework (Appendix I), the School Improvement Program framework (Appendix J), and the Professional Standards for Michigan Teachers (see Appendix K). In addition, as new policies and reforms are embraced by the state, (e.g., the

Common Core State Standards), educator evaluation systems must be aligned to support teachers who are adjusting curriculum and instruction to these new mandates. There are also myriad standards for teaching issued by professional organizations (e.g., the National Council for Teachers of Mathematics, the National Council for Social Studies, etc.) that are relevant.

RK → Copies of each of the Frameworks listed above
RK →A checklist/thought process for evaluating alignment of a given observation instruments to each of the three frameworks listed
RK →Resources to evaluate alignment of educator evaluation system to the Common Core State Standards (drawn from other states)
RK →Copies of other standards for teaching

- The instruments should be used both for describing practice and supporting ongoing educator learning/development.

Although one goal of the educator evaluation system is to identify weak or underperforming teachers, the power of the system will lie in its potential to improve continually the capacity of Michigan's educator workforce. Thus the system should be designed to support teacher and principal learning over time.

RK →examples of professional learning opportunities and strategies, tied both to content and to practice
RK →Checklist/thought process for evaluating a district's current system to determine the extent to which it is supporting teacher and principal learning over time
RK →Survey tool that districts can choose to use with teachers and principals to determine self-identified professional development needs

- The instruments should be accompanied by a rigorous and ongoing training program for evaluators.

The documentation of teaching is only as good as the observer. Observers need to be trained to observe carefully, attend rigorously to the key elements of instruction, to be thorough and accurate in their note taking and assessments, and responsible in the conclusions they draw from their observations. This takes training, and every commercially available observation protocol includes substantial training. Several require annual retraining as well.

RK → Standardized process for training evaluators (key activities and steps, checklists, items for consideration)

RK → Descriptions of Principal and Assistant Principal Training Programs keyed to specific observation instruments (externally developed; MDE will simply link)for which districts can choose to attend and apply for grant funding.

- Independent research on the reliability and the validity of the instruments should be available.

Although locally developed measures or adaptations of widely used measures might be appealing to many educators, an educator evaluation system involves high-stakes decisions about employment and credentialing. Over time, therefore, it is essential that any locally developed observation instrument be rigorously examined for its reliability and validity. It is also essential to monitor fidelity of districts' use of any common state-wide protocol. Although any tool recommended as the common tool for the state will already be supported by evidence of validity, it will nevertheless depend on proper local implementation to be reliable and fair.

RK → Sample process that can be followed to establish the reliability of an instrument
RK → Sample process that can be followed to establish (or investigate) the validity of an instrument
RK → Tools to support districts in leveraging their data to establish reliability and validity of instruments. For example—standardized Excel spreadsheets into which data can be entered to assist districts in conventional reliability calculations.
RK → Information on the methodological steps and challenges in addressing reliability and validity; raise the collective data literacy of the profession in order to consider these types of questions more thoroughly
RK → Standardized process for conducting standard setting on common assessments

- The demands of the process should be feasible (in terms of personnel, time, and financial cost).

Institutionalizing educator evaluation for every teacher in every school multiple times across the year will require major changes in the work of the principal. Rigorous observation systems require pre- and post-conferences with teachers, extended and brief observations, time to review and analyze the observational data (along with additional material), and time to conference with every teacher. Efforts to short circuit and truncate these components will compromise the quality and defensibility of the evaluation system. Thus concerns for adopting a system that is feasible in terms of time, personnel, money, and other human and material resources are critical.

Observation/Evaluation Systems

Many observation and evaluation systems are currently available. Some have been developed by researchers, others by professional developers, others by educators committed to providing sound support for early career teachers. Several states—Rhode Island, North Carolina, and Colorado, for example—have developed their own protocols (often adapting aspects of other widely used observation tools). Most of these materials are not accompanied by credible research on their reliability and validity. In addition to hearing from several Michigan school principals about their observation systems, the MCEE carefully examined the following tools:

- The Marzano Observation Protocol (Marzano Research Laboratory)
- The Thoughtful Classroom (Silver Strong & Associates)
- The Five Dimensions of Teaching and Learning (The University of Washington, Center for Educational Leadership)
- Charlotte Danielson's Framework for Teaching Proficiency Test Instrument (Outcomes Associates, Inc.)
- The Classroom Assessment Scoring System (CLASS, Teachstone, Inc.)
- The TAP Rubric (National Institute for Excellence in Teaching)

All of the existing protocols are potentially aligned with MDE standards for teachers, although they differ substantially in level of detail and relevance to all grade levels and subject areas:

RK → Provide extensive information on these six observation tools, including information produced by the company, any external research or information, and reflections/observations from districts currently using these models.
RK → Showcase MCEE pilot district results using one of these six observation tools at conferences, in online profiles and case studies, and in other public venues where appropriate.

Some of the observation protocols focus exclusively on what observers might see in a classroom; others include professional responsibilities such as collaborating with other teachers, working well with parents, planning and reflecting on lessons. Very few of them have been the subject of independent research; only the Danielson Framework for Teaching and the Classroom Assessment Scoring System have substantial research in terms of instrument validity and reliability.

Lessons Learned

All of the state commissioners whom we interviewed and all of the observation system vendors emphasized several important issues. We summarize the main ones here:

- Pilot phase: A system of educator evaluation will only work to improve student learning if there is extensive buy in, understanding, and local learning. Every state commission recommended a

pilot testing year, during which proposed tools and approaches can be tried out and their feasibility and fairness analyzed. Such pilot testing enables appropriate adaptations to be developed, as well more communication and buy in. Pilot testing is also essential for assessing the feasibility of the processes proposed.

- Phasing in: Educators and evaluators cannot use a system with fidelity if they do not understand it. Each observation system involves considerable mastery of tools and processes, by both teachers and their evaluators. All vendors recommend phasing their system in. Two aims were identified:
  - Learning the tool. The observation tool is an essential catalyst for stimulating learning in the system. Principals and teachers need time to acquaint themselves with the tool, adopt the new technical vocabulary that accompanies any educator evaluation system, and reorient themselves to the changes in their responsibilities that are required by the system.
  - Training the evaluators. Every vendor emphasized the necessity of taking time to train (and in some cases, certify) the evaluators before launching the process. Untrained evaluators significantly threaten the integrity and fidelity of the implementation, which in turn compromises both its capacity to improve student learning as well as its validity and reliability.
- One observation is not enough and walkthroughs are not sufficient. Research on how many observations are needed to develop a sound description of a teacher's practice makes it clear that one observation is not sufficient, and can actually provide inaccurate information on the quality of instruction. While there is no definitive answer to the question "How many observations of what length are sufficient?", researchers conducting the Measures of Effective Teaching study have found that multiple observations lead to higher levels of reliability, and recommend that, when the data will be used for high-stakes evaluation, teachers must be observed during more than one lesson. Study authors also suggest that state and local education authorities regularly audit reliability by having outside observers conduct observations on a subset of teachers and compare scores to those from observations by school administrators.22
- There is a larger system of policies, practices, and resources that accompany the educator observation tools. This includes:
  - Training/retraining for the evaluators/principals
  - Appeals processes
  - Handbooks for teachers
  - Handbooks for principals
  - Rubrics for summative evaluations based on multiple observations
  - Technology to support observations (e.g., iPads and apps)

[22] Kane, Thomas & Staiger, Douglas (2012) "Gathering feedback for teaching: Combining high-quality observations with student surveys and achievement gains." Measures of Effective Teaching project, pp. 38-40. http://www.metproject.org/downloads/MET_Gathering_Feedback_Research_Paper.pdf

- Technology to support data entry and management (including interfaces for multiple system users—for example, principals who are doing evaluations and teachers who are entering information—linked also to student assessment information)
- Technical studies: Every tool needs to be evaluated for its quality. This involves conducting research on the reliability and validity of instruments (e.g., testing whether different observers using the same instrument and observing the same teacher will produce similar ratings and examining the correlation between evaluations based on observation instruments and evaluations using other empirical data).
- Communication network for ongoing educator education
- Pilot study and subsequent revisions

RK→As outlined above, we will seek to produce or gather and provide these sorts of supporting policies, practice,s and resources for the observation tools and other elements that support MCEE's work.

Challenges

In reviewing research and interviewing relevant actors in other states, the MCEE has identified several important challenges that will have to be confronted when making recommendations about the observation tool to be used.

- ✓ Challenge 1: Being fiscally and practically feasible. Only two instruments have independent, persuasive data associated with them about their reliable use (Framework for Teaching and CLASS). Both are labor intensive, and require multiple observations, as well as considerable material and personnel resources. A fair system requires the use of tested instruments that result in defensible observations and subsequent evaluations, but this costs both money and time.

- ✓ Challenge 2: Ensuring fairness and reliability. No matter what tool is selected, considerations of feasibility are important, but must be balanced by an overriding concern for fairness. Determining how many observations are required, how many observers there should be, the number of dimensions and sub-dimensions on which teachers should be evaluated, and what the necessary training and expertise of evaluations should be are crucial considerations. All of the available evidence suggests that multiple observations are needed and multiple observers need to be trained. Some of the available instruments (that do not have independent evidence associated with them) are shorter or have been streamlined for the purposes of briefer, more efficient observations, but these instruments may not produce observations that are of high

enough quality to make high-stakes decisions. Principals do not have the time needed to conduct multiple observations for every teacher (in addition to end of the year conferences), nor do they have the content expertise to be qualified to make sound judgments across all content domains.

- ✓ Challenge 3: Assessing the fidelity of protocol implementation. Given the high-stakes nature of the decisions that will be made based on these observations, it is imperative that there be a rigorous system in place to check that instruments and procedures are implemented with integrity and rigor. Every vendor with whom we spoke emphasized the importance of observer training and retraining. As the use of these observations goes to scale in thousands of teachers' classrooms, data must be collected and analyses conducted to appraise whether tools are being used accurately and whether protocols for implementation are being followed.

  RK → Produce informational/educational materials to help stakeholders (like teachers and principals) understand the concept of fidelity of protocol implementation, its importance, and strategies to ensure that fidelity.

- ✓ Challenge 4: Determining the equivalence of different instruments. If the state grants waivers to school districts to use a range of observation and evaluation tools, it is imperative that evidence is collected concerning the equivalence of instruments. That is, it would be unacceptable for teachers in one district to be held to a standard that is higher or lower than another district. Thus, the state will also need to collect information to demonstrate the equivalence of judgments made using different tools.

Observations of teaching might seem straightforward and commonsensical to many. However, the council's research makes clear the need to be vigilant in demanding the rigorous and accurate use of instruments that have also been submitted to critical research and review. Doing anything less would jeopardize the integrity of the entire process, limit the policy's capacity to improve schooling for Michigan's children, and compromise the entire reason for this initiative.

Teacher Evaluation: Student Growth Model

The central purpose of teaching is to help students learn, and student growth measures can provide valuable insights into teachers' effectiveness in doing so, particularly when coupled with other measures of teaching efficacy. Given the central place that student learning holds in the initiative to develop an excellent educator evaluation system in Michigan, the MCEE is examining ways in which accounting for student growth can be effectively incorporated into the state's approach to evaluating educators. As this brief update will illustrate, much work has been done on this important component and much work remains to be completed before any recommendations can be made.

One of the first challenges for the MCEE has been to clarify exactly what is meant by "student growth." Despite its apparent simplicity, it is actually a term that has taken on a range of meanings around the country. An early task of the council was to survey the field to understand different ways this term is being used in education policy. This review has included consulting with various experts in learning measurement and modeling, reviewing work done by other states, meeting with service providers, and consulting with local school districts.

The council has found wide variance in the ways in which organizations describe student growth measurement. They differ in (1) the tests used to assess student growth, (2) the actual analytic techniques for quantifying student growth, and (3) the measures of value-added by educators to student growth. These are based on different assumptions and vary in their accuracy and reliability. Each of these three is explained briefly below.

Tests Used to Measure Student Growth

The MCEE has reviewed a range of assessments that can be used to produce estimates of student growth. These include teacher-made assessments, state tests (such as the Michigan Educational Assessment Program, or MEAP), and national norm-referenced tests (such as Northwest Evaluation Association's [NWEA] Measures of Academic Progress [MAP] or Scantron Performance Series). Specific characteristics of each assessment affect what it means to track students' growth.

Quantitative Measures of Student Growth

The council's investigations so far have allowed for a broad definition of student growth, including proxies for student growth (e.g., students' percentile ranks conditioned on pretest scores), which are often used as measures of student progress. Measures of student growth and progress that are currently in use for accountability purposes around the U.S. vary from the simple to the statistically complex. Simple examples include:

- Difference scores based on pre-test vs. post-test administrations of the same test in the same grade (not in use on a large scale).
- Transition tables tracking student performance levels from one grade to the next (such as those used in Delaware, Iowa, Minnesota, and Michigan).

More complex examples include:

- Difference scores based on pre- vs. post-test administrations, where the difficulty level of the test is calibrated on a vertical scale23 to individual students' achievement levels at the time of

[23] Vertical scales attempt to place test scores of students across grades on a common scale. For example, all students taking a particular test (regardless of grade) may fall on a vertical scale of 0 to 1000. Leveraging a common scale across grades is supposed to allow educators to compare student test score movement between adjacent grades as a way to estimate student growth. Thus, a helpful feature of vertical scales is that they allow the comparisons of test scores easily between grades. Vertical scales are not without their limitations, however. It is important to note that there is legitimate scholarly disagreement regarding the validity of vertical scales, and the council will need to consider these disagreements when making its recommendations.

the pre- or post-assessment (this approach is not in widespread use, but available through such instruments as the NWEA MAP).

- Difference scores based on vertically scaled tests from one grade to the next (such as those used in some states with vertically scaled assessments).
- Student growth percentile models such as those used in Arizona, Colorado, Indiana, and Massachusetts. In these models, percentile ranks of students' post-test scores are given for students who started out with similar scores on the pre-test.

Although each of these approaches satisfies a broad definition of measuring student growth, an important task of the MCEE will be to pilot these models to determine which are the most valid and reliable for use in evaluating educators.

RK→Produce and disseminate informational materials to districts and schools on these approaches to measuring student growth; pros/cons; cautions in use.

RK→ Tool for using Michigan's current growth data, available from the MEAP assessments. MDE has already made this available to districts, and will continue to refine this tool. Known as the MDE Weighted PLC Tool, it helps districts and schools take their performance level change data from the MEAP assessments in reading and math in grades 3-8 that has been linked by MDE to teachers of record, and analyze it at the teacher, school, and district level. Districts and schools are able to cut and paste their linked student/teacher file into the tool, and the tool produces aggregate values using a weighted performance level change system. Districts are able to change the weights on the various performance level changes, and are also able to make decisions regarding the application of rules about student attendance or other student attributional issues.

MDE has been working with districts and schools to get this tool in their hands. Early responses from the field indicate that people find it useful. One school leader has indicated that she is seeing differences in elementary school teacher "ratings" in math and reading, and that these ratings correspond to what they would expect to see in terms of teacher strengths and weaknesses, based on observations and teachers' minors. Understanding these differences is allowing the school to help target professional development more appropriately—more reading professional development for some teachers, more math professional development for others. MDE plans to continue and expand the use of this tool and related materials, as well as continue to work with districts using the tool to gather information on best practices and utility and to share these with other districts.

Value-Added Measures

Value-added measures (VAM) attempt to isolate the effects of individual educators on the achievement or growth demonstrated by their students. VAM may be based on measures of student growth or vertical scales, but do not need to be. This is because measures of value added for an individual teacher are based on the deviation of that teacher's students' scores (or growth or progress) from the scores (or

growth or progress) those students were expected to achieve based on previous achievement (and possibly other factors).

There are many different approaches to measuring the "added value" of an individual teacher's impact on students' growth, but there is legitimate and important scholarly disagreement over the appropriateness of these various approaches. Some researchers are skeptical about VAM in general because they question the validity of making causal claims about the impact of individual educators on student outcomes. The MCEE is committed to a thorough review and pilot of existing and emerging approaches, before making a final recommendation about the value-added component in MDE's educator evaluations. Although it seems common sense to be able to identify the impact a particular teacher has on students' progress, it is far from simple to do and the risks of doing it unreliably and improperly are obvious threats to the goal of this initiative to develop a strong system to evaluate and improve educator effectiveness in Michigan.

RK→Continue to produce and disseminate informational materials to districts, schools and other stakeholders regarding value-added models, how to use them, strengths/cautions, and methodological challenges.

RK→ MDE has already forged a partnership with two different groups—one large district, and one statewide initiative—to begin running value-added models on their data in order to begin to evaluate these models in practice. We will continue these partnerships, and will produce white papers and technical documents to share with other districts as they grapple with issues related to value added modeling. We will also share these findings with the MCEE, to help inform their work.

Plans for the Future of Michigan Assessment

Because measures of growth are highly dependent on the measures of achievement used to calculate student growth, the **MCEE has taken a serious interest in the direction of state testing in Michigan as led by the Bureau of Assessment and Accountability (BAA). BAA has provided the MCEE with a detailed overview of the MDE's plan to develop additional standardized measures in the coming years and guide Michigan as the state moves to the Common Core State Standards and the supporting suite of assessments.** (See Appendix L for a high-level overview of the next five years of planned testing development in Michigan.)

As the MCEE continues to investigate current work being done on measuring student growth, council members with technical expertise have also begun to evaluate how specific approaches to growth modeling **would operate using ~~MEAP and other [state]~~state** assessment data. The council will continue this work in the coming months and will include their findings in a future report.

Challenges to Resolve

Measurement of student growth and "value added" are important components of educator evaluation. However, the different possible approaches present challenges that require more research and

evaluation. Attributing student growth to individual educators in ways that are both fair and valid is a daunting task. MCEE is committed to addressing the challenges, and to incorporating the necessary safeguards in their recommendations. In addition to the issues entailed by the measurement of student growth and educators' added value, the MCEE has identified additional challenges that require further discussion and review:

- ✓ Challenge 1: Measurement error in standardized and local measurements. The MCEE recognizes that data collected from local and standardized assessments include some degree of random measurement error, some significant enough to lead to gross miscalculation of teachers' impact on student growth. It will be crucial to account for such measurement error in any responsible approach to including student growth and VAM in educator evaluation.

- ✓ Challenge 2: Balancing fairness toward educators with fairness toward students. The MCEE recognizes that there are significant issues to consider regarding whether demographic information should be incorporated into the statistical models used for VAM. Including such information will result in different expectations for certain groups of students based on their backgrounds, which in turn may result in maintaining or even increasing achievement gaps. While this is less fair to students, it is fairer to educators to take into account the background characteristics of their students in setting expectations for growth. Not including demographics in setting expectations for student growth is fairer toward students, but is less fair toward educators. It is important to design a system that balances fairness toward educators and students.

  RK → MDE's ongoing partnership with a large Michigan district will allow us to provide the MCEE with quantitative evidence on the impact of including demographic characteristics in the models.

- ✓ Challenge 3: Non-tested grades and subjects. Performing student growth calculations depends on having good measures in place. Measuring growth in non-tested subjects, such as art, physical education, music, etc. is a significant issue for the MCEE to address in its recommendation. An additional issue is the fact that many teachers do not teach in grades that are tested.

- ✓ Challenge 4: Tenuous roster connections between students and teachers. Fundamental to describing a teacher's influence on the learning outcomes of students is knowing which students he or she teaches, and to what degree each teacher is responsible for the instruction of each student. Based on discussions with local districts and state agencies, and national policy work, the MCEE recognizes that the student-teacher rostering relationship has a number of important challenges that need to be addressed. Repeatedly states have reported difficulties in simply determining which students were associated with which teachers.

- ✓ Challenge 5: Number of years of data. Teachers' assignments change regularly, some more than others. Teachers' work shifts as changes arise in their assignments to grade levels, subject areas, schools, and students. Instructional effectiveness must be geared to specifics of the context. Teachers also retire, while others enter the workforce. Like observations, assessments of value added are only as good as the data available, and for many teachers in tested grades and subject areas there is considerable variability in how many years of data are available.

In the coming months, the MCEE will continue to investigate these and other important issues as they relate to using student growth data to inform educator evaluation.

Combining Observation and Student Growth Scores

As this document has revealed, challenges exist in the selection of observational and student growth tools. The council has found that it is also important to consider carefully how values produced from observational and student growth tools are combined into a final evaluation score. The MCEE has reviewed the approach for combining evaluation scores in states such as New York, Ohio, Tennessee, Ohio, North Carolina, and Colorado. From these states' teacher evaluation systems, two approaches have emerged: formulaic and rubric.

In the formulaic approach (Tennessee and New York), inputs such as student growth and teacher observation are given weights and combined into a single teaching performance score by means of a formula. Combined scores are then mapped to a labeling scheme, which provides descriptions of teaching performance. For example, in New York 60 points of the evaluation are based on nationally recognized measures of teacher performance. The other 40 points are based on growth, giving a total possible of 100 points. The number of points a teacher earns is then mapped onto the following performance standards:
Ineffective: 0 – 64
Developing: 65 – 74
Effective: 75 – 90
Highly Effective: 91 – 100

Other states chose to use a rubric approach, where teacher observation data and student growth data are both independently mapped to standards of performance. For example, teachers may score a 5 in student growth, but only a 1 from observations of their teaching. The two scores are mapped to a rubric

to determine the overall evaluation rating ("Partially Effective"). The rubric below is an illustrative example provided by Colorado:

Figure 42. Sample Rubric

Quality Standards Score					
5	Partially Effective	Partially Effective	Effective	Highly Effective	Highly Effective
4	Ineffective	Partially Effective	Effective	Effective	Highly Effective
3	Ineffective	Partially Effective	Effective	Effective	Effective
2	Ineffective	Partially Effective	Effective	Effective	Effective
1	Ineffective	Ineffective	Partially Effective	Partially Effective	Partially Effective
	1	2	3	4	5
	Student Growth Score				

Each of these approaches to combining scores presents challenges and opportunities. Naturally, a constraint of the rubric approach is that it is best applied to evaluation systems that equally weight two components (such as observation and growth). However, the rubric approach has intuitive appeal to educators, and is likely easier to understand than a formulaic approach. Approaches that use a formula are fairly flexible in their weighting and the number of factors employed, but may communicate a false degree of precision. The MCEE considers the combining of component scores to be an important challenge that requires more discussion.

Other Potential Components of the Educator Evaluation System

Observations and student test scores are only two of the components of educator evaluation systems that are being developed. Other components include documents that support the observations, as well as other materials contributed by teachers, principals, students, or parents. Among the other components used in other states are the following:

- Pre-observation conferences
- Post-observation conferences
- Summative evaluation conferences
- Teacher self-assessments
- Professional accountabilities (e.g., National Heritage Academies' mid- and year-end evaluations)
- Educator growth plans (developed by teachers or administrators)
- Locally developed assessments of student learning
- Structured review of student work
- Teacher artifacts using portfolio or evidence binder processes

- Feedback from students, parents, and/or other teachers using structured survey tools
- Teacher self-reflection and progress on professional growth goals

The MCEE will continue to consider the other components that should be included in MDE's educator evaluation system.

RK → Provide districts and schools with concrete examples of these components, along with any available evidence on their use

Timeline

PA 102 of 2011 set out goals for a rigorous evaluation system intended to enhance instruction and support professional learning in Michigan. The MCEE understands the urgency of such reform, but also acknowledges the high stakes involved in restructuring educator evaluation. In order to ensure that MDE provides policy and direction that will empower teachers and leaders to meet the needs of students and improve student outcomes, the MCEE has designed the following timeline. This will allow for the thought, research, and collaboration necessary to make responsible, fair, and feasible recommendations.

Table 19. Estimated Timeline for Completing Recommendations

Month/Year	Recommendation
June 2012	Observation tool(s) Details regarding the 2012-2013 pilot year
July 2012	Other components of teacher evaluation systems
October 2012	Student growth model
November 2012	Evaluation tool for school administrators Details regarding the pilot of administrator evaluations District waiver processes and principles
April 2013	Professional certificate
June 2013	Review all recommendations and adjust based on new data and information

Looking Forward

Evidence shows that skillful instruction can dramatically increase the probability that students will learn. Such teaching is sensitive to students' environments, good at buffering interferences, and adept at promoting students' academic engagement as well as their social and emotional development. Being able to achieve our ambitious educational agenda in this state depends on building and supporting a

system that can ensure that the teachers who serve in our classrooms have the requisite professional skills and know how to use them with the diversity of Michigan's 1.5 million schoolchildren.

As such, the charge presented to the MCEE is ambitious and historically significant, as it could lead to revolutionary changes in how educators are evaluated in Michigan. The council is committed to moving quickly on this charge and to learning as much from other states as possible about how to create the infrastructure, procedures, and tools necessary to create this new system.
**************End excerpt from MCEE Interim Report********

ENSURING COMPLIANCE

In the current legislation, MDE is not given specific authority with regard to compliance with educator evaluations. MCEE will be making determinations regarding monitoring and compliance to ensure that LEAs are appropriate implementing evaluation systems. MDE has strongly recommended to MCEE, the Governor, and the Legislature that any legislation for the final statewide educator evaluation system includes provisions and funding for MDE compliance monitoring of schools and districts to ensure their systems meet requirements and are implemented with fidelity. Given the high stakes of the evaluation system for teachers and administrators, we will also recommend that legislation specifies consequences for being out of compliance.

MDE also has tools available to encourage compliance. Foremost among them is the power of "light of day" reporting. In our theory of action, we make the role of data and information a central piece of the conversations that the education community will have in order to drive their work. MDE has substantially increased our reporting efforts in the past several years, providing more information regarding how districts and schools are doing, even if it is not for a formal accountability system or required report. We plan to leverage this focus on dashboards, public transparency, and reporting to help ensure compliance. Key activities will include:

1. Publishing the educator effectiveness labels in the aggregate by school and district, using the MiSchoolData portal.
2. Hold schools accountable for submitting 100% of their required effectiveness labels in the new Accountability Scorecard. This gives schools credit for submitting their labels (after conducting evaluations).
4. Use available state assessment data and the teacher-student data link to cross-reference reported educator effectiveness labels with available data. If a district is reporting all highly effective teachers, but the district, school, grade and/or individual level data suggest otherwise, this suggests the district may need to better align its system with rigorous evaluation principles. As required by the State Fiscal Stabilization Fund, through an Evaluation System Factor Survey that asks districts to respond to their progress in development and implementation, the components included in the evaluation system, and the uses of the results. The results of this

factor survey will be published broadly, both at the aggregate level and with generalized findings from survey analysis.

5. Collection and review of local evaluation systems (see below for more detail).

As part of MDE's overall approach to improving educator effectiveness, which includes more than only the educator evaluation component, workgroups have been formed in order to implement a series of recommendations regarding professional learning, preservice training, and other components of an overall educator effectiveness plan.

MDE will continue to work with stakeholders to seek input from the field as districts implement the current law that requires an annual evaluation of educators based on student growth measures and must include multiple observations.

MDE plans to conduct a voluntary review of educator evaluation systems across the state as a means of monitoring progress of development and implementation of evaluation as described below.

Overview

MDE will institute a review process whereby districts voluntarily submit their evaluation plans (along with samples, timelines, and all materials related) for a comprehensive review of their educator evaluation systems. This would provide the districts feedback on their system that is customized and categorized into what's working with the system and what needs work.

Given the timeline for development and implementation of evaluation systems, the necessity for the system to work in a high stakes environment (public reporting of effectiveness labels), and the need to revise while putting the system into place, we believe this "beating the odds" approach that highlights districts good work would be incentive to continue their work to comply with state law.

This type of review would also allow MDE to highlight districts that have designed and are implementing rigorous evaluation systems against an MDE-developed evaluation protocol.

This would potentially allow for a more in depth study following the review through site visits and interviews. This would allow MDE to publish case study information. In addition to providing positive "light of day" reporting for districts across the state, MDE will write a summary review explaining and describing key practices across the state, as well as areas for development across systems in the state.

Purpose

Monitoring and reporting

Timeline

June 2012 – Develop communication documentation regarding the review process

July 2012 -	Request for evaluation system submissions for review
August 2012 –	Collect systems and begin review
September 2012 –	Review paper submissions
October –	Report findings
November 2012– February 2013	Conduct further research via site visits and interviews with district leaders of the "top performing" or "highest quality" or "most comprehensive" evaluation Systems
April 2013 –	Publish case studies and overall findings via www.michigan.gov/baa

Resources available to support the work of educator evaluations

Districts and schools have access to several resources, including the ones named above. In addition, the systems of supports outlined throughout this application will foster diagnostic leadership on the part of school leaders and improvement specialists alike. This is an important feature of MDE's program design, in that it weaves our state's system of support back through the delivery of daily classroom instruction, and ensures the content we intend to deliver (career- and college-ready standards, as established through the Common Core) —and, indeed, are intervening to deliver in diagnostic, personalized ways, as described in Principle Two —is being achieved at the classroom level. We consider teacher evaluation to be a school improvement tool as much as any other intervention described in our waiver request.

Our Statewide System of Support will work with building- and district- level leaders to provide hands-on, specific assistance with teacher evaluation processes. As diagnostic improvement decisions are made, local leaders can use the teacher evaluation process to support staff in achieving critical results. MDE and other intervention specialists will be actively engaged in supporting local schools as they accomplish this work.

Michigan's strong educator evaluation legislation provides a legislative mandate by which the majority of this work will be accomplished. At the present time, each LEA is required to adopt the state evaluation system, or to have a high-quality system in place that meets all requirements by the 2013-2014. This provides the legislative "muscle" necessary to begin the process of ensuring that these systems are implemented.

SAMPLE FORMAT FOR PLAN

Below is one example of a format an SEA may use to provide a plan to meet a particular principle in the *ESEA Flexibility*.

Key Milestone or Activity	Detailed Timeline	Party or Parties Responsible	Evidence (Attachment)	Resources (*e.g.*, staff time, additional funding)	Significant Obstacles

~~***MDE is exploring this option and will follow this timeline once WIDA is adopted**~~

~~**Acronym Key**~~

~~**MDE**~~	~~**Michigan Department of Education**~~
~~**BAA**~~	~~**Bureau of Assessment & Accountability**~~
~~**OEII**~~	~~**Office of Education Improvement & Innovation**~~
~~**OSE**~~	~~**Office of Special Education**~~
~~**OFS**~~	~~**Office of Field Services**~~
~~**OGS**~~	~~**Office of Great Start**~~
~~**SBAC**~~	~~**Smarter Balanced Assessment Consortium**~~
~~**DLM**~~	~~**Dynamic Learning Maps (Alternate Assessment Consortium)**~~
~~**WIDA**~~	~~**World-class Instructional Design and Assessment**~~
~~**AA-AAS**~~	~~**Alternate Assessment based on Alternate Achievement Standards**~~
~~**IEP**~~	~~**Individualized Education Program**~~
~~**MEAP**~~	~~**Michigan Educational Assessment Program**~~
~~**MME**~~	~~**Michigan Merit Examination**~~
~~**CCSS**~~	~~**Common Core State Standards**~~
~~**IBA**~~	~~**Interim/Benchmark Assessments**~~
~~**RFP**~~	~~**Request for Proposals**~~

~~Key Milestone or Activity~~	~~Detailed Timeline~~	~~Party or Parties Responsible~~	~~Evidence (Attachment)~~	~~Resources (*e.g.*, staff time, additional funding)~~	~~Significant Obstacles~~
~~Adopt SBAC assessments~~	~~2011-12 development activities~~ ~~2012-13 technology readiness and pilot testing~~ ~~2013-14 technology readiness and field testing~~ ~~2014-15 technology readiness, operational implementation, and professional development~~	~~BAA staff~~ ~~BAA and OEII staff~~ ~~BAA and OEII staff~~ ~~BAA and OEII staff~~	~~SBAC Memorandum of Understanding~~ ~~SBAC Work Groups Detailed Roster~~	~~7 BAA staff actively engaged in SMARTER Balanced Work Groups~~ ~~1 BAA and 1 OEII staff serving as co-State Readiness Coordinators focused on technology readiness~~ ~~OEII Curriculum Unit engaged in instructional support and professional development~~	~~Michigan legislation requiring administration of college entrance test in 11th grade~~ ~~Moving to online assessment~~ ~~Moving all assessments to spring~~
~~Adopt DLM assessments~~	~~2011-12 development activities~~ ~~2012-13 technology readiness and pilot testing~~ ~~2013-14 technology readiness and field testing~~ ~~2014-15 technology readiness, operational implementation~~	~~BAA and OSE staff~~ ~~BAA, OSE and OEII staff~~ ~~BAA, OSE and OEII staff~~ ~~BAA, OSE and OEII staff~~	~~DLM Memorandum of Understanding~~	~~3 BAA and 1 OSE staff actively engaged in DLM development activities~~ ~~OEII Curriculum Unit engaged in instructional support and professional development~~	~~Moving to online assessment~~ ~~Moving all assessments to spring~~

Commented [GA(17]: Updated timelines and plans are provided in each section of Michigan's ESEA Flex Request above.

	~~, and professional development~~				
~~Adopt WIDA assessments*~~	~~2011-12 compare WIDA to Michigan's ELPA assessment (cost, standards, data, reports, etc.)~~ ~~2012-13 prepare Michigan ELL community and conduct WIDA pilot testing and comparability and bridge studies~~ ~~2013-14 professional development and full implementation of WIDA~~	~~BAA of OFS staff~~ ~~BAA and OFS staff~~ ~~BAA and OFS staff~~	~~January 30, 2012 WIDA meeting agenda~~	~~7 BAA and 3 OFS staff actively engaged in pursuing WIDA adoption~~	~~Replacing Michigan's ELP standards with WIDA's Professional development supporting transition activities~~
~~Modify Michigan MEAP and MME assessments to support CCSS alignment~~	~~2012-13 item development and alignment reports produced 2013-14 field test slots on MEAP and MME include CCSS content not assessed in the past; produce alignment report in light of SBAC~~	~~BAA and OEII staff~~ ~~BAA and OEII staff~~	~~Fall 2011 Sally Vaughn Memorandum~~	~~BAA Test Development and OEII Curriculum Unit~~	~~Timely professional development to Michigan's ELA and mathematics educators~~

	~~Content Specifications 2014-15 Discontinue MEAP and MME in SBAC covered content areas~~				
~~Social Studies AA-AAS~~	~~*Refer to detailed timeline included with Principle 2 materials~~	~~BAA and OSE staff~~		~~5 BAA and 2 OSE staff actively engaged in development and funding strategy~~	~~Funding source for development and operational administration Developing extended social studies content standards Enhancing IEP monitoring to include social studies~~
~~Develop Michigan IBA system (grades and content areas not addressed by SBAC)~~	~~2011-12 Hire 2 FTE and release online administration RFP 2012-13 Finalize IBA test designs and develop items 2013-14 Field test and continue item development 2014-15 implement operational phase 1 IBA 2015-16 implement operational phase 2 IBA~~	~~BAA, OEII and OGS staff~~	~~2 IBA position descriptions~~	~~BAA Test Development, OEII Curriculum Unit, and OGS staff actively engaged in design and development activities~~	~~Current funding only for initial development of online, optional tests Field-testing simultaneously with SBAC and DLM Incorporation into existing MDE systems~~

~~Key Milestone or Activity~~	~~Detailed Timeline~~	~~Party or Parties Responsible~~	~~Evidence (Attachment)~~	~~Resources (*e.g.*, staff time, additional funding)~~	~~Significant Obstacles~~
~~Identify 2011-2012 priority, focus and reward cohorts~~	~~Fall 2011: Test elementary and middle school students~~ ~~Spring 2012: Test high school students~~ ~~Summer 2012: Create accountability files (i.e. apply rules for full academic year, feeder schools, etc.)~~ ~~By September 1, 2012 (pursuant to state law): publish priority list; will publish Focus and Reward (high achieving and high improving) at the same time~~ ~~November 2012: Produce 2011-2012~~	~~BAA~~	~~Top to Bottom Ranking methodology~~ ~~Focus methodology~~ ~~Reward methodology~~	~~Staff time (calculations, quality assurance checks)~~ ~~Enhanced reporting displays in the MI School Data portal~~	~~Given that these lists leverage an existing methodology, there are few obstacles here~~

	~~Schools Beating the Odds list; add to reward school list This will be cohort #3 for priority schools (as Michigan has two cohorts of persistently lowest achieving schools in the pipeline) and cohort #1 for focus and reward~~				
~~AYP Determinations 2011-2012~~	~~ESEA Flexibility does NOT apply February 2012: Request modifications to current AMOs using Accountability Workbook to account for cut score change in 2011-2012 school year Late spring 2012: Calculate preliminary AYP Summer 2012: Report card appeals August 2012: Final AYP Determination~~	~~BAA~~ ~~BAA OFS~~	~~None~~	~~Staff time Revised reporting displays to accommodate proposed changes to current AYP~~	~~Managing the interplay between ESEA Flexibility and Accountability Workbook Communicating the meaning of these designations to the field~~

	~~s published; Annual Education Report published~~				
~~Accountability Scorecard Determinations 2012-2013~~	~~Accountability Scorecard Summer 2012 (assuming waiver is granted): Requirements gathering for new system; identify impacted areas; develop timelines Fall 2012: Draft business rules; redesign online interface in MI School Data Portal; redesign secure sites for appeals and other work Winter 2013: Write all calculation code; build new webpages Late spring 2013: Preliminary Scorecards generated; extensive quality assurance checks necessary~~	~~BAA~~	~~None~~	~~Extensive staff time Funds for redesign of displays in the MI School Data portal and internal secure site reporting Staff time and funds to create and implement an enhanced professional learning campaign~~	~~Represents substantial redesign of AYP system to replace with new accountability system; need appropriate time and resources to ensure accuracy~~

	~~Early summer 2013: Allow schools a preview and appeals window~~ ~~Early August 2013: Produce and publish final Accountability Scorecard (including Priority, Focus, and Reward school designations on the Scorecard)~~ ~~Fall 2013: Extensive professional learning campaign to educate educators, parents, and the public on the new scorecard~~				
~~Prepare for implications of adopting SBAC assessments~~	~~SBAC fully operational: 2014-2015~~ ~~All assessment and accountability processes will be impacted by this shift. MDE will spend 2012-2013 and 2013-2014 identifying processes that~~	~~BAA~~		~~Staff time~~ ~~Project management resources~~	~~With the SBAC assessments and systems still in development, it is difficult to plan ahead.~~

	~~will be impacted by this shift and making necessary modifications. Because of our shift from fall to spring testing, our ability to produce growth measurements may be impacted. MDE will apply for appropriate exemptions at that time.~~				
~~AMAO revisions~~	~~2013-2014: full implementation of WIDA (Adoption pending) Fall 2013: Begin requirements gathering to establish necessary changes to AMAOs (based on data from the pilot testing to understand impact of new standards and new tests) Late Fall 2013: Submit revisions to~~	~~BAA OFS~~	~~None~~	~~Staff time~~	~~Challenge of aligning timelines~~

	~~Consolidated State Application for Title III Accountability to reflect new standards and cut scores Summer 2014: Run AMAOs using WIDA assessments and new targets~~				

Principle 3: Educator Evaluations

~~Key Milestone or Activity~~	~~Detailed Timeline~~	~~Party or Parties Responsible~~	~~Evidence (Attachment)~~	~~Resources (*e.g.*, staff time, additional funding)~~	~~Significant Obstacles~~
~~2011-2012 School Year~~	~~Districts implement locally developed evaluation systems that include student growth as a significant part~~ ~~March 2012: BAA returns assessment data linked to teachers based on the 2010-2011 school year data~~ ~~April 2012: Districts report effectiveness labels for all educators in to the Registry for Educational Personnel~~ ~~April 30, 2012: Michigan Council on Educator Effectiveness produces final recommendations (based on legislative timelines; does not take into account possible changes to the legislative timelines that the Council may request)~~	~~BAA~~ ~~OEII~~ ~~OFS~~ ~~OPPS~~ ~~Michigan Council (MDE does not control)~~	~~PA 102 (educator evaluation legislation)~~	~~Staff time~~	~~Challenges from districts regarding reporting labels~~ ~~Developing interim guidelines that do not interfere with the Council's recommendations~~

	~~By June 2012: MDE produces draft interim guidelines for districts to utilize until statewide evaluation system is created. July 2012: Districts submit Teacher/Student Data Links that reflect the 2011-2012 school year By September 2012: MDE release interim guidelines to the field~~				
~~2012-2013 School Year~~	~~Districts implement locally-developed evaluation systems. MDE continues to refine and expand interim guidelines. MDE continues ongoing pilot projects and identifies new pilot projects. March 2013: MDE returns assessment data linked to teachers based on the 2011-2012 school year April 2013: Districts submit effectiveness labels~~	~~BAA~~	~~None~~	~~Staff time~~	

	~~July 2013: Districts submit Teacher/Student Data Links that reflect the 2012-2013 school year *Note: Pilot projects for state-based interim assessments begin this year.~~				
~~2013-2014 school year~~	~~Statewide evaluation tool slated to take effect; will replace locally developed evaluation systems (note: assumes that legislatively mandated timelines are not revised) Student growth must be included at 25% March 2014: MDE returns available assessment data linked to teachers based on the 2012-2013 school year. April 2014: Districts submit effectiveness labels. July 2014: Teacher/Student Data Link *Note: Field testing begins for state-based~~	~~BAA Michigan Council~~	~~None~~	~~Staff time~~	

	~~interim assessments~~				
~~2014-2015~~	~~First year of the Smarter Balanced Assessment Consortium assessments; will provide growth data in more grades and subjects. Statewide evaluation system. Student growth must be included at 40%.~~	~~BAA SBAC~~	~~None~~	~~Staff time~~	~~Need to substantially revise the accountability system to account for shift in testing~~
~~2015-2016~~	~~Statewide evaluation system. Student growth must be included at 50%~~	~~BAA~~	~~None~~	~~Staff time~~	

RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

MICHAEL P. FLANAGAN
SUPERINTENDENT OF
PUBLIC INSTRUCTION

October 20, 2011

MEMORANDUM

TO: Local and Intermediate School District Superintendents

FROM: Sally Vaughn, Ph.D.
Deputy Superintendent/Chief Academic Officer

SUBJECT: Waiver Request for ESEA Flexibility

The Michigan Department of Education (MDE) will request U.S. Department of Education (USED) waivers of eleven ESEA requirements established by the No Child Left Behind (NCLB) Act of 2001. These waivers will allow flexibility regarding the 2013-2014 timeline for determining Adequate Yearly Progress (AYP), implementation of school and LEA improvement requirements, rural LEAs, schoolwide programs, support for school improvement, reward schools, Highly Qualified Teacher (HQT) improvement plans, the transfer of certain federal funds, use of School Improvement Grant (SIG) funds to support priority schools, and use of 21st Century Community Learning Centers program funds.

In order to apply for and receive the waivers, the MDE must develop a comprehensive request based on four principles: Career- and College-Ready Expectations for All Students; State-Developed Differentiated Recognition, Accountability, and Support; Supporting Effective Instruction and Leadership; and Reducing Duplication and Unnecessary Burden. Information on the available waivers, principles, and submission process for the request can be accessed at http://www.ed.gov/esea/flexibility.

The MDE is currently in the process of developing its request on behalf of the SEA and LEAs, in collaboration with shareholders, with the intent to apply for the waivers on November 14, 2011.

The waiver request will be made available for public comment online at the MDE website homepage, www.michigan.gov/mde, on November 3, 2011. Notice of public comment will be posted with a link to a survey for the submission of comments. Comments will be due on November 10, 2011.

Cc: Michigan Education Alliance

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RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

MICHAEL P. FLANAGAN
SUPERINTENDENT OF
PUBLIC INSTRUCTION

November 3, 2011

MEMORANDUM

TO: Local and Intermediate School District Superintendents and Public School Academy Directors

FROM: Sally Vaughn, Ph.D.
Deputy Superintendent/Chief Academic Officer

SUBJECT: Public Comment Period for Michigan's Waiver Request for ESEA Flexibility

The Michigan Department of Education (MDE) will submit a request to the U.S. Department of Education (USED) for waivers of eleven ESEA requirements established by the No Child Left Behind (NCLB) Act of 2001. These waivers will allow flexibility regarding the 2013-2014 timeline for determining Adequate Yearly Progress (AYP), implementation of school and district improvement requirements, rural districts, schoolwide programs, support for school improvement, reward schools, Highly Qualified Teacher (HQT) improvement plans, the transfer of certain federal funds, use of School Improvement Grant (SIG) funds to support priority schools, and use of 21st Century Community Learning Centers program funds.

In order to apply for and receive the waivers, the MDE has developed a comprehensive request based on four principles: Career- and College-Ready Expectations for All Students; State-Developed Differentiated Recognition, Accountability, and Support; Supporting Effective Instruction and Leadership; and Reducing Duplication and Unnecessary Burden. Upon submission to USED, the initial request will go through a peer review process. It is likely that some changes will be made to Michigan's request based on this process before a final plan is approved by USED.

Michigan's initial request for ESEA Flexibility will be available for review and public comment at www.michigan.gov/mde starting Monday, November 7, 2011 at 9:00 a.m. Public comment will be open until Monday, November 14, 2011 at 12:00 p.m.

All comments should be submitted to ESEAFlexibility@michigan.gov.

Cc: Michigan Education Alliance

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RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

MICHAEL P. FLANAGAN
SUPERINTENDENT OF
PUBLIC INSTRUCTION

January 19, 2012

MEMORANDUM

TO: Local and Intermediate School District Superintendents and Public School Academy Directors

FROM: Sally Vaughn, Ph.D.
Deputy Superintendent/Chief Academic Officer

SUBJECT: Elementary and Secondary Education Act (ESEA) Waiver Webinar

Attached please find an announcement on the Michigan Department of Education's webinar on the state's ESEA Flexibility Waiver, which will be submitted to the United States Department of Education (USED) by February 21, 2012.

If you have questions about this event, please contact the Evaluation Research & Accountability Unit at MDE-Accountability@michigan.gov or 877-560-8378, option 6.

Attachment

cc: Michigan Education Alliance

STATE BOARD OF EDUCATION

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Michigan Department of Education
in collaboration with
Wayne RESA and MIStreamNet presents:

Attachment 1.C

Michigan's Application for ESEA Flexibility: Overview and Request for Feedback

A Live Videoconference and Webcast for:
All Michigan Education Stakeholders

Major topics include:

- Explanation of ESEA Flexibility Application and Process
- Proposed Plans for the Four ESEA Flexibility Principles:
  - College- and Career-Ready Expectations for All Students
  - State-Developed Differentiated Recognition, Accountability, and Support
  - Supporting Effective Instruction and Leadership
  - Reducing Burdensome Reporting
- Details of New Proposed System of Accountability and Support
- Opportunity for Stakeholder Feedback

When: **Monday, January 30, 2012, 9:30-11:30 am**
Where: Boyd Arthurs Auditorium, Wayne RESA

Email in questions during videoconference: answers@resa.net

Webcast: www.mistreamnet.org. Click on "Live Stream" link, or view the "Archived Event" 24 hours after the video conference. MIStreamNet Help Desk: Dan Falk (734-334-1308 or 734-334-1437)

The video conference will originate from Wayne RESA and will be distributed to the following participating host sites:

Bay-Arenac ISD	Lenawee ISD	Northern Michigan University
Berrien RESA	Marquette Alger RESA	Saginaw ISD
Dickinson-Iron ISD	Macomb ISD	St. Clair RESA
Gratiot Isabella ISD	Monroe County ISD	Washtenaw ISD

There is no need to register for this event at any location except Wayne RESA. To register for Wayne RESA, please use the following link: https://www.surveymonkey.com/s/NCMBF5Z. Due to Boyd Arthurs Auditorium seating capacity, registration is limited to 97 attendees.

DVD copies will be available for purchase. The cost is $10 plus $4 S&H.
Contact Brenda Hose: 734-334-1437 or hoseb@resa.net

RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

MICHAEL P. FLANAGAN
SUPERINTENDENT OF
PUBLIC INSTRUCTION

February 2, 2012

MEMORANDUM

TO: Local and Intermediate School District Superintendents and Public School Academy Directors

FROM: Sally Vaughn, Ph.D.
Deputy Superintendent/Chief Academic Officer

SUBJECT: Public Comment Period for Michigan's Waiver Request for ESEA Flexibility

The Michigan Department of Education (MDE) will submit a request to the U.S. Department of Education (USED) for waivers of ten ESEA requirements established by the No Child Left Behind (NCLB) Act of 2001. These waivers will allow flexibility regarding the 2013-2014 timeline for determining Adequate Yearly Progress (AYP), implementation of school and district improvement requirements, rural districts, schoolwide programs, support for school improvement, reward schools, Highly Qualified Teacher (HQT) improvement plans, the transfer of certain federal funds, and use of School Improvement Grant (SIG) funds to support priority schools.

In order to apply for and receive the waivers, the MDE has developed a comprehensive request based on four principles: Career- and College-Ready Expectations for All Students; State-Developed Differentiated Recognition, Accountability, and Support; Supporting Effective Instruction and Leadership; and Reducing Duplication and Unnecessary Burden.

Michigan's Request for ESEA Flexibility is now available for review and public comment at www.michigan.gov/mde. Public comment will be open until February 9, 2012.

All comments should be submitted to ESEAFlexibility@michigan.gov.

cc: Michigan Education Alliance

STATE BOARD OF EDUCATION

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STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

RICK SNYDER
GOVERNOR

MICHAEL P. FLANAGAN
STATE SUPERINTENDENT

March 5, 2015

MEMORANDUM

TO: Local and Intermediate School District Superintendents and Public School Academy Directors

FROM: Natasha Baker
Deputy Superintendent of Education Services and
State School Reform Officer

Venessa A. Keesler, Ph.D.
Deputy Superintendent, Accountability Services

SUBJECT: Public Comment Period for Michigan's Renewal Request for ESEA Flexibility

In July 2012, the U.S. Department of Education (USED) approved Michigan's request for flexibility in implementing certain requirements of the Elementary and Secondary Education Act (ESEA), also known as the No Child Left Behind Act of 2001 (NCLB).

This flexibility approval allows local school districts more freedom in how they use some federal dollars to improve student achievement and close achievement gaps; recognizes schools that are meeting or exceeding achievement goals; ensures that all students have access to effective educators; and includes an accountability scorecard to measure student achievement and growth in schools and districts. Moreover, the approved ESEA flexibility alleviates the impending consequences of the NCLB requirement that 100% of students demonstrate academic proficiency by 2014, replacing the mandate and subsequent consequences with an appropriate timeline and targeted supports to meet student growth and proficiency goals.

The current approval expires at the end of the current (2014-2015) school year.

The USED has provided a process for states to apply for a renewal of ESEA Flexibility to extend through the 2017-2018 school year. The requirements of the renewal process are outlined in the Renewal Form, which will be posted with a redlined version of Michigan's current approved ESEA Flexibility Request at http://www.michigan.gov/mde/0,4615,7-140-37818_60094---,00.html starting on **Monday, March 9, 2015**. The Renewal Form provides an overview and reference to changes proposed in the redline document and is a useful tool to understand and respond to the proposed changes.

The Renewal Form and redlined Request will be available starting **Monday, March 9, 2015** for review and public comment through **Monday, March 23, 2015** at 5:00 p.m.

All comments should be submitted to ESEAFlexibility@michigan.gov.

cc: Michigan Education Alliance

ESEA Flexibility Request

Michigan Department of Education

Stakeholder Feedback Summary

During the period of development of the ESEA Flexibility Request (September 2011 – February 2012), the Michigan Department of Education (MDE) hosted or participated in numerous meetings, webinars, and conferences (see Attachment 2.B) to engage in conversation, solicit feedback, and answer questions from a diverse set of stakeholders statewide in order to develop, revise, and finalize the Request for submission to USED in February 2012. The summary below includes information on the feedback received, with key feedback from specific stakeholder groups as well as feedback received during the official Public Comment periods. MDE's Request for ESEA Flexibility highlights how this feedback was used to inform, shape, and change the design of the various systems and programs addressed in the Request.

The Michigan Education Alliance

The Michigan Education Alliance (EdAlliance) is a group comprised of many of the state's professional and education advocacy organizations, including

- American Federation of Teachers – Michigan
- Association of Independent Colleges and Universities
- Michigan Association of Intermediate School Administrators
- Michigan Association of Nonpublic Schools
- Michigan Association of Public School Academies
- Michigan Association of School Administrators
- Michigan Association of Secondary School Principals
- Michigan Association of School Boards
- Michigan Community Colleges Association
- Michigan Education Association
- Michigan Elementary and Middle School Principals Association
- Michigan Parent Teacher Association
- Michigan School Business Officers
- Michigan State University K-12 Outreach
- Middle Cities
- Presidents Council, State Universities of Michigan

The EdAlliance suggested more MDE dissemination of the Common Core State Standards at regional and statewide conferences and increased work with the higher education institutions to enhance focus on the standards, provide additional seat time waivers, and strengthen STEM initiatives. They emphasized encouraging all students to take Explore and Plan assessments and for MDE to find incentives for schools to make these tests a requirement. Due to the alignment of the proposed federal accountability system and the recommended state accreditation system, the Michigan Education Association (MEA) suggested that Michigan simply drop its current system in favor of the proposed one. There was general

support for the methodology of identifying schools as priority, focus, or reward schools, with the suggestion that focus and priority schools be notified as early as possible in order for increased action planning time. MEA recommended additional positive recognitions for schools. The group reviewed the methodology for reporting annual yearly progress (AYP) and supported AYP reflecting rigorous annual measurable objectives (AMO) in assessments covering all content areas and the alignment of 2012-2022 proficiency targets with Career and College Ready (CCR) cut scores. There was expressed concern regarding the AMO measure measures for subgroups and recommendation was made to provide differentiated targets, with Safe Harbor, for each subgroup.

The Committee of Practitioners

The Committee of Practitioners (COP), required by ESEA, is comprised of teachers, administrators, parents, members of school boards, private school representatives, adult and technical education representatives, as well as representatives of various groups representing specific subgroups, including English Language Learners and American Indian Tribes. The COP expressed general support for the consistency related to the use of the Top-to-Bottom methodology, student growth methodology, and teacher and leader evaluation/effectiveness methodology. Specific recommendations indicated that

- LEAs should be required to conduct assessments twice per year;
- Michigan should raise expectations from the current ACT state cut score;
- Assessments in common native languages be developed for math, science and social studies content areas; and
- MDE consider modifying accountability requirements for ELL students.

The committee expressed funding concerns in supporting priority and focus school interventions, recommending using a coordinated state, ISD, LEA, and school effort to allocate resources in a cohesive and focused way. There was some concern that the optional 21st Century program waiver could lead some LEAs to abuse the flexibility. Support was expressed for more emphasis to be placed on beating-the-odds schools and high growth schools in identifying “reward schools”. The group provided recommendations for recognizing such reward schools. Many supported the safe harbor methodology and generally liked the coordination of the teacher/leader effectiveness proposal with the state’s legislature. The committee expressed concern with teacher/administrator quality, both with teacher preparation and ongoing professional development.

The English Language Learner Advisory Council

The English Language Learner Advisory Council (ELLAC) is a group convened by the MDE, comprised of both MDE staff and external members. The ELLAC suggested that parents and the community have a strong role in the planning, monitoring and implementation for priority, focus, and all other schools. Concerns were raised about the methodology for subgroup gaps in assessment results, possibly masking the traditional subgroup performance and diverting attention to improving student performance.

The Special Education Advisory Committee

The Special Education Advisory Committee (SEAC) is the advisory group required by federal IDEA law to advise the MDE and Michigan State Board of Education on matters relating to the education of students with disabilities. SEAC membership includes educators, service providers, advocates, and parents. SEAC expressed support for accountability based on the performance of all students – particularly focusing on the lowest performing 30% of students, believing this strategy to help remove the proverbial 'target' from students with disabilities as the source of not making AYP. They also supported the shift to a focus on achievement gaps and strategies to close the gaps. The committee suggested that the waiver should grant schools/districts increased flexibility in how they use at-risk funds. Finally, the committee believes that ESEA flexibility will support transparency in public reporting of student achievement, with this approach serving to unmask many students who have been underperforming yet under-served under No Child Left Behind.

The Bureau of Assessment and Accountability Advisory Council

The Bureau of Assessment and Accountability Advisory Council (BAC) identified the need to continue to refine the methodology for identifying Reward Schools. They also indicated that it will be important to continue to reevaluate the 85% achievement target over time, given the ongoing tension between "ambitious" and "attainable" and the implementation of new state assessments developed by the Smarter Balanced Assessment Consortium in 2015. Members advocated that it would strengthen the application as a whole to recognize and identify that there are issues around accountability that require more study and that we plan to conduct ongoing study to ensure that the proposed system produces the intended outcomes. The BAC also suggested that the MDE should develop interim educator evaluation guidelines while the work of the Governor's Council is being conducted in order to support districts and schools in the interim.

Teachers

Teacher input and feedback was solicited and received through public comment, MEA and AFT-Michigan comments (described above), webinar and survey, and a presentation to teachers at the annual MEA conference in February 2012.

Generally, teachers were supportive of the transition to the Common Core State Standards (CCSS). However, they express that more professional learning is needed to support good instruction in the CCSS at the classroom level.

Concern was expressed about the development of teacher evaluations through the Governor's Council. Teachers frequently cited the importance of teacher input in the development of evaluation tools as well as the need for principals to be properly trained in using the new evaluations.

Feedback on the revised accountability system was mixed. Some teachers strongly support more rigorous cut scores, the redesigned AYP system, and the move to focus on Priority and Focus schools.

Others feel that too many schools will be identified as “yellow” or “red” and that the consequences and interventions for Priority and Focus schools are too dire.

Parents

In addition to feedback solicited through the EdAlliance and Public Comment, the MDE worked with the Michigan PTA to convene a focus group of parents in Southeast Michigan to provide a forum for targeted discussion and feedback on the ESEA Flexibility Request.

Feedback from parents included

- The importance of focusing on the needs of every child, not just on groups of students and school and district performance;
- The need to emphasize supports for students with disabilities; and
- A preference for a 100% proficiency target for all students, rather than 85%.

Parents suggested that one intervention for Priority schools should focus on student behavior. They emphasized the importance of involving parents in a substantive way at the school and district levels in decision-making. Parents also encouraged the sharing of best practices with Priority schools so that they have a model from which they can build their improvement plans.

Students

Student input and feedback was solicited through a webinar specifically targeted to students and a survey sent to members of both the Superintendent’s Student Advisory and an Alternative Education Student focus group and participants in the webinar.

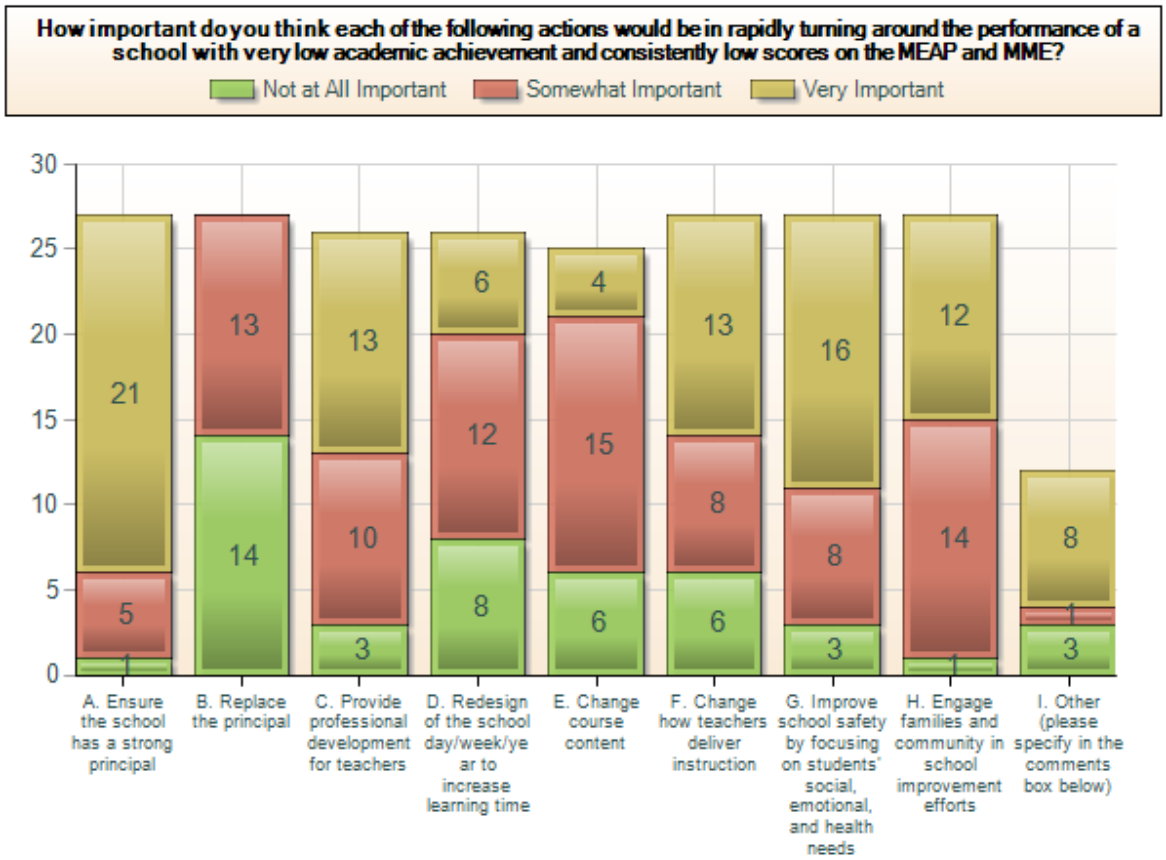
Feedback from students indicated that

- Many students express that they would like more time to prepare for state assessments with suggestions for one-on-one work, tutoring, more hands-on learning, and increased test preparation. One student would like more breaks on the longer sections of the test, stating that “I know I get bored with what I’m reading, and get lazy and guess sometimes, because I just can’t focus long enough to read all the material.”
- Some students do not feel their school is doing enough work to prepare them for careers and going to college. A few students further explained that there are no course offerings tailored to their specific interests.
- Many students state that their school is working to prepare them for careers and college. Some students are enrolled in online courses or alternative math and career-based elective courses that they find important for college preparation. One student states that their school even has a

class called "career preparation". Others have opportunities to attended college fairs, career expos, and college field trips, as well as and listen to guest speakers.

- Some students expressed a desire for students and schools to be recognized more for what they do achieve rather than focusing on what is not being achieved.

The online student survey asked students to provide feedback on various proposed interventions and supports for struggling schools:



The Michigan State Board of Education

MDE presented the plans for ESEA Flexibility to the State Board of Education (SBE) on December 6, 2011, and returned to give a brief update at the January 10, 2012 meeting. Comments from members of the SBE were received at the meetings, including

- Concern regarding MDE's initial proposal to use only the bottom 30% subgroup. Specifically, there was concern about masking students and about the danger of students and low performance being lost or not focused on with enough intention.

- Concern about the end target being set at 85% instead of 100% of students proficient on state assessments. SBE members were specifically concerned about this in the context of eliminating the nine original subgroups, and worried that the 15% who were not proficient would be those in disadvantaged groups.

The Superintendent of Public Instruction, Mike Flanagan, gave the Board a brief update in the January 2012 meeting. The Board was pleased with the progress of the application and specifically noted that it was a positive move to have all five subjects included and to retaining the nine traditional subgroups while adding the bottom 30% subgroup.

Governor Rick Snyder

Michigan's Governor, Rick Snyder, submitted a letter of support for Michigan's ESEA Flexibility Request to Secretary Arne Duncan (see Attachment 2.C).

PUBLIC COMMENT

Because Michigan originally intended to submit its ESEA Flexibility Request in November 2011, the MDE conducted two public comment periods – one in November 2011 and one in February 2012.

First Public Comment Period – November 2011

All but one of the 24 public comments addressed the optional 11th waiver allowing flexibility in the use of funds for 21st Century Learning Centers. The respondents advocated for the MDE to refrain from pursuing this optional 11th waiver. One comment stated that "the vagueness of the guidelines for the waiver would lead to a higher risk of fund being used inappropriately." Many of the comments indicated that parents and students appreciate and benefit from the programs offered and do not wish them to be eliminated from lack of funds. Others expressed that this provision would not serve as a general funding solution as "syphoning money away from 21st CCLC programs is unsound and does not present any clear solution to the educational struggles Michigan is facing."

The additional comment came from an administrator of a private parochial school. The respondent emphasized that any local allocation of Title I funds needs to ensure equitable services are offered to eligible private school students as well public school students.

Second Public Comment Period – February 2012

Thirty submissions were received via Public Comment in February 2012 from a diverse group of stakeholders including parents, teacher, principals, Institutions of Higher Education, professional organizations, advocacy groups, community-based organizations, local education agencies, regional education service agencies, and members of the public. The majority of comments (79%) focused on Principle 2. Respondents were generally supportive of the Request for ESEA Flexibility, citing the

benefits of higher expectations for students and schools as well as a clearer, more transparent, and fair system of accountability.

Comments indicated that

- There is a fundamental tension between “ambitious” and “attainable.” Some respondents insisted that 85% proficiency in ten years in not achievable, while others argued that nothing less than a 100% proficiency target is acceptable.
- Strong supports for Focus and Priority schools are essential, and the application would benefit from greater detail about these supports.
- Reward schools will be a good way to recognize achievement, which has been a mechanism lacking in the accountability system under the current iteration of ESEA.
- The Request for ESEA Flexibility supports and complements other education reform efforts currently in place in Michigan. As one respondent, a teacher and parent, indicated in the public comment submission,

> *"I am ecstatic about the aggressive position that the State of Michigan is taking to raise the rigor and expectations for academic achievement of all students. I am re-energized by the recognition that higher academic standards and requirements of proficiency are needed at all levels in education. The proposed Flexibility Waivers will move us in the right direction toward closing gaps and improving the quality of public education."*

Group	Sent Invitation to Meeting, Webinar, and/or Survey	Date	Attended and Provided Comments at Meeting (in-person or virtually)	Date	Participated in Webinar (Live and/or Recorded)	Date	Provided Comments via Survey During Request Development	Date	Provided Written Comments		Received Focused Solicitation of Public Comment	Date
Michigan State University K-12 Outreach	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/11/2011 2/1/2012							X	11/3/2011
Michigan Association of School Administrators	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011 11/28/2012	X	10/25/2011	X	10/28/2011			X	11/3/2011
Michigan Association of Intermediate School Administrators	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011 11/28/2012 2/1/2012	X	10/25/2011			X	10/25/2011	X	11/3/2011
Michigan Association of Non-Public Schools	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012			X	10/25/2011			X	2/3/2012	X	11/3/2011
Michigan Association of Public School Academies	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011 11/28/2012 2/1/2012	X	10/25/2011					X	11/3/2011
American Federation of Teachers Michigan	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	11/2/2011 (@ SEAC) 11/28/2012 2/1/2012					X	11/1/2011	X	11/3/2011
Michigan School Business Officers	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011 11/28/2012 2/1/2012							X	11/3/2011
Michigan Association of Secondary School Principals	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011 11/28/2012			X	10/28/2011			X	11/3/2011
Michigan Association of School Boards	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011							X	11/3/2011
Michigan Education Association	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011 (@ BAA Advisory) 10/26/2011 2/3/2012							X	11/3/2011
Presidents Council, State Universities of Michigan	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012			X	10/25/2011					X	11/3/2011
Michigan Community College Association	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012									X	11/3/2011
Middle Cities Education Association	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011 11/28/2012 2/1/2012	X	10/25/2011					X	11/3/2011
Michigan Elementary and Middle School Principals Association	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012			X	10/25/2011					X	11/3/2011
Michigan PTA (Including Parent Members)	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012	X	10/21/2011 (@ BAA Advisory) 1/30/2012							X	11/3/2011
Association of Independent Colleges and Universities	X	10/18/2011 10/21/2011 12/22/2012 1/19/2012									X	11/3/2011
Bureau of Assessment and Accountability Advisory Council	X	10/18/2011	X	10/21/2011 2/1/2012							X	
Committee of Practitioners (Title I)	X	10/12/2011 1/30/2012	X	11/3/2011 2/9/2012							X	
English Language Learners Advisory Committee	X	10/19/2011	X	11/1/2011							X	
Special Education Advisory Committee	X	10/26/2011	X	11/2/2011					X	11/3/2011	X	
The Superintendent of Public Instruction's Teacher Advisory Group	X	10/21/2011					X	10/28/2011			X	
The Superintendent of Public Instruction's Student Advisory Group	X	10/21/2011					X	10/28/2011			X	

Group	Sent Invitation to Meeting, Webinar, and/or Survey	Date	Attended and Provided Comments at Meeting (in-person or virtually)	Date	Participated in Webinar (Live and/or Recorded)	Date	Provided Comments via Survey During Request Development	Date	Provided Written Comments		Received Focused Solicitation of Public Comment	Date
Network of Michigan Educators (MI Teachers of the Year and Milken Award Winners)	X	10/21/2011 12/22/2012			X	10/25/2011	X	10/28/2011			X	
School Improvement Facilitators Network	X	10/21/2011			X	10/25/2011	X	10/28/2011			X	
Intermediate School District Advisory Council	X	10/21/2011			X	10/25/2011	X	10/28/2011			X	
Alternative Education Student Focus Group	X	10/25/2011			X	10/27/2011	X	10/28/2011				
Michigan Women's Commission	X	10/21/2011					X	10/28/2011				
Michigan Association of Administrators of Special Education	X	10/21/2011					X	10/28/2011				
21st Century Community Learning Center Providers	X	10/21/2011					X	10/28/2011				
Business Community	X	10/21/2011	X	2/3/2012			X	10/28/2011				
Hispanic/Latino Commission of Michigan	X	10/21/2011			X	10/25/2011						
Michigan Association of State and Federal Program Specialists	X	10/21/2011	X	11/10/2011 12/8/2011 1/12/2012 2/2/2012	X	10/25/2011						
Education Trust & Education Trust - Midwest	X	10/21/2011 12/22/2012	X	10/25/2011 1/31/2012 2/1/2012								
First Nations (American Indian)	X	10/21/2011	X	11/3/2011 (@ Committee of Practitioners)								
MI Alma-Latino Education and Civic Engagement Summit			X	12/9/2011								
Accountability Stakeholder Group (Accountability Specialists from ISDs, MEA, LEAs, & Ed Trust)			X	1/18/2012								
Michigan Legislature	X	12/22/2012										
Michigan State Board of Education			X	12/6/2012 1/10/2012	X	1/30/2012						
Michigan Office of the Governor									X	2/3/2012		

STATE OF MICHIGAN
EXECUTIVE OFFICE
LANSING

RICK SNYDER
GOVERNOR

BRIAN CALLEY
LT. GOVERNOR

February 3, 2012

The Honorable Arne Duncan
Secretary, United State Department of Education
400 Maryland Avenue, SW
Washington, DC 20202

Dear Secretary Duncan:

I write to you in support of Michigan's application for flexibility and waivers of certain provisions of the Elementary and Secondary Education Act (ESEA). Michigan is demonstrating national leadership through our pursuit of an ambitious Career- and College- Ready agenda, including the adoption of rigorous K-12 common content standards, establishment of a robust educator evaluation system, implementation of the State School Reform Office and the Education Achievement Authority to support our lowest performing schools in making swift academic turnarounds, and revision of cut scores on our state assessments to reflect readiness for career and college.

While the implementation of each of these reforms has not been easy, each has been necessary to the future of our students and of our state. Michigan is committed to reinvention, with nothing more important to that process than making our education system a success for students, educators, families, and our economy.

While the current iteration of ESEA has pushed us to focus on student achievement for all students and create robust measures of accountability to ensure that no child is left behind, Michigan is ready to move further. The waivers provided under the ESEA Flexibility package will provide the agility that we need within our education system to focus resources where they are most needed, move further in holding schools and districts accountable for increasing student achievement and closing achievement gaps, and provide encouragement and reward to those who are getting the job done.

I strongly urge the Department to approve Michigan's request for ESEA Flexibility so that we may be afforded the flexibility that we need to continue the reinvention of our education system.

Sincerely,

Rick Snyder
Governor

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Stakeholder Group	Special Education Advisory Council (SEAC)	General Education Leadership Network (GELN)	State Board of Education	Committee of Practitioners	ISD Advisory	Michigan Association of Administrators of Special Education (MAASE)	ISD Directors of Special Education	School Improvement Facilitators' Network (SIFN)	Division of Accountability Services Technical Advisory Committee	Michigan Association of State and Federal Programs Supervisors	Division of Accountability Services Advisory Committee	Title III Advisory Committee	MDE Online Survey	MDE-Convened Meeting with Ed Alliance, ETM, MASCD, and MCAN	Legislative Outreach	Gov's Office Outreach	Meeting with Office of Civil Rights
Meeting Dates	2/4/2015 3/4/2015	2/12/2015 3/12/2015	2/10/2015 3/17/2015	1/14/2015 2/25/2015	1/15/2015 2/19/2015 3/19/2015	2/4/2015	1/21/2015 3/11/2015	1/21/2015	1/29/2015	2/5/2015	2/5/2015	3/5/2015	3/10/15 - 3/23/15	2/23/2015 3/12/2015	Multiple meetings with legislators and (sub) committee testimony	Multiple meetings	2/11/2015
LEAs	X			X		X		X		X	X	X	X	X			
Teachers	X					X					X	X	X	X			
Teachers' Representatives	X					X					X			X			
Administrators	X	X		X		X				X	X	X	X	X			
Students													X				
Parents	X			X							X		X	X			
Community-Based Organizations	X			X		X											
Civil Rights Organizations	X			X													X
Organizations Representing SWDs	X					X					X						
Organizations Representing ELLs											X	X					
Business Organizations	X			X						X							
IHEs	X					X					X	X		X			
Indian Tribes				X													X
Legislators															X		
State Board of Education			X														
Governor																X	
Ed Alliance											X			X			
Ed Trust Midwest														X			
ISD Administrators					X		X		X	X	X	X					
ISD Consultants					X			X		X	X	X					
National Experts on Assessment and Accountability									X								
Michigan College Access Network														X			
MASCD											X						

ESEAFlexibility

From: Mr. Theo A. Kerhoulas <>
Sent: Wednesday, March 11, 2015 8:16 AM
To: ESEAFlexibility
Subject: Stop Extension of Priority Status

Port Huron Schools are excelling. Our students, staff, and community are focused and seeing positive results. We have welcomed MDE support regarding our "Priority and Focus" schools and embraced this process at every level. Recently the wind has been stolen from our sails with the possibility that schools "on the list" will remain on the list for another 3 years due to metric technicalities.
I caution MDE to remember the lens of our children and communities. It is incredibly difficult for our students and their families to attend a "listed" school. Like it or not, a priority school's identity changes when on the list. Knowing that after four years a school can become "normal" again makes this somewhat tolerable. By no means am I saying that the school stops the interventions and systems that were put in place ... that work certainly continues. I am focused on allowing our students and families to be proud of their school again by returning the school's identity as planned. Port Huron has a priority school scheduled to come off the list this year ... not allowing for this will in many ways negate the work done and cripple that school's culture for another three years.
I encourage you to allow Central Middle School (and others) to come off the list as planned. Let the students, staff, and community celebrate their journey, validate their work, and remove their scarlet letter.

Mr. Theo A. Kerhoulas
Executive Director, Port Huron Schools

ESEAFlexibility

From: Beth Carr <>
Sent: Friday, March 13, 2015 1:24 PM
To: ESEAFlexibility
Subject: Inaccurate representation of the MCEE Report
Attachments: MCEE Final Report 2013 Executive Summary.pdf

Good afternoon,

In reviewing the ESEA Flexibility Request Draft, I see an inaccurate representation of the MCEE Final Report on Page 294. As is currently posted on the MDE website the final draft recommendation of the MCEE Report Executive Summary includes the evaluation systems Page 1 of the Executive Summary and throughout the report the Marzano Teacher Evaluation Model. There is NO reference to the "The Marzano Observation Protocol (Marzano Research Laboratory)" as identified on page 294 of the ESEA Flexibility Request Draft. Additionally the ESEA Flexibility Request Draft includes on Page 294 two models that were NOT approved by MCEE in their Final Report posted on the MDE website.

Further, no districts in Michigan use the Marzano Observation Protocol for teacher evaluation. They use the Marzano Teacher Evaluation Model (Learning Sciences Marzano Center). http://michigan.gov/mde/0,4615,7-140-22709_57992--,00.html

If you replace the MCEE Interim Report with the MCEE Final Report or add the MCEE Final Report or add some additional reference to the 4 models approved you will prevent MDE from adding confusion and inadvertently appearing to approve evaluation models that districts are not using and that were not approved by MCEE. All of MI has invested enormous time in the process of selecting one of the 4 approved models as identified in the MCEE Final Report (Charlotte Danielson's Framework for Teaching, Marzano Teacher Evaluation Model, The Thoughtful Classroom, or 5 Dimensions of Teaching and Learning). http://www.mcede.org/

I worked with MCEE and the university through the pilot and have supported districts across Michigan for many years with their educator evaluation systems. It is very confusing when these types of errors occur and waste precious resources districts cannot afford to lose.

Thank you for hearing our concern. Please let me know if you are able to make this update.

Beth Carr
Director of District Partnerships

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"Join us for a Journey to Rigor! Registration is open for Marzano Building Expertise Conference, June 17-19, 2015."

ESEAFlexibility

From: Heidi Mercer <>
Sent: Monday, March 16, 2015 9:53 AM
To: ESEAFlexibility
Subject: Flexibility Renewal Comments

Hello,

I would like to make several comments regarding the renewal.

1. 2017 should be the earliest year that the next naming for Priority, Focus, and Reward schools occur due to the changes in assessments.
2. The move back to the letter grading is taking a step back in education. While more and more districts are moving toward standards based grading, so too should our own Department of Education. The letter grade system is archaic and does not address in detail what is actually occurring in the school/district. There should be a set of standards in which schools and districts are assessed. These standards should be on a dashboard where parents can easily access and understand them and be allowed to draw their own conclusions regarding the school and district.
3. The metrics of identify Priority and Focus schools should be able to be easily understood by all.
4. The exit criteria and cycle for identification needs to be clear from the onset.
5. The state assessment should absolutely not be included in teacher evaluation until there is a period of time that stability is reached regarding the state assessment.
6. The levels of support need to be targeted to specifically what the school needs and must include individuals working with the district who have demonstrated school and student achievement worth repeating. Some individuals that were sent to assist districts previously came from a district that was performing lower than the district they were to be assisting.

Thank you for the opportunity to give feedback. This is critical to hear from people in the field every day.
Heidi Mercer
Assistant Superintendent of Teaching and Learning
Lake Orion Community Schools

ESEAFlexibility

From: Mark Fuhrman <>
Sent: Monday, March 16, 2015 10:55 AM
To: ESEAFlexibility
Subject: ESEA Flexibility Waiver Comments

To whom it may concern:

I am writing to comment on the ESEA Flexibility Waiver for the spring of 2015. I am especially concerned about the exit criteria of Focus and Priority schools. As it is written, the Pinconning Area Schools is in favor of the current criteria to exit the Focus and Priority Schools, especially the Priority School status as follows:

2.D.v Provide the criteria the SEA will use to determine when a school that is making significant progress in improving student achievement exits priority status and a justification for the criteria selected. In order to exit Priority designation a school must meet all of the following requirements: ·

1. Top-to-Bottom Requirement: A school must have Top-to-Bottom Percentile Rank of 5 or higher in the most recent year for Exit consideration. ·
2. Scorecard Requirement: A school must meet its Annual Measurable Objective for both subject areas of mathematics and English language arts in the All Students subgroup. ·
3. Assessment Participation Requirement – The school must have a 95% participation rate on all required state assessments or have otherwise demonstrated satisfactory participation according their Accountability Scorecard.

While the Top-to-Bottom list in itself is used to identify schools as Priority (schools with percentile ranks of 0 - 4), the purpose of this exit criteria is to provide a more holistic approach for exiting schools to ensure that they are on track to meeting proficiency goals for all students and keeping them from falling back into Priority school status.

If you should have any further questions, you can contact us at 989-308-0504.

Thank you

Mark Fuhrman, Assistant Superintendent
Pinconning Area Schools

--
"If we are to obtain results never before achieved, we must expect to employ methods never before attempted." Sir Francis Bacon

Pinconning Area Schools Mission Statement:
To provide students with the knowledge, skills, and confidence to be successful.

Access the Pinconning Area Schools Curriculum, Testing and Grant Page by using this QR Code:

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ESEAFlexibility

From: Jason Frink <>
Sent: Monday, March 16, 2015 12:36 PM
To: ESEAFlexibility
Subject: Proposed Changes

As a high school assistant principal, I support the ESEA changes proposed by the Michigan Department of Education. These changes will allow more accurate accountability.

It is critical to have multi-year data from the same measurement tool in order to demonstrate trending rather than anomalies or the impact of testing mechanics.

Thank you,

Jason Frink

Assistant Principal

Portage Central High School

Portage Public Schools
THE FUTURE LEARNS HERE

PORTAGE CENTRAL MUSTANGS

We…. Work • Learn • Lead • Teach • Care • Commit • Excel

We are diverse. We are one community. **We are MUSTANGS.**

ESEAFlexibility

From: Lena Montgomery <>
Sent: Wednesday, March 18, 2015 11:29 AM
To: ESEAFlexibility
Subject: Public comment

Dear Public Comment Reader:

Comments follow:

How will MDE ensure the achievement gap for English learners will be closed? Please ensure that the Flex Waiver mentions how MDE will increase state funding for English learners since Title III amounts to $95 per student.

How will priority and focus school staff be trained on L2? It is critical that priority and focus school staff participate in professional learning opportunities addressing best practices for English learners.

How might we ensure all teachers of ELs participate in L2 Professional Development?

What activities might help us coordinate and leverage state and federal funds to support Els across Wayne County?

Please strongly encourage and request waiving any testing of Els who have been in the US for less than 2-3 years. Currently newly arrived ELs are forced to take a state assessment they do not understand. We would like MDE to consider requesting a waiver from US department of ED to exempt ELs from such assessments for at least 2-3 years.

In closing, ELs **are** making progress due to the initial support systems implemented. We want to make sure the Flex Waiver reinforces the need to coordinate all state and federal funds to support English learners.

Lena

Lena Harutunian Montgomery
Manager Early Intervention &
English Learner (EL) Services

Wayne RESA
33500 Van Born Rd.
Wayne, MI 48184

ESEAFlexibility

From: Kristina Harmon <>
Sent: Wednesday, March 18, 2015 11:55 AM
To: ESEAFlexibility
Subject: Public Comment Regarding English Language Learners

I am writing as an educator in a school district that services our English Language Learners. Our district values the data we receive from our state assessments, however I strongly encourage thought be given to requesting a waiver for any testing for our English Language Learners who have been in the U.S. for less than 2-3 years. Our new arrivals are forced to take a state assessment they do not understand. Please consider a delay in testing for these students until they have had a chance to gain skills as English Language Learners.

Our English Language Learners are making progress due to our support systems we have in place. We are able to provide these supports with thoughtful coordination of local, state, and federal funds, please be sure the FLEX Waiver mentions how MDE will increase the state funding for English Language Learners to $95.00 per student. MDE cannot be expected to close the achievement gap for these students without continued federal funds such asTitle III funding in addition to state and local funds.

It is important to consider providing professional development for teachers in all schools with English Language Learners to address best practices in teaching these students effectively to maintain the progress we are currently experiencing. Title II funding can ba allocated for this purpose and we need to continue that funding source as well.

I appreciate the opportunity to provide in put on behalf of these students who come to us for a variety of reasons and ability levels. Our experience has been positive in supporting their efforts to learn to read, write and speak English and learn core content. It is not an easy task and continued financing staff training and student language development support from trained staff is key for the success of this effort.

Dr.Kristina Harmon
Assistant Superintendent
Curriculum/Instruction
South Redford School District
26141 Schoolcraft
Redford, MI 48239

ESEAFlexibility

From: Bob Kefgen <>
Sent: Wednesday, March 18, 2015 4:41 PM
To: ESEAFlexibility
Cc: Wendy Zdeb; Chelsey Martinez
Subject: MASSP Feedback on ESEA Flexibility Waiver Renewal Request
Attachments: MASSP Flex Waiver Feedback.pdf

Please see the attached document, which is the Michigan Association of Secondary School Principals' feedback on MDE's proposed ESEA Flexibility Waiver renewal request.

If you have any questions or concerns, please do not hesitate to contact us further.

Sincerely,

Bob Kefgen
Assistant Director for Government Relations Michigan Association of Secondary School Principals
1001 Centennial Way, Suite 100
Lansing, MI 48917

Wendy Zdeb-Roper
Executive Director

Tammy Jackson
President

March 18, 2015

To Whom It May Concern:

We are writing today to provide feedback on Michigan's proposed ESEA Flexibility Waiver renewal request. On behalf of our 1,800 secondary school principal members from across the state who are often not in a position to advocate on their own behalf, but who are nevertheless directly affected by these proposed changes, we want to thank you for this opportunity.

MASSP offers the following:

- MASSP supports MDE's proposal to differentiate between accountability systems (Top-to-Bottom list, Priority and Focus Schools) for low performing schools and a separate school dashboard that would provide relevant information about all schools to students and parents.

- Given the differentiation between accountability and transparency proposed by MDE, MASSP believes that both the current color-based system and the A-F letter grade system proposed by some legislators fall short of providing an accurate measure of school performance. Instead, we would support the use of descriptive labels, similar to those used in other states.

- MASSP supports MDE's proposal to transition to a three-year identification cycle for Priority and Focus schools.

- The removal of the current gap measure for identifying Priority Schools combined with the weight placed on proficiency could significantly disadvantage schools (especially secondary schools) that are driving student improvement, but whose students are behind grade level. To correct this, MASSP would urge that more weight be place on growth (75%) than proficiency (25%).

- MASSP supports the move to differentiate the weighting of different subjects based on the number of student scores in those subjects, but believes that this does not go far enough. We would urge MDE to eliminate the use of science and social studies scores in determining Priority School status and focus exclusively on ELA and math scores, consistent with what is being recommended for the Focus School metric.

- MDE's proposal to transition to aggregate Student Growth Percentiles for calculating building level growth raises concerns for secondary principals in that SGPs are untested in Michigan and it will be at least two years before the state has sufficient assessment data to run preliminary calculations. While we do not have specific objections to the SGP methodology proposed, MASSP has concerns about locking the state into using an untested growth modeling tool without first subjecting this theoretical process to a practical test using actual data.

- MASSP supports the proposed modification of only using ELA and mathematics scores for identifying Focus Schools.

- MASSP supports the inclusion of clearly defined exit criteria for both Priority and Focus schools.

- While we are encouraged that MDE intends to use the proposed criteria to exit schools from the 2010 and 2011 Priority School cohorts by the end of the 2014-15 school year, we would expect that the same opportunity be extended to schools in the 2012, 2013, and 2014 cohorts as soon as evidence of two consecutive years of AMO progress is available.

- MASSP believes the proposal to retain the 2012-2014 Focus School cohorts until 2017 with no possibility of exiting should be reconsidered. Schools showing progress toward gap closure, improved graduation rates, or whose students are above state proficiency/growth averages and can demonstrate that progress should not be held over for want of a state assessment.

- MASSP supports the MDE proposal to delay the use of state assessment data for teacher and administrator accountability purposes until two years of data under the same assessment system are available.

- We also believe the focus on Student Learning Objectives (SLOs) as an alternative student growth measure is important and support MDE's efforts to expand the use of SLOs for growth measurement purposes.

Thank you again for the opportunity to provide feedback. If you have any questions, please do not hesitate to contact us further.

Sincerely,

Wendy Zdeb-Roper
Executive Director

ESEAFlexibility

From: Doug Greer <>
Sent: Wednesday, March 18, 2015 4:50 PM
To: ESEAFlexibility
Cc: 'Doug Greer'
Subject: Feedback for Flex Waiver 2015

On March 17, Chris Janzer facilitated a great session at the School Improvement Conference. He presented an overview of the proposal in the ESEA Flex Waiver, specific to Principal 2.

One of the suggestions that was warmly received from the audience was the labels for schools. Currently we have five colors and essentially three labels from the Federal government (Reward, Priority and Focus). Of course, most schools do not have a label, only a color and ranking.

Please re-consider the use of letter grades that is currently proposed, as this seems to have a negative connotation. Instead, consider the labels the legislation has already approved for teachers who are responsible for a collection of students. It would only make sense to use the same labels for schools who are responsible for a larger collection of students. For example:

- **Highly Effective** (Reward schools and top 20% of schools, no "Red" schools)
- **Effective** (Top to Bottom rank between 20th and 80th percentile, no Priority, no Focus, no "Red" schools)
- **Minimally Effective** (Bottom 20%, Focus Schools, Red Schools, no Priority)
- **Ineffective** (Bottom 5%, Priority Schools)

I believe consistency would be well received across educators and the community. This suggestion was among others that were formulated into a document from the General Ed Leadership Network, a link to the document also listed below.

Sincerely,

Doug Greer
Sch. Imp./Inst. Data
Ottawa Area ISD

"Is what we're doing in education working to improve teaching and learning; and how do we know?" (Essential Question)

On Thu, Jan 22, 2015 at 9:56 PM, Doug Greer <dgreer@oaisd.org> wrote:

> The General Education Leadership Network was asked by the Michigan Department of Education to provide ideas and recommendations for the renewal of the ESEA Flexibility Waiver. Our hope is that you will find some or all of these considerations useful when providing feedback to MDE. Through an input process at our January 8th meeting, followed up by work from a small GELN task-force, a number of considerations were developed: Key Points of Consideration for Michigan's New Flex Waiver with the U.S. Federal Government

ESEAFlexibility

From: Jill Chochol <>
Sent: Wednesday, March 18, 2015 9:04 PM
To: ESEAFlexibility
Subject: Flexibility with testing of ELs

I am writing to advocate and support the delay of assessment of English Language learners on high stakes state testing until ELs have been in the US for at least 3 years. The research on second language acquisition is clear: it takes 5-7 years for an EL to acquire the language and academic vocabulary to successfully compete with their same age peers. Language assessments (WIDA) should be completed annually and growth required for every student until they exit.

Jill Chochol, Ph.D.
Executive Director Elementary
Dearborn Public Schools
18700 Audette
Dearborn, MI 48124

ESEAFlexibility

From: David Griesing <>
Sent: Thursday, March 19, 2015 7:10 AM
To: ESEAFlexibility
Subject: Vassar High School Science Department

I have a son Jacob Griesing enrolled in Vassar High School. He has been an all A student for the last 3 ½ years. He transferred from Grand Ledge School System this year. (Excellent School) He still is getting all A's but he states it is a struggle in Biology because the teachers don't teach effectively. What is taught in class is not the same thing that Is on their tests. The three teachers get together and create the test together. Jacob is extremely intelligent and is struggling to get an A. What can be done to fix this. I am hearing the same things about the Chemistry class also. Please let me know what can be done. Jacob's goal is to complete High School with a 4.0 GPA and it may be tough in this school system.

Thanks

David Griesing
LDT Central Engineering Spare Parts Coordinator

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ESEAFlexibility

From: Brian Gutman <>
Sent: Thursday, March 19, 2015 10:08 AM
To: ESEAFlexibility
Subject: Comment by The Education Trust-Midwest on Michigan's ESEA Flexibility Renewal Request
Attachments: The Education Trust-Midwest ESEA Flexibility Waiver Public Comment_March 19 2015.pdf

To Whom It May Concern:

Please find a public comment from The Education Trust-Midwest on Michigan's ESEA Flexibility Renewal Request attached to this email.

Any additional questions regarding this comment should be directed to:

Sunil Joy, Data & Policy Analyst
The Education Trust-Midwest

Thank you for your consideration,
Brian Gutman

--
Brian R. Gutman
Director of Public Engagement
The Education Trust - Midwest
www.edtrustmidwest.org
306 South Washington Ave., Suite 400
Royal Oak, Michigan 48067

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March 18, 2015

RE: Public Comment on MI ESEA Flexibility Waiver Request

To Whom It May Concern:

Michigan's flexibility waiver request from certain requirements of the Elementary and Secondary Education Act (ESEA) represents a tremendous opportunity for Michigan students and families. Important enhancements from past applications, when coupled with suggestions listed below, will help to improve educational outcomes for *all* Michigan students and provide parents and communities with transparent information on how schools are serving students.

The Education Trust-Midwest, a nonpartisan statewide education research, information and advocacy organization – focused on what is best for Michigan students – believes that the Waiver Request, as currently drafted, falls short in the following key areas:

1. *Under-emphasis of Achievement Gaps* – A major concern for civil rights organizations like ours is that schools and districts are committed to eliminating achievement gaps and ensuring that all students – no matter their background – are prepared for college or career.

   For this reason, we believe that any school that receives a "red" designation in more than one subject for *any* of the demographic student subgroup categories on the color-coded accountability scorecard should *not* be labeled as a "reward" school. Moreover, any school that receives a "red" designation in more than one subject for any demographic subgroup should receive additional supports and be required to take action to close these persistent gaps.

   MDE must not give schools a free pass for underserving certain groups of students in a school's cohort. Schools that are underperforming for any demographic subgroup should be ineligible for "reward" status, and should be required to take action, signaling that *all* students matter.

2. *"Priority" and "Focus" School Identification* – The Michigan Department of Education's (MDE) Waiver Request proposes not to publish the top-to-bottom school ranking for the next few years, while the state transitions to new assessments. During that time, MDE proposes not to identify any new "focus" and "priority" schools, and instead privately notify schools if they are "at-risk" of winding up in the "priority" or "focus" categories in the final year of a three-year identification cycle.

   While we understand MDE's reluctance to identify "priority" and "focus" schools based on brand new assessment data, we believe that parents have the right to know immediately whether

their school's performance is so low as to put them at-risk for "priority" or "focus" identification. As such, we recommend that MDE disclose schools' "at-risk" status publicly.

Following the transition to new assessment, MDE's Waiver Request also proposes to continue to publish the top-to-bottom accountability rankings for all schools and identify "priority" and "focus" schools on a three-year cycle. We believe that a three-year time lag is simply too long for parents to learn how their school compares. We recommend that following the transition, both publication of the top-to-bottom list and "priority" and "focus" identification return to an annual cycle.

Additionally, given the seriousness of "priority" status, we believe that MDE must make sure that schools exiting this status are making sustained progress. We recommend that these schools be required to meet the "priority" school exit criteria for at least two consecutive years, rather than for the proposed one year.

We urge MDE to publicly report any school designated as "at-risk" during the upcoming years, as the state transitions to new assessments. After the transition to new assessments, the top-to-bottom accountability rankings for *all* schools and identification of "priority" and "focus" schools should be released to the public annually, not on a three-year cycle. Lastly, "priority" school exit should occur after two consecutive years of meeting exit criteria, not just one.

3. *Lack of Transparency in School Accountability* – MDE's school scorecard has the potential to draw public attention to both overall school performance, and, importantly, the performance of individual groups of students. The use of colors to communicate how schools are doing, however, seriously undermines this potential. Although the intent is to provide schools and the public a straightforward and transparent tool for gauging school outcomes, designating schools as "purple" or "lime" has left many parents confused.

   To ensure the scorecard provides clear and useful information to parents and community members, we recommend, and believe it is within MDE's purview to, convert these color codes to a simple "A-F" grades.

   As a part of the Waiver Request, MDE must commit to changing its scorecard labels from color codes to "A-F" grades (or similarly straight-forward labeling). This should entail a simple conversion of color labels to letter grade labels (i.e. Green = A, Red = F, etc.).

The improvements to the ESEA Waiver Request, suggested above, will help improve student outcomes for *all* Michigan students and provide parents and communities with the transparency that they need to make informed decisions about their child's education.

Respectfully Submitted,

The Education Trust-Midwest
306 S. Washington Ave, Suite 400
Royal Oak, MI 48067

ESEAFlexibility

From: Nate Beelen <>
Sent: Friday, March 20, 2015 12:04 PM
To: ESEAFlexibility
Subject: Public Comment

As a member of the general public and also an employee of MDE-OFS I am concerned with a few provisions in the waiver request.

First, the title reward school for all types of schools is misleading. Although we do separate out beating the odds, from high achieving the general group name is what tends to stick in public perception. It would be better to use separate designations that more accurately reflect why each school is being recognized so that the public clearly understands that even though they may be getting recognized, they still have much work to do.

I am also concerned about the plan to possibly suppress school level data as we transition to a new assessment. The data is what it is and should be shared. Even though outside accountability in terms of focus or priority school status may not be assigned, the public still has a right to know how their school did compared to others. So long as we are all being measured with the same tool thee is no value to suppressing the resulting data.

As an employee at OFS who works directly with schools in approving how they utilize federal funds. I am also concerned about the narrow role we have been assigned on the support teams to assist identified schools. It seems, as written, that only special populations consultants will be included on these teams, when there should be a clear requirement to include the regional consultant in the support structure.

Finally, I am concerned about how the evaluation tool is being referenced. For the tool to have value we need to make sure districts and schools are using it without fear of having that self assessment used against them. It is one thing to say that schools can use the tool to demonstrate that their current strategies are working. It is another to say that if the tool does not show they are working they must be discontinued. If a school is not seeing an improvement in student achievement it may be enough to suggest that they will be required to demonstrate the effectiveness of their strategies and leave it to the school to use the evaluation tool or some other format to demonstrate that their supplemental funds should continue to be used as they had historically been.

Nate Beelen

"A mind that is stretched by a new experience can never go back to its old dimensions."
- Oliver Wendell Holmes

ESEAFlexibility

From: Samira Husseini <>
Sent: Friday, March 20, 2015 3:48 PM
To: ESEAFlexibility
Subject: ESEA FLEXIBILITY

I strongly encourage and request waiving any testing of Els who have been in the US for less than 2-3 years. Currently newly arrived ELs are forced to take a state assessment they do not understand. We would like MDE to consider requesting a waiver from US department of ED to exempt ELs from such assessments for at least 2-3 years. ELS students deserve to have a chance to improve themselves first before they get tested. 2-3 years is fair enough for them to make that progress. ELs are making progress due to the initial support systems implemented. We want to make sure the Flex Waiver reinforces the need to coordinate all state and federal funds to support English learners. From my positi on as ESL paraprofessional I have seen many students are improving during the first year but it is not enough time to them to be tested. Please take this in consideration. Thank you for your concern.

Samira Husseini

ESL paraprofessional at The Dearborn Academy

*** This Email was sent by an educator in Dearborn Academy.

ESEAFlexibility

From: Kathleen Mcbroom <>
Sent: Friday, March 20, 2015 5:17 PM
To: ESEAFlexibility
Subject: Waiver Concerns

Hello -
I am writing to express my concerns about some aspects of the current proposed ESEA waiver. Before I get into specifics, however, I do want to emphasize that I think the majority of proposed changes are positive, achievable, and make sense, and that overall we are headed in the right direction. However, some concerns:
1. The new FAY designation is problematic. October is not the start of the school year. Every student should have the benefit of proper placement and any indicated interventions from the first day of school. New students often arrive without documentation or paperwork, and districts can have difficulty in completing all intake testing and assessments in as timely a manner as desired. A child who arrives just in time for first semester count day has not had the benefits of a full academic year. Another concern is that the child would not show the growth that might occur with benefit of timely interventions (e.g. summer school, accommodations, targeted instruction). Additionally, as proposed, foreign exchange students would be included in testing and figure into results. And, as mentioned so many times before, the participation requirement alone is punitive for ELL/newcomers, let alone the inclusion of their scores after one FAY.
2. And, talking about participation - schools cannot control parents. Schools can demonstrate efforts to inform and encourage parents to support testing, and provide evidence of explaining consequences of non-participation, but, beyond that, cannot forbid or ignore assessment exemptions. The Priority School consequences for not meeting the 95% participation levels seem unduly harsh.
3. Conversely, the two years' failure to achieve 60% graduation rates Focus School designation seems too lenient. Shouldn't a high school who graduates less than 60% of their students for two consecutive years merit Priority designation? (perhaps allowances could be made for alternative programs).
4. Beginning on page 36, there are references to interventions "designed to meet the achievement and behavioral health needs of all students". Perhaps the examples that follow could be extended to include pastoral, wrap-around care initiatives, such as positive behavior modification (e.g. PBIS, Restorative Practices), drug/substance abuse education, anti-bullying, and even supplemental staff positions (e.g. family liaisons, family social workers, graduation interventionists).
5. I have concerns regarding the proposed accountability phase-in, which indicates that testing for 2014-2015 and 2015-2016 is for "information only", and that high stakes testing resumes in 2016-2017, and yet calls for 50% of our 2017 TTB scores to be based on "improvement". Can improvement rates determined by "information only" tests really yield reliable results?
6. Finally, I have serious concerns about the proposal to "freeze" 2013 and 2014 cohort Focus Schools in Focus School status until 2017. This seems unfair, and will seriously undermine momentum and have a negative impact on student morale. Our district has five 2013 and 2014 cohort schools that have been working diligently to achieve conditionally suspended status. Over the past three years, we have had six other schools that achieved suspended status, and this is the goal of every current Focus School. Additionally, it will be difficult to justify why our 2012 cohort school gets automatic suspension simply based on a timeline.
When I brought this issue up at an informational meeting, I was told that the 2013 and 2014 cohort decision was based on the need to have two years' worth of "stable data". Does this refer to the "information only" assessment results? Wouldn't it be possible to determine comparative annual achievement gaps no matter what testing instrument was used? Again, it seems unfair for the 2013 and 2014 cohorts, basically since the rules have changed in the middle of the game.

Despite this rather long missive, I do want to reiterate that I believe that the majority of proposed changes will be beneficial, and that I do appreciate the work of MDE on behalf of our students and our schools. Thank you very much -
Kathleen McBroom

Kathleen McBroom
Director of Compensatory Education and School Improvement
Dearborn Public Schools
18700 Audette
Dearborn. MI 48124

ESEAFlexibility

From: SYBIL LENZI <>
Sent: Saturday, March 21, 2015 2:04 PM
To: ESEAFlexibility
Subject: Commentary on the Proposed Changes

Superintendent Dropout Challenge:
This is a powerful intervention, but MDE has not provided ongoing training or support for its implementation. Please keep this included--but provide MORE support so that schools understand it, and DIFs, ISs, SIFs can assist schools in carrying it out. There needs to be training for DIFs, ISs, SIFs as well---to ensure we have many approaches for helping a school carry this out---not just as a requirement, but as an intensive Tier 3 intervention with students who we will lose someday because there is no vehicle/approach for helping them.

Continuation of FOCUS Schools identified in 2014:
Continuation of this identification should not include any financial consequences, only supports. The schools should not have to tell their community that they are still FOCUS because there is no valid test data from 2015 that indicates that they should still be considered "actively" FOCUS.

Responsibility of Superintendents:
Without a STRONG presence of MDE with central office and Boards, this will not be successful. Based on my experiences with this effort since 2007--and as a previous Office of Field Services consultant, someone with actual clout and authority has to stay on top of the supt and Board to ensure that they understand what needs to be done and open their doors to meet with IS and DIF. **Has there been any consideration of withholding a portion of the district's Title I allocation if superintendent and Board of said district/school have not taken charge?**

District Intervention Team "plus":
After being in this initiative since 2007, I can tell you that getting all the members listed on page 211 of the request is next to impossible. **Do you have a commitment from the Office of Field Services**? It was nearly impossible in the past to coordinate schedules with our consultants to be able to attend any SST meetings. The OFS consultant would be a great member, since all of this is rooted in Title I, but there must be a commitment on the part of OFS to do this as a priority. They have their own priorities with On Site Reviews and their own increased accountability (now including Program Evaluation in addition to School Improvement Plans, Consolidated Grant, etc).

Unpacking Tool:
This should never have been started---and has caused great confusion. The Priority Schools should have been trained and guided to incorporate their redesign initiatives INTO their goals and SIPs.....not create a separate document in lieu of the goals. The SIP goals can include issues outside of the redesign plan. The Tool is kept separate from the rest of their SIP---it is not even in ASSIST. The whole thing made no sense. Yes, you need something to evaluate the progress of the redesign plan's implementation, but that could be done through the use of the SRO's IAF form without a separate Unpacking Tool and other SIP pieces located elsewhere. To me, this showed an unwillingness of SRO leadership **at the time** to work WITH existing structures from MDE.

SIF and IS roles:
I still have yet to understand why we needed BOTH of these roles. I truly see the work as ONE person. Perhaps in districts with many schools identified, it would be too much for one person. However, the lines are often blurred and don't seem to be clear to some. We shouldn't be paying two people to work with the school; yet because the supts don't often "open their doors", the IS is in the schools more than in the central office. Then we can have SIF and IS "bumping into" each other. The other piece is having some regular exchange--working together. Some ISs still have the feeling that they don't need to work WITH the SIF. I am finding that my work in one county as both the IS and SIF works very well. In another, we are still not "in sync". Somehow, the message that ISs work with the DISTRICT and SIFs work with the SCHOOL is not very clear. I feel the number of days is out of whack as well.

Recruiting NEW and more DIFs, SIFs, ISs and Content Coaches from Retirees:
While I know this is not in the waiver request, PLEASE do something about the restriction from MPSERS regarding retirees being contractors. We need people with experience and credibility to fill the roles, yet our own retirement system makes it next to impossible. This has got to change if we are going to place the most knowledgeable people in these roles.

Thank you for the opportunity to comment.

Sybil Lenzi
School Improvement Facilitator
Intervention Specialist
District Improvement Facilitator
Mi Excel SSoS
SCCRESA

School Improvement Facilitator
Mi Excel SSoS
Genesee ISD

ESEAFlexibility

From: Conway, Amy <>
Sent: Saturday, March 21, 2015 2:19 PM
To: ESEAFlexibility
Subject: re: input on the ESEA Flexibility waiver

Hello,

Below are three concerns that I have about the waiver. I would appreciate the careful review of these items:

- Letter grades have a very negative connotation – consider using an alternative system such as a dashboard that articulates whether or not standards are being met at the local level as well as actions being taken to address challenges. This dashboard could also be used to highlight the research based strategies that are being implemented and having success at the local level.
- Please consider issues taking place at the local level regarding parent opt outs of testing. Special consideration should be given with respect to the 95% participation rule. Districts and schools are doing everything possible to administer state required assessment but have difficulty **requiring** parents to make their children take an assessment. A waiver option should be considered for schools that fall below the 95% due to opt out demands.
- Please consider the stability of baseline data as it relates to M-Step and it's first couple years of administration. We want to be sure accountability is stable for purposes of making high stakes decisions and would like to be able to understand metrics in order to provide explanation to our boards and communities.

Thanks,
Amy Conway

Amy Conway, Ed.S.
Assistant Superintendent of School Improvement
Gibraltar School District

ESEAFlexibility

From: Jill Pastor <>
Sent: Saturday, March 21, 2015 4:53 PM
To: ESEAFlexibility
Subject: Comments on Renewal

Flexibility Element = 2.A.i, pages 67-68

Please consider the stability of the baseline data as it relates to M-STEP. This assessment was developed in a nine month timeframe and it's the beginning of the administration of this type of assessment based on our new standards. Please consider that for the purposes of accountability we want a stable process. This process should contain metrics that can easily be explained to all stakeholders.

Flexibility Element 2.A.i, pages 205-206

Graduation rates are mentioned for Focus School identification, what considerations will be given for alternative high schools that traditionally have transient and struggling student populations?

Flexibility Element 2.D.v, pages 193-194

What considerations are going to be given at the local level regarding parent opt out of testing issues. Special considerations should be given with respect to the 95% participation rule. Districts and schools are doing everything possible to administer the required assessments, but district can't really REQUIRE parents to make their students take the assessment.

Thank You!

Jill Pastor
Curriculum/Federal Programs Director

ESEAFlexibility

From: Mae Awada <>
Sent: Friday, March 20, 2015 4:03 PM
To: ESEAFlexibility
Subject: Requesting a Waiver for ELLs

As an educator and an ESL teacher, I request waiving all testing for ELLs who have been in the country for less than three years. If MDE increase state funding for English language Learners since Title III amounts to $95 per student, schools will be able to provide more training for their staff on how to better serve ELLs and address their needs.

Educators and staff serving ELLs need to be trained on how to use effective strategies and latest technology to facilitate ELLs learning and enhance their language development and academic achievement. Teachers need special training on how to teach ELLs the academic language which they need to understand and master in order to perform well on the different state tests. I f Schools receive enough funding, they can easily develop as professional communities and provide for good opportunities for all staff mainly those serving ELLs to grow as professionals and stay informed of the best teaching strategies and practices. This will positively impact ELLs' attitude toward school and improve their performance.

What ELLs need is special programs, resources and materials that enhance their language acquisition and consequently their academic achievement. If schools get enough funding, they can afford buying educational programs that are designed for ELLs and which can make a difference in their learning experience and better prepare them for the state educational system and tests.

To make sure we provide equal learning opportunities for all students, we need to allow ELLs enough time to master the language and then test them in the different subject areas. If we test ELLs one year after their arrival at the States, we might frustrate the majority of these ELLs who come to the States with no previous experience with or exposure to the English Language.

*** This Email was sent by an educator in Dearborn Academy.

ESEAFlexibility

From: Lisa Swingle <>
Sent: Sunday, March 22, 2015 9:37 AM
To: ESEAFlexibility
Subject: ELL State testing

Hello & good morning,

I am currently a curriculum coordinator at a K-8 school with a 64% ELL population.

We have just completed our annual WIDA testing and are now working on scheduling both M-STEP and NWEA MAP spring assessment.
Both assessments focus on reading and math (M-STEP including additional areas such as writing, science, and/or social studies).

When trying to create testing sessions and groups for the multitude of state or charter required assessments it saddens me to know that my 64% ELL population, especially those who have been in the country for over a year and a day, will be force to take an examination on skills and background knowledge well beyond their current capabilities.

Not only do the students feel as failures, but so do my staff who push themselves and their students everyday. We need to give our ELL students time and an environment in which they feel safe to grow and make successes.

Please give our ELL students 2-3 years in their new home environment to get over the culture shock, learn the spoken and written language of our great country they and their families have chosen to be a part of, and have an opportunity to explore and gain the necessary thinking skills and strategies that they will need to become successful young people.

Without this support, that state is choosing to create not only an academic divide, where ELL students continue to fail, but a social and cultural divide as well.

We, as teachers, administrators, parents, and neighbors need the chance celebrate our ELL growth over time so that in turn, these young children can become successful leaders of our future.

Lisa M. Swingle
The Dearborn Academy
Curriculum Coordinator

*** This Email was sent by an educator in Dearborn Academy.

ESEAFlexibility

From: Shannon Peterson <>
Sent: Sunday, March 22, 2015 2:00 PM
To: ESEAFlexibility
Subject: Waiver

To Whom It May Concern,

Thank you for working to improve the accountability system for Michigan schools. No one can argue the need for checks and balances to ensure our children get the best possible education. However, it is imperative to make sure the system in place gathers data we can use to improve instruction and student achievement.

Please consider the following:

- Letter grades have a very negative connotation and many individuals have different understandings of what they actually mean. Please consider using an alternative system such as a dashboard that articulates whether or not standards are being met at the local level as well as actions being taken to address challenges. This dashboard could be used to highlight research based strategies being implemented and successes to date. It is also important that a dashboard identify the success of all students and the different subgroups.
- For Focus school cohort 2012, what does conditionally suspended mean? Would funds be conditionally suspended too?
- Please consider issues taking place at the local level regarding parent opt outs of testing. Special consideration should be given with respect to the 95% participation rule. Districts and schools are doing everything possible to administer state required assessment but have difficulty **requiring** parents to make their children take an assessment. A waiver option should be considered for schools that fall below the 95% due to opt out demands.
- Thank you, for removing the Gap from the Priority School label. Schools in the bottom 5% tend to have little or no gap. Most of the lowest performing schools did not have a gap.
- Please consider the stability of baseline data as it relates to M-Step and it's first couple years of administration. We want to be sure accountability is stable for purposes of making high stakes decisions and would like to be able to understand metrics in order to provide explanation to our boards and communities.
- As it relates to the graduation requirements for Focus schools, what considerations will be given for alternative high schools that traditionally have struggling student populations. Considerations must be made to allow alternative high schools some level of flexibility or removal from the Focus School designation altogether.
- Thank you, for making changes to the identification cycle. We appreciate allowing districts to have a consistent focus support, a stable group of schools without constantly changing "the list".
- Greater flexibility and considerations should be given for transient populations and newcomers.
- Changing the FAY to two count days, only gives a school 6 months to truly identify a new student's needs and show improvement. This doesn't seem fair to the student or the school.
- Please consider removal of the 2013 and 2014 Focus School designation when appropriate improvements have been made. Requiring schools identified to remain in the cohort until 2017 seems contradictory to the exit criteria's intention.

Respectfully,

--
Shannon Peterson, Ed. S.
Executive Director of Secondary Education
Dearborn Public Schools

ESEAFlexibility

From: Jonathan Flukes <>
Sent: Sunday, March 22, 2015 2:55 PM
To: ESEAFlexibility
Subject: ESEA waiver comments

As a parent and and as an educator I have two large concerns with the current ESEA flexibility waiver.

First and foremost we need to abandon the need to have a single color and, even worse, a single letter be the ultimate rating for a school and/or district. Boiling down a school's performance to a single value quite uninformative given all of the things that a school provides for the students, families, and communities - it masks all the good or bad things that may be happening in a school. Rather, we should offer a dashboard that displays a variety of usable data for parents and communities. And, above all, please do not use a letter grades. It's time to bring our reporting and marking systems in line with our updated education practices.

Second, eliminate the whole idea behind comparing the Top 30% and Bottom 30% as the Gap measure. The changes to the Gap measure in the waiver help a little but the whole metric is deeply flawed. 1) It is completely devoid of any link to the state proficiency level. 2) If the goal of schools are to improve the achievement for all kids, and, a school has a diverse population of students with various ability levels, they are penalized when students at the bottom and at the top increase their achievement. It's just plain silly.

Finally, I'd like to highlight some of changes that move the waiver into a more palatable direction:
- The move away from annual identification of Priority and Focus designations
- Removing the Gap measure from the TtB ranking
- Weighting the content areas by number of students assessed

--Jonathan Flukes

ESEAFlexibility

From: Jill Chochol <>
Sent: Sunday, March 22, 2015 8:33 PM
To: ESEAFlexibility
Subject: Dearborn Schools feedback

- Letter grades have a very negative connotation – consider using an alternative system such as a dashboard that articulates whether or not standards are being met at the local level as well as actions being taken to address challenges. This dashboard could also be used to highlight the research based strategies that are being implemented and having success at the local level.

- For Focus school cohort 2012 there is lack of clarity and therefore concern regarding "conditionally suspended". What does conditionally suspended mean? Would funds be conditionally suspended as well? Please define more clearly.

- Focus schools will only use gap in Math and ELA. Tested subjects gain greater focus. If subjects are ignored for accountability purposes they will become less important. Please consider unintended consequences of not including Science and Social Studies. Our state has already been through this with AYP.

- Please consider issues taking place at the local level regarding parent opt outs of testing. Special consideration should be given with respect to the 95% participation rule. Districts and schools are doing everything possible to administer state required assessment but have difficulty **requiring** parents to make their children take an assessment. A waiver option should be considered for schools that fall below the 95% due to opt out demands, with documentation for students whose parents have submitted waivers.

- Thank you for removing the Gap from the Priority School label. Schools in the bottom 5% tend to have little or no gap. Most of the lowest performing schools did not have a gap-still low and therefore worthy of close attention.

- Consider the stability of baseline data as it relates to M-Step and the first couple years of administration. We want to be sure accountability is stable for purposes of making high stakes decisions and would like to be able to understand metrics in order to provide explanation to our boards and communities.

- As it relates to the graduation requirements for Focus schools, what considerations will be given for alternative high schools that traditionally have struggling student populations. Considerations must be made to allow alternative high schools some level of flexibility or removal from the Focus School designation altogether.

- Thank you, for making changes to the identification cycle. We appreciate allowing districts to have a consistent focus support, a stable group of schools without constantly changing "the list".

- Greater flexibility and considerations should be given for transient populations.

- Please consider removal of the 2013 and 2014 Focus School designation when appropriate improvements have been made. Requiring schools identified to remain in the cohort until 2017 seems contradictory to the exit

ESEAFlexibility

From: Shalan Karazim <>
Sent: Monday, March 23, 2015 7:33 AM
To: ESEAFlexibility
Subject: Waiver

How will MDE ensure the achievement gap for English learners will be closed?

How will priority and focus school staff be trained on L2?

How might we ensure all teachers of ELs participate in L2 Professional Development?

What activities might help us coordinate and leverage state and federal funds to support Els across Wayne County?

Mrs. Karazim
Math Specialist Grades 5-8
The Dearborn Academy

*** This Email was sent by an educator in Dearborn Academy.

ESEAFlexibility

From: Sheila Alles <>
Sent: Monday, March 23, 2015 9:00 AM
To: ESEAFlexibility
Subject: Feedback on the MI ESEA Waiver

- To whom it may concern,

I would like to provide the following feedback regarding the proposed ESEA Flexibility Waiver for Michigan,

Letter grades have a very negative connotation – consider using an alternative system such as a dashboard that articulates whether or not standards are being met at the local level as well as actions being taken to address challenges. This dashboard could also be used to highlight the research based strategies that are being implemented and having success at the local level.

- For Focus school cohort 2012 there is lack of clarity and therefore concern regarding "conditionally suspended". What does conditionally suspended mean? Would funds be conditionally suspended as well? Please define more clearly.

- Focus schools will only use gap in Math and ELA. Tested subjects gain greater focus. If subjects are ignored for accountability purposes they will become less important. Please consider unintended consequences of not including Science and Social Studies.

- Please consider issues taking place at the local level regarding parent opt outs of testing. Special consideration should be given with respect to the 95% participation rule. Districts and schools are doing everything possible to administer state required assessment but have difficulty **requiring** parents to make their children take an assessment. A waiver option should be considered for schools that fall below the 95% due to opt out demands.

- Thank you, for removing the Gap from the Priority School label. Schools in the bottom 5% tend to have little or no gap. Most of the lowest performing schools did not have a gap.

- Please consider the stability of baseline data as it relates to M-Step and it's first couple years of administration. We want to be sure accountability is stable for purposes of making high stakes decisions and would like to be able to understand metrics in order to provide explanation to our boards and communities.

As it relates to the graduation requirements for Focus schools, what considerations will be given for alternative high schools that traditionally have struggling student populations.

Thank you for the opportunity to provide feedback. Should you have any questions, feel free to contact me,

Sheila Alles
Director of Academic Services
Livonia Public Schools
15125 Farmington Rd.
Livonia, Michigan 48154

ESEAFlexibility

From: Brad Biladeau <>
Sent: Monday, March 23, 2015 10:11 AM
To: ESEAFlexibility
Cc: Chris Wigent; William Miller
Subject: ESEA Waiver Public Comment
Attachments: MASA - MAISA ESEA Waiver commentary-2015.pdf

On behalf of the Michigan Association of School Administrators and Michigan Association of Intermediate School Administrators, please accept the following feedback on Michigan's proposed ESEA Flexibility Waiver renewal request.

We want to thank you for this opportunity.

Brad Biladeau

Associate Executive Director
Michigan Association of School Administrators
Michigan Association of Intermediate School Administrators

March 20, 2015

To Whom It May Concern:

The purpose of this letter is to provide feedback on Michigan's proposed ESEA Flexibility Waiver renewal request. On behalf of the superintendents and assistant superintendents of Michigan's 545 School Districts and 56 Intermediate School Districts, we want to thank you for this opportunity.

The feedback of our two organizations includes the following:

- It is the position of MASA/MAISA that and the A-F letter grade system proposed by some legislators is an inappropriate and inaccurate way of communicating school performance. We would prefer the color-based system over A-F letter grads; however, we believe a preferred system would use dashboard metrics, similar to systems used in other states.
- MASA/MAISA fully support MDE's proposed transition to a three-year identification cycle for Priority and Focus schools.
- MASA/MAISA support the proposed modification of only using ELA and mathematics scores for identifying Focus Schools.
- MASA/MAISA support the modified metrics for determining the Top-to-Bottom list.
- While MASA/MAISA supports the shift to differentiate the weighting of different subjects based on the number of student scores in those subjects; we would also urge MDE to eliminate the use of science and social studies scores in determining Priority School status and exclusively use only ELA and math scores, which is consistent with what is being recommended for the Focus School metric.
- MASA/MAISA support the inclusion of clearly defined and appropriate exit criteria for both Priority and Focus schools.
- While we are encouraged that MDE intends to use the proposed criteria to exit schools from the 2010 and 2011 Priority School cohorts by the end of the 2014-15 school year, MASA/MAISA would expect that the same opportunity be extended to schools in the

2012, 2013, and 2014 cohorts as soon as evidence of two consecutive years of AMO progress is available.

- MASA/MAISA suggest the proposal to retain the 2012-2014 Focus School cohorts until 2017 with no possibility of exiting should be reconsidered. Schools showing progress toward gap closure and improved graduation rates, or whose students are above state proficiency/growth averages and can demonstrate that progress, should not be held due to the lack of a consistent state assessment.

- MASA/MAISA fully support the MDE proposal to delay the use of state assessment data for teacher and administrator accountability purposes until two years of data under the same assessment system are available.

We appreciate the opportunity to provide this ESEA Flexibility Waiver feedback. If you have any questions, please do not hesitate to contact us further.

Sincerely,

Christopher A. Wigent
Executive Director, MASA

William Miller
Executive Dirctor, MAISA

ESEAFlexibility

From: bolussalah . <>
Sent: Monday, March 23, 2015 10:21 AM
To: ESEAFlexibility
Subject: Flex Waiver Feedback

Dear MDE,

Please consider the following items as you make revisions to the flex waiver.

- Letter grades have a very negative connotation – consider using an alternative system such as a dashboard that articulates whether or not standards are being met at the local level as well as actions being taken to address challenges. This dashboard could also be used to highlight the research based strategies that are being implemented and having success at the local level.
- For Focus school cohort 2012 there is lack of clarity and therefore concern regarding "conditionally suspended". What does conditionally suspended mean? Would funds be conditionally suspended as well? Please define more clearly.
- Focus schools will only use gap in Math and ELA. Tested subjects gain greater focus. If subjects are ignored for accountability purposes they will become less important. Please consider unintended consequences of not including Science and Social Studies.
- Please consider issues taking place at the local level regarding parent opt outs of testing. Special consideration should be given with respect to the 95% participation rule. Districts and schools are doing everything possible to administer state required assessment but have difficulty **requiring** parents to make their children take an assessment. A waiver option should be considered for schools that fall below the 95% due to opt out demands.
- Thank you, for removing the Gap from the Priority School label. Schools in the bottom 5% tend to have little or no gap. Most of the lowest performing schools did not have a gap.
- Please consider the stability of baseline data as it relates to M-Step and it's first couple years of administration. We want to be sure accountability is stable for purposes of making high stakes decisions and would like to be able to understand metrics in order to provide explanation to our boards and communities.
- As it relates to the graduation requirements for Focus schools, what considerations will be given for alternative high schools that traditionally have struggling student populations. Considerations must be made to allow alternative high schools some level of flexibility or removal from the Focus School designation altogether.
- Thank you, for making changes to the identification cycle. We appreciate allowing districts to have a consistent focus support, a stable group of schools without constantly changing "the list".
- Greater flexibility and considerations should be given for transient populations.
- Please consider removal of the 2013 and 2014 Focus School designation when appropriate improvements have been made. Requiring schools identified to remain in the cohort until 2017 seems contradictory to the exit criteria's intention.

Thank you,

Paul Salah
Associate Superintendent/Educational Services
Wayne RESA

--
Paul

ESEAFlexibility

From: Lori Pearson <>
Sent: Monday, March 23, 2015 10:18 AM
To: ESEAFlexibility
Subject: Waiver Feedback

To Whom It May Concern;

I am writing today to provide feedback on Michigan's proposed ESEA Flexibility Waiver renewal request. On behalf of the three counties I represent with 9,000 students, who are often not in a position to advocate on their own behalf, but who are nevertheless directly affected by these proposed changes, I offer the following feedback:

- I support MDE's proposal to differentiate between accountability systems (Top-to-Bottom list, Priority and Focus Schools) for low performing schools and a separate school dashboard that would provide relevant information about all schools to students and parents.
- I support MDE's proposal to transition to a three-year identification cycle for Priority and Focus schools.
- I recommend for consideration the removal of the current gap measure for identifying Priority Schools combined with the weight placed on proficiency could significantly disadvantage schools that are driving student improvement, but whose students are behind grade level. To correct this, I would urge that more weight be place on growth (75%) than proficiency (25%).
- I recommend for consideration, to eliminate the use of science and social studies scores in determining Priority School status and focus exclusively on ELA and math scores, consistent with what is being recommended for the Focus School metric.
- I support the proposed modification of only using ELA and mathematics scores for identifying Focus Schools.
- I support and commend the inclusion of clearly defined exit criteria for both Priority and Focus schools.
- I believe the proposal to retain the 2012-2014 Focus School cohorts until 2017 with no possibility of exiting should be reconsidered. Schools showing progress toward gap closure, improved graduation rates, or whose students are above state proficiency/growth averages and can demonstrate that progress should not be held over for want of a state assessment.
- I support the MDE proposal to delay the use of state assessment data for teacher and administrator accountability purposes until two years of data under the same assessment system are available.
- I do not support the use of mandatory standardized programs for all schools designated as a Priority or a Focus school. One size does not fit all. I do support an audit or external review of designated schools to determine interventions from a menu of evidenced based interventions.

Thank you again for the opportunity to provide feedback. If you have any questions, please do not hesitate to contact me further.
Sincerely,

Lori Pearson, Director of Learning Services COPESD

ESEAFlexibility

From: Sara Alrayyashi <>
Sent: Monday, March 23, 2015 10:43 AM
To: ESEAFlexibility
Cc: Afrin Alavi
Subject: Flexibility renewal

Good morning,

To whom it may concern;
My name is Sara Alrayyashi, I work at The Dearborn Academy it's a charter school with Title 1 priority with many EL students. These students come with little to no English. Allowing them time to gain a stronger English foundation will assist us in knowing where their weaknesses lie and adhere to those weaknesses. Thank you for you time and efforts.

God Bless,

Ms. Sara Alrayyashi
RTI Interventionist
The Dearborn Academy

*** This Email was sent by an educator.

ESEAFlexibility

From: Mike Vieau <>
Sent: Monday, March 23, 2015 10:45 AM
To: ESEAFlexibility
Subject: Comments on Flexibility Waiver

I would like to take the opportunity to comment on the section in the waiver that details how schools may exit the priority school category.

I am in favor of the proposed language as follows:

In order to exit Priority designation, a school must meet all of the following requirements:

-Top to Bottom Requirement A school must have Top to Bottom percentile rank of 5 or higher in the most recent year for exit consideration.

-Scorecard requirements: A school must meet its annual measurable objective for both subject areas of math and English in the All students subgroups.

-Assessment Participation Requirement - The school must have a 95% participation rate on all required state assessments or have otherwise demonstrated satisfactory participation according their accountability scorecard.

--

Michael J. Vieau
Superintendent
Pinconning Area School District

We envision students, parents, staff and community members working together to establish a dynamic learning environment for the achievement of all students.

This email and any attached files are confidential and intended solely for the intended recipient(s). If you are not the named recipient you should not read, distribute, copy or alter this email. Any views or opinions expressed in this email are those of the author and do not represent those of Pinconning Area Schools. Warning: Although precautions have been taken to make sure no viruses are present in this email, Pinconning Area Schools cannot accept responsibility for any loss or damage that arise from the use of this email or attachments.

ESEAFlexibility

From: Klee, Richard <>
Sent: Monday, March 23, 2015 10:57 AM
To: ESEAFlexibility
Subject: FLEX Waiver Feedback

I was part of a WCRESA curriculum directors meeting on Friday, March 20th and we collectively looked at the ESEA Flex Waiver proposal. The following were suggestions we came up with and would like to have considered.

- Letter grades have a very negative connotation – consider using an alternative system such as a dashboard that articulates whether or not standards are being met at the local level as well as actions being taken to address challenges. This dashboard could also be used to highlight the research based strategies that are being implemented and having success at the local level.

- For Focus school cohort 2012 there is lack of clarity and therefore concern regarding "conditionally suspended". What does conditionally suspended mean? Would funds be conditionally suspended as well? Please define more clearly.

- Focus schools will only use gap in Math and ELA. Tested subjects gain greater focus. If subjects are ignored for accountability purposes they will become less important. Please consider unintended consequences of not including Science and Social Studies.

- Please consider issues taking place at the local level regarding parent opt outs of testing. Special consideration should be given with respect to the 95% participation rule. Districts and schools are doing everything possible to administer state required assessment but have difficulty requiring parents to make their children take an assessment. A waiver option should be considered for schools that fall below the 95% due to opt out demands.

- Thank you, for removing the Gap from the Priority School label. Schools in the bottom 5% tend to have little or no gap. Most of the lowest performing schools did not have a gap.

- Please consider the stability of baseline data as it relates to M-Step and it's first couple years of administration. We want to be sure accountability is stable for purposes of making high stakes decisions and would like to be able to understand metrics in order to provide explanation to our boards and communities.

- As it relates to the graduation requirements for Focus schools, what considerations will be given for alternative high schools that traditionally have struggling student populations. Considerations must be made to allow alternative high schools some level of flexibility or removal from the Focus School designation altogether.

- Thank you, for making changes to the identification cycle. We appreciate allowing districts to have a consistent focus support, a stable group of schools without constantly changing "the list".

- Greater flexibility and considerations should be given for transient populations.

• Please consider removal of the 2013 and 2014 Focus School designation when appropriate improvements have been made. Requiring schools identified to remain in the cohort until 2017 seems contradictory to the exit criteria's intention.

--
Richard E. Klee, Ph.D.
Director of Curriculum & Instruction

"Always do your best. What you plant now, you will harvest later." - Og Mandino

ESEAFlexibility

From: Stacy Peterson <>
Sent: Monday, March 23, 2015 12:38 PM
To: ESEAFlexibility
Subject: ESEA ramifications for Michigan

Please consider some of the issues regarding the proposed ramifications for ESEA.

Right now, although few for our district, there is a movement towards parents opting their children out of testing. I fear that the continued negative press of the Common Core will proliferate this in the future. In addition, once parents realize that the amount of testing a 3rd grade child or any child will undergo is more than that given in entrance exams for grad school in terms of time on task (MCAT and LSAT) more parents will feel the need to opt out.

Letter grades have a very negative connotation. In many districts, a standards based grading system is being implemented so parents can truly be informed about a child's learning rather than assigning in arbitrary letter. If we want the public to be informed we should consider a similar standards based system for our accountability. Maybe have 6-10 standards for each school/district and rate them on a 4-1 scale.

We already have difficulty expressing the "why" in terms of the amount and type of testing given to our students. If science and social studies are dropped in terms of accountability, our students (and teachers) potentially would not take these assessments as seriously as they should.

We currently have a Focus school in our district. To my understanding, we will remain in "Focus school limbo" due to the changes in tests and the stability of data. Our school is making changes to try and improve their status, but because the assessment is different this year and next it won't be until potentially 2018 to lose this designation.

There are some things in the waiver I do agree with like labeling schools every three years instead of every year. This allows the ISDs to provide focused support to the identified schools for three years instead of having to continually add new supports when new schools are added.

Please take these ideas under consideration as well as my educational colleagues. I would be happy to address any other concerns you have and serve in an advisory capacity if warranted.

--
Stacy Peterson
Curriculum Director
Woodhaven-Brownstown School District
Engage. Enlighten. Empower.

ESEAFlexibility

From: Monique.Beels
Sent: Monday, March 23, 2015 12:39 PM
To: ESEAFlexibility
Cc: Monique.Beels@clawson.k12.mi.us
Subject: A Flexibility uRequest
Attachments: scan.pdf

NCA Accredited by the North Central Association of Colleges and Schools
ADMINISTRATION OFFICE
626 Phillips
Clawson, MI 48017
248.655.4400
248.655.4425 Fax
248.655.4422 Supt. Fax

To: Michigan Department of Education
From: Monique Beels, Superintendent
Date: March 23, 2015
Re: OS Feedback on Michigan's ESEA Flexibility Request

Over the past few months, we have discussed various elements of the ESEA Flexibility Waiver with school leaders around the state through the Michigan Association of Intermediate School Administrators (MAISA) and their instructional group, the General Education Leadership (GELN) Network. Oakland Schools and our 28 local school districts strongly support the feedback that was sent earlier this year, titled "Key Points of Consideration for Michigan's New Flex Waiver with the United States Federal Government."

In addition to Oakland Schools' participation in the process to develop the MAISA GELN feedback, we also engaged our county school leaders in further dialogue about the ESEA Flexibility Waiver Request the MDE sent out for public comment earlier this month. The following is feedback from Oakland Schools and our 28 school districts related to the Accountability Indicator that includes the Overall Indicator and Public Reporting components (as outlined in the MDE Accountability presentation at the School Improvement Conference last week).

To meet the requirement for an Accountability Indicator, we support the use of a parent-friendly dashboard that includes an Overall Indicator as one of the components (see attached sample). We propose that the category for the Overall Indicator be placed as a required element on the dashboard and be labeled as something like, "STANDARDS MET" where either a checkmark/x or a yes/no would serve as the indicator of whether a school or district met or did not meet standards.

We are opposed to other Accountability/Overall Indicators that have been discussed and proposed, including A-F letter grades, 1-5 number ratings, or most recently, effectiveness ratings tied back to either letter grades (HE=A, E=B or C, ME=D, NE=F) or school labels (Priority, Focus, and Reward Schools).

We understand that the U.S. Education Department requires states to report an Accountability Indicator. In our opinion this can best be accomplished through generating a dashboard for each school/district that includes the Overall Indicator (Did or Did Not Meet Standards). We believe a well-designed dashboard (see attached sample) that contains the Overall Indicator component and performance data, that can be customized by districts to also provide unique information about their schools, is the best vehicle to report on school quality factors to meet the Public Reporting requirement. At the request of our local districts, Oakland Schools is in the process of developing such a dashboard and is willing to collaborate with the MDE in the design and/or development process.

Please consider this request carefully as our Oakland County Superintendents Association and Teaching and Learning Council representing our district and instructional leaders who serve 28 districts, over 200 schools and 190,000 students support an Accountability Indicator in the form of a customizable, parent-friendly dashboard as outlined above.

We appreciate the opportunity to submit feedback on the MDE's Flexibility Waiver Request. Rationale for this feedback is summarized in Appendix A on the following page. Please let us know if you have questions, need clarification on any point or require additional information.

Appendix A

Rationale for our Feedback Related to Elements that we Support and Oppose:

Support for a Dashboard: Educating students is a complex process. We believe that the best way to report to the public about our schools and districts is through a dashboard that displays information and performance indicators about schools in an easy to understand format.

A dashboard is a more genuine and transparent way to communicate with the public about our schools; allowing parents access to the information they feel is most important to them in their decision-making process. We believe this type of public reporting is far more useful than having the state's accountability system produce an overall indicator that comes out in the form of a color, number or letter grade. One problem with these overall indicators is that people don't share the same understanding about what they mean. For example, a letter grade of "C" for some people is synonymous with failing while others have long understood that the letter grade of "C" is the middle grade and indicates average performance.

Opposition to labels: We are strongly opposed to unfairly labeling schools with a letter, number or color as it does not adequately reflect the many factors that contribute to a quality education (but that a dashboard does well). These labels will not help families better understand their local schools; instead they have the potential of creating a negative perception about our schools that is inaccurate at best and damaging at worst.

ESEAFlexibility

From: Rod Rock <>
Sent: Monday, March 23, 2015 2:27 PM
To: ESEAFlexibility
Subject: Assessment
Attachments: M-STEP Forward - Google Docs.pdf

I request that the ESEA Flexibility Waiver includes:

An alternative assessment system that is consistent with the one used by the State of New Hampshire, including student-performance assessments (administered by classroom teachers) and fewer students assessed annually, online.

Here are some documents that support the New Hampshire model:
http://www.governor.nh.gov/media/news/2015/pr-2015-03-05-pace.htm
http://education.nh.gov/accountability-system/documents/concept-paper.pdf

The superintendents of Oakland County will work with MDE to develop these performance assessments.

Further, I request that the educator evaluation system associated with assessments is geared more toward research on performance feedback, including direct, ongoing conversations related to growth-over-time. These conversations should be team-based and reflective a groups work toward common objectives (https://hbr.org/2015/04/reinventing-performance-management).

I further request a discontinuation of rank ordering schools and districts in favor of a seeking of equity of opportunity and expectations for all students, as reflected in the Finnish Model of education (http://www.cimo.fi/instancedata/prime_product_julkaisu/cimo/embeds/cimowwwstructure/25534_American_educator_spring2012.pdf).

Attached is a resolution that lists the inhibitors created by the M-STEP processes along with suggestions for future improvement.

Thank you.
--
Rod Rock, Ed.D.
Superintendent
Clarkston Community Schools: *Passion. Emotion. Relationships. Inspiration*

Cultivating thinkers, learners, and positive contributors to a global society.

Recently Read or Reading Books:
Creating Cultures of Thinking, Ron Ritchhart
The Alchemist, Paulo Coelho
Finnish Lessons 2.0, Pasi Sahlberg
This Idea Must Die, John Brockman (Ed.)
Who is Afraid of the Big Bad Dragon by Yong Zhao
Truth, Beauty, and Goodness Reframed by Howard Gardner
"What Do You Care What Other People Think?" by Richard P. Feynman
Future Wise by David N. Perkins
World Class Learners by Yong Zhao
The Necessary Revolution by Peter Senge, Bryan Smith, Nina Kruschwitz, Joe Laur, and Sara Schley
Quiet: The Power of Introverts in a World that Can't Stop Talking by Susan Cain

The End of Poverty by Jeffrey Sachs
Quiet Strength by Tony Dungy and Nathan Whitaker
Long Walk to Freedom by Nelson Mandela
The Price of Civilization by Jeffrey Sachs
Reign of Error by Diane Ravitch
Making Thinking Visible by Ron Ritchhart, Mark Church, and Karin Morrison
Henry Ford by Vincent Curcio
Churchill: The Prophetic Statesman by James C. Humes
The Smartest Kids in the World by Amanda Ripley
To Move the World by Jeff Sachs
Ungifted by Scott Barry Kaufman
Creating Innovators by Tony Wagner
How Children Succeed by Paul Tough
The Fourth Way by Andy Hargreaves and Dennis Shirley
Finnish Lessons by Pasi Sahlberg
The Global Achievement Gap by Tony Wagner

"Here's to the kids who are different,

The kids who don't always get A's

The kids who have ears twice the size of their peers,

And noses that go on for days ...

Here's to the kids who are different,

The kids they call crazy or dumb,

The kids who don't fit, with the guts and the grit,

Who dance to a different drum ...

Here's to the kids who are different,

The kids with the mischievous streak,

For when they have grown, as history's shown,

It's their difference that makes them unique."

-Digby Wolfe, "Kids who are Different"

Thank you to everyone who made possible Clarkston's Project Zero Perspectives Conference in November 2012, which featured Howard Gardner, David Perkins, Ron Ritchhart, and over 800 educators from around the world. Find more information at:
http://www.clarkston.k12.mi.us/education/components/scrapbook/default.php?sectionid=1

M-STEP Forward: A Resolution

WHEREAS the State of Michigan implemented a new statewide, standardized test after the school year began and in November 2014; put in place required testing schedules for schools to follow after the beginning of the school year; as late as March, 20, 2015 is still releasing software to schools for the computer-based test; and will discontinue the M-STEP assessment after one year to create a different tool for the school year 2015-16 and beyond; and

WHEREAS the State, in November 2014, notified school districts that the M-STEP would utilize a computer-adaptive format, meaning that it would individualize the assessment questions for students based upon their responses; and on February 9, 2015, notified school districts that M-STEP is not computer adaptive; and

WHEREAS the State originally notified school districts that M-STEP data would be available to schools shortly after the tests were administered so that schools could use the data to inform instruction; and subsequently notified school districts that M-STEP data will not be available to school districts until several months after the test is completed; and

WHEREAS the State's M-STEP assessment schedule will disrupt schooling, make technology inaccessible, increase the summer slide experienced by students over the summer months, unfairly assess students, and therefore diminish their readiness for future assessments due to the interruption of the exploration of content from April until June, meaning that students will miss out on a tremendous amount of classroom time and new learning in order to take the M-STEP; and

WHEREAS the State has determined that it will use M-STEP results to establish future requirements of At-Risk funding, which the State has historically targeted toward students at risk of failing in school due to adverse factors in their lives; and standardized assessments link directly to school and school district funding; teacher, school, and administrator evaluations, rankings, and ratings; and potentially to student advancement to fourth grade; and

WHEREAS the M-STEP process, in its entirety, is completely out of the control of local school districts;

NOW, THEREFORE, IT IS HEREBY RESOLVED:

That the Clarkston Community Schools' Board of Education, Administration, Parents, and Staff:

- Call for the immediate cessation of the M-STEP assessment process and administration;
- Call for a delay in future statewide, standardized tests until they are fully developed, fully adaptable, and the data available in a timely manner to schools; until a reasonable timeframe for administration is created so that the processes do not inhibit the learning of

essential content, extend the summer slide, or disrupt the focus of the entire school; until there is an equity of technology in every Michigan school district in advance of any future, computer-based standardized assessments;

- Call for the State to begin a collaborative process, with willing districts, to:
    1.allow flexibility in student performance assessments that reflect the local values and visions, and the development of essential, non-cognitive skills; define mastery of learning objectives; and think first of the well-being of children;
    2.develop teacher and administrator evaluation systems consistent with research and related to standardized tests in manners that advance student, teacher, administrator, school, and district learning;
    3. establish rankings that reflect growth over time and the cummulative experiences had by students within school systems.

ESEAFlexibility

From: Gerald Hill <>
Sent: Monday, March 23, 2015 3:09 PM
To: ESEAFlexibility
Subject: ESEA Flexibility Waiver Feedback from WBSD
Attachments: Feedback on Michigan's ESEA Flexibility Request 3-23-15.pdf; Dashboard Sample.pdf copy.pdf

To Whom It May Concern,

Please see the two attached documents.

Regards,

--
Gerald D. Hill, Ph.D.
Superintendent
West Bloomfield School District
5810 Commerce Road
West Bloomfield, MI 48324

WEST BLOOMFIELD
SCHOOL DISTRICT
GERALD D. HILL, PH.D.
SUPERINTENDENT

memo

To: ***Michigan Department of Education***

From: **Dr. Gerald D. Hill, Superintendent WBSD**

Date: **March 23, 2015**

Re: **Feedback on Michigan's ESEA Flexibility Request**

West Bloomfield School district is affiliated with Oakland Schools. Over the past few months, we have discussed various elements of the ESEA Flexibility Waiver with school leaders around the state through the Michigan Association of Intermediate School Administrators (MAISA) and their instructional group, the General Education Leadership (GELN) Network. Oakland Schools and the 28 local school districts strongly support the feedback that was sent earlier this year, titled "Key Points of Consideration for Michigan's New Flex Waiver with the United States Federal Government."

In addition to Oakland Schools' participation in the process to develop the MAISA GELN feedback, they also engaged our county school leaders in further dialogue about the ESEA Flexibility Waiver Request the MDE sent out for public comment earlier this month. The following is feedback from Oakland Schools and the 28 school districts related to the Accountability Indicator that includes the Overall Indicator and Public Reporting components (as outlined in the MDE Accountability presentation at the School Improvement Conference last week).

To meet the requirement for an Accountability Indicator, we support the use of a parent-friendly dashboard that includes an Overall Indicator as one of the components (see attached sample). We propose that the category for the Overall Indicator be placed as a required element on the dashboard and be labeled as something like, "STANDARDS MET" where either a checkmark/x or a yes/no would serve as the indicator of whether a school or district met or did not meet standards.

5810 COMMERCE ROAD, WEST BLOOMFIELD, MICHIGAN 48324 TELEPHONE (248) 865-6485 FAX (248) 865-6481
E-MAIL: gerald.hill@wbsd.org

WEST BLOOMFIELD
SCHOOL DISTRICT
GERALD D. HILL, PH.D.
SUPERINTENDENT

We are opposed to other Accountability/Overall Indicators that have been discussed and proposed, including A-F letter grades, 1-5 number ratings, or most recently, effectiveness ratings tied back to either letter grades (HE=A, E=B or C, ME=D, NE=F) or school labels (Priority, Focus, and Reward Schools).

We understand that the U.S. Education Department requires states to report an Accountability Indicator. In our opinion this can best be accomplished through generating a dashboard for each school/district that includes the Overall Indicator (Did or Did Not Meet Standards). We believe a well-designed dashboard (see attached sample) that contains the Overall Indicator component and performance data, that can be customized by districts to also provide unique information about their schools, is the best vehicle to report on school quality factors to meet the Public Reporting requirement. At the request of the local districts, Oakland Schools is in the process of developing such a dashboard and is willing to collaborate with the MDE in the design and/or development process.

Please consider this request carefully as the Oakland County Superintendents Association and Teaching and Learning Council representing our district and instructional leaders who serve 28 districts, over 200 schools and 190,000 students support an Accountability Indicator in the form of a customizable, parent-friendly dashboard as outlined above.

I appreciate the opportunity to submit feedback on the MDE's Flexibility Waiver Request. Rationale for this feedback is summarized in Appendix A on the following page. Please let me know if you have questions, need clarification on any point or require additional information.

5810 COMMERCE ROAD, WEST BLOOMFIELD, MICHIGAN 48324 TELEPHONE (248) 865-6485 FAX (248) 865-6481
E-MAIL: gerald.hill@wbsd.org

WEST BLOOMFIELD
SCHOOL DISTRICT
GERALD D. HILL, PH.D.
SUPERINTENDENT

Appendix A

Rationale for our Feedback Related to Elements that we Support and Oppose:

Support for a Dashboard: Educating students is a complex process. We believe that the best way to report to the public about our schools and districts is through a dashboard that displays information and performance indicators about schools in an easy to understand format.

A dashboard is a more genuine and transparent way to communicate with the public about our schools; allowing parents access to the information they feel is most important to them in their decision-making process. We believe this type of public reporting is far more useful than having the state's accountability system produce an overall indicator that comes out in the form of a color, number or letter grade. One problem with these overall indicators is that people don't share the same understanding about what they mean. For example, a letter grade of "C" for some people is synonymous with failing while others have long understood that the letter grade of "C" is the middle grade and indicates average performance.

Opposition to labels: We are strongly opposed to unfairly labeling schools with a letter, number or color as it does not adequately reflect the many factors that contribute to a quality education (but that a dashboard does well). These labels will not help families better understand their local schools; instead they have the potential of creating a negative perception about our schools that is inaccurate at best and damaging at worst.

5810 COMMERCE ROAD, WEST BLOOMFIELD, MICHIGAN 48324 TELEPHONE (248) 865-6485 FAX (248) 865-6481
E-MAIL: gerald.hill@wbsd.org

Oak High School

Here is a quick look at the data that drives our decisions. For more information, click through to the data sources or call Principal Smith at 248.555.5555.

ABOUT US

Students at Oak High School are highly engaged, successful students. Every student has the opportunity to participate in project-based learning experiences and has learned to work independently as well as in small and large groups. Students also have many opportunities to interact with their peers in sports, clubs and non-athletic teams. Our students have been the regional finalists in Robotics for three consecutive years and won the state championship last year. Oak High also holds the division title in football and girls basketball for 2014. Oak High School students graduate with skills that prepare them for their future.

OUR STUDENTS

1,357 Students served in Oak High School 2013-2014

94% Of our students graduate in 4 years.

82% Of our students were proficient on their district-wide assessments.

STANDARDS MET

OUR CLASSROOMS

27 We have an average of 27 students per classroom at Oak High School.

87% We have a talented workforce. 87% of our teachers have achieved master teacher status.

1.5 : 1 Technology is an important teaching tool and we are pleased to have devices available for our students at a ratio of 1.5:1.

STUDENT & PARENT PARTICIPATION

EXTRACURRICULAR ACTIVITIES	64%
ATHLETICS	42%
ADVANCED PLACEMENT CLASSES	18%
CAREER TECHNICAL EDUCATION	16%
WORLD LANGUAGES	83%
SCHOLARSHIPS	76%
PROFICIENT ON STATE ASSESSMENTS	77%
PARENTS ATTEND TEACHER CONFERENCES	82%

STUDENT GROWTH

DISTRICTWIDE DATA

ESEAFlexibility

From: Paul Shepich <>
Sent: Monday, March 23, 2015 3:31 PM
To: ESEAFlexibility
Subject: Clarenceville School District Feedback to MDE on the ESEA Flexibility Waiver Request
Attachments: CSD Feedback on ESEA Flex Request 2015.docx; Dashboard Sample.pdf

Good Afternoon,
Please read the attached documents regarding the ESEA Flex Waiver as it pertains to school and district accountabilitystandards.
Respectfully,

Paul K. Shepich
Superintendent Clarenceville School District
Building Stronger Schools....Together

Paul K. Shepich
Superintendent

David G. Bergeron
Assistant Superintendent
Business/Support Services/Finance

Carol A. Anthony
Director
Curriculum/Instruction/Assessment

Neil A. Thomas
Director Special Education
Student Services

MEMO

To: **Michigan Department of Education**

From: **Paul K. Shepich, Superintendent**

Date: **March 24, 2015**

Re: **Clarenceville School District's Feedback on Michigan's ESEA Flexibility Request**

Over the past few months, I have discussed various elements of the ESEA Flexibility Waiver with my school administrators and Board of Education members. The Clarenceville School District and the other 27 local school districts of Oakland County strongly support the feedback that was sent earlier this year, titled "Key Points of Consideration for Michigan's New Flex Waiver with the United States Federal Government."

Clarenceville School District has participated in the Oakland Schools' process to develop the MAISA GELN feedback. I was also engaged with other county school leaders in further dialogue about the ESEA Flexibility Waiver Request the MDE sent out for public comment earlier this month. The following is feedback from the Clarenceville School District and the other 27 school districts related to the Accountability Indicator that includes the Overall Indicator and Public Reporting components (as outlined in the MDE Accountability presentation at the School Improvement Conference last week).

To meet the requirement for an Accountability Indicator, the Clarenceville School District supports the use of a parent-friendly dashboard that includes an Overall Indicator as one of the components (see attached sample). We propose that the category for the Overall Indicator be placed as a required element on the dashboard and be labeled as something like, "STANDARDS MET" where either a checkmark/x or a yes/no would serve as the indicator of whether a school or district met or did not meet standards.

Matthew Boettcher, President **Mark Brooks**, Vice-President **Sharon Simpson**, Secretary **Brenda Uren**, Treasurer
Cindy Immonen, Trustee **Richard Tannous**, Trustee **Steve Massie**, Trustee

The Clarenceville School District is opposed to other Accountability/Overall Indicators that have been discussed and proposed, including A-F letter grades, 1-5 number ratings, or most recently, effectiveness ratings tied back to either letter grades (HE=A, E=B or C, ME=D, NE=F) or school labels (Priority, Focus, and Reward Schools).

We understand that the U.S. Education Department requires states to report an Accountability Indicator. In our opinion this can best be accomplished through generating a dashboard for each school/district that includes the Overall Indicator (Did or Did Not Meet Standards). We believe a well-designed dashboard (see attached sample) that contains the Overall Indicator component and performance data, that can be customized by districts to also provide unique information about their schools, is the best vehicle to report on school quality factors to meet the Public Reporting requirement. My superintendent colleagues and I requested Oakland Schools to begin the process of developing such a dashboard and within that process be willing to collaborate with the MDE in the design and/or development process.

Please consider this request carefully. Clarenceville represents one of the 28 school districts in Oakland County who has worked diligently as a part of the Superintendents' Association along with our Teaching and Learning Council members who represent our district and instructional leaders across Oakland County who serve 28 districts, over 200 schools and 190,000 students. We are united in our support for an Accountability Indicator in the form of a customizable, parent-friendly dashboard as outlined above.

I appreciate the opportunity to submit feedback via my input through Oakland Schools on the MDE's Flexibility Waiver Request. Rationale for this feedback is summarized in Appendix A on the following page. Please let me know if you have questions, need clarification on any point or require additional information.

Matthew Boettcher, President **Mark Brooks**, Vice-President **Sharon Simpson**, Secretary **Brenda Uren**, Treasurer
Cindy Immonen, Trustee **Richard Tannous**, Trustee **Steve Massie**, Trustee

Appendix A

Rationale for our Feedback Related to Elements that we Support and Oppose:

Support for a Dashboard: Educating students is a complex process. The Clarenceville School District believes that the best way to report to our school community about our schools and district is through a dashboard that displays information and performance indicators about schools in an easy to understand format.

A dashboard is a more genuine and transparent way to communicate with our school community about our schools; allowing parents access to the information they feel is most important to them in their decision-making process. We believe this type of public reporting is far more useful than having the state's accountability system produce an overall indicator that comes out in the form of a color, number or letter grade. One problem with these overall indicators is that people don't share the same understanding about what they mean. For example, a letter grade of "C" for some people is synonymous with failing while others have long understood that the letter grade of "C" is the middle grade and indicates average performance. The Clarenceville School District believes it can tell its educational story much more clearly through a local dashboard approach.

Opposition to labels: The Clarenceville School District is strongly opposed to unfairly labeling schools with a letter, number or color as it does not adequately reflect the many factors that contribute to a quality education (but that a dashboard does well). These labels will not help families better understand our schools; instead they have the potential of creating a negative perception about our schools that is inaccurate at best and damaging at worst.

Matthew Boettcher, President **Mark Brooks**, Vice-President **Sharon Simpson**, Secretary **Brenda Uren**, Treasurer
Cindy Immonen, Trustee **Richard Tannous**, Trustee **Steve Massie**, Trustee

Oak High School

Here is a quick look at the data that drives our decisions. For more information, click through to the data sources or call Principal Smith at 248.555.5555.

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STUDENT GROWTH

Goals for 2014-2015

STANDARDS MET

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DISTRICTWIDE DATA

- FUNDING AND FINANCES
- FREE AND REDUCED LUNCH
- STUDENT DIVERSITY
- TRANSPARENCY REPORTS

ESEAFlexibility

From: Treder, David <>
Sent: Monday, March 23, 2015 3:51 PM
To: ESEAFlexibility
Subject: Flexibility Waiver - Participation Rates

Have you looked at setting the Participation Rate bar at 90%? This is the rate set in Florida's approved ESEA Waiver (see below).
- Florida does require 95% participation for their "A" schools, but "B" schools only need test 90% of their students. This same approach is used in Arizona's approved Waiver - they require 95% participation for "A" schools, but only 85% participation for "B" schools.

Florida highlights the fact that they test over 99% of their students, emphasizing that low participation rates aren't really a concern. I think Michigan would do well to take the same approach (based on the available data, we also test over 99% of our students). This might help to soften some of the Accountability System's perceived confrontational (or "gothcha") edges.

David Treder, Ph.D.
Coordinator, Research/Evaluation/Assessment
Genesee Intermediate School District

FLORIDA ESEA WAIVER (pg. 52)

- "Percent Tested" Requirement.
  - o 90% of students must be tested in order for the school to receive a regular grade in lieu of an "Incomplete."
  - o 95% must be tested for a school to be eligible for an "A."

School Grade Scale and Requirements

If a school does not test at least 90% of the students the school will receive an "incomplete" grade status and an investigation is conducted culminating in a report to the Commissioner of Education providing the circumstances and reasons for not meeting the percent tested requirement. An "incomplete" grade is not erased until after the investigation is complete and the Commissioner makes a decision as to the consequence of not meeting the minimum participation required.
In most of these cases, upon release of student scores that were under investigation, the threshold is met and the grade is recalculated. As stated on page 54, Florida's schools test an extremely high percentage of *all* students. Overall, approximately 99% of all students are tested on Florida's statewide assessments. The percent tested requirement

ESEAFlexibility

From: Spencer, Terri <>
Sent: Monday, March 23, 2015 4:12 PM
To: ESEAFlexibility
Subject: Oakland Schools Feedback Re: Accountability
Attachments: Flex Waiver Request - Accountability Memo.pdf; Dashboard Sample.pdf

Importance: High

We appreciate the opportunity to submit feedback on the MDE's Flexibility Waiver Request. Attached you will find a memorandum outlining areas that we would like considered for revision.

Please consider this request carefully, as our Oakland County Superintendents Association and Teaching and Learning Council support an accountability system with the elements addressed in the attached communication. We hope that the impact of this feedback is noted as significant since the district and instructional leaders of these groups serve 28 districts, over 200 schools and about 190,000 students.

Thanks again for the opportunity to submit feedback for consideration in finalizing the MDE's ESEA Flexibility Request that will be submitted soon. Please let me know if you have questions, require clarification or any additional information related to the attached memorandum.

Terri

Dr. Terri Spencer
Deputy Superintendent

Oakland Schools: Learning today. Transforming tomorrow.

Please consider the environment before printing this email.

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OaklandSchools
2111 Pontiac Lake Road
Waterford, MI 48328-2736
Telephone: 248.209.2000
Facsimile: 248.209. 2206
www.oakland.k12.mi.us

memo

To: **Michigan Department of Education**

From: **Dr. Terri Spencer, Deputy Superintendent**

Date: **March 23, 2015**

Re: **OS Feedback on Michigan's ESEA Flexibility Request**

Over the past few months, we have discussed various elements of the ESEA Flexibility Waiver with school leaders around the state through the Michigan Association of Intermediate School Administrators (MAISA) and their instructional group, the General Education Leadership (GELN) Network. Oakland Schools and our 28 local school districts strongly support the feedback that was sent earlier this year, titled "Key Points of Consideration for Michigan's New Flex Waiver with the United States Federal Government."

In addition to Oakland Schools' participation in the process to develop the MAISA GELN feedback, we also engaged our county school leaders in further dialogue about the ESEA Flexibility Waiver Request the MDE sent out for public comment earlier this month. The following is feedback from Oakland Schools and our 28 school districts related to the Accountability Indicator that includes the Overall Indicator and Public Reporting components (as outlined in the MDE Accountability presentation at the School Improvement Conference last week).

To meet the requirement for an Accountability Indicator, we support the use of a parent-friendly dashboard that includes an Overall Indicator as one of the components (see attached sample). We propose that the category for the Overall Indicator be placed as a required element on the dashboard and be labeled as something like, "STANDARDS MET" where either a checkmark/x or a yes/no would serve as the indicator of whether a school or district met or did not meet standards.

We are opposed to other Accountability/Overall Indicators that have been discussed and proposed, including A-F letter grades, 1-5 number ratings, or most recently, effectiveness ratings tied back to either letter grades (HE=A, E=B or C, ME=D, NE=F) or school labels (Priority, Focus, and Reward Schools).

We understand that the U.S. Education Department requires states to report an Accountability Indicator. In our opinion this can best be accomplished through generating a dashboard for each school/district that includes the Overall Indicator (Did or Did Not Meet Standards). We believe a well-designed dashboard (see attached sample) that contains the Overall Indicator component and performance data, that can be customized by districts to also provide unique information about their schools, is the best vehicle to report on school quality factors to meet the Public Reporting requirement. At the request of our local districts, Oakland Schools is in the process of developing such a dashboard and is willing to collaborate with the MDE in the design and/or development process.

Please consider this request carefully as our Oakland County Superintendents Association and Teaching and Learning Council representing our district and instructional leaders who serve 28 districts, over 200 schools and 190,000 students support an Accountability Indicator in the form of a customizable, parent-friendly dashboard as outlined above.

We appreciate the opportunity to submit feedback on the MDE's Flexibility Waiver Request. Rationale for this feedback is summarized in Appendix A on the following page. Please let us know if you have questions, need clarification on any point or require additional information.

Appendix A

Rationale for our Feedback Related to Elements that we Support and Oppose:

Support for a Dashboard: Educating students is a complex process. We believe that the best way to report to the public about our schools and districts is through a dashboard that displays information and performance indicators about schools in an easy to understand format.

A dashboard is a more genuine and transparent way to communicate with the public about our schools; allowing parents access to the information they feel is most important to them in their decision-making process. We believe this type of public reporting is far more useful than having the state's accountability system produce an overall indicator that comes out in the form of a color, number or letter grade. One problem with these overall indicators is that people don't share the same understanding about what they mean. For example, a letter grade of "C" for some people is synonymous with failing while others have long understood that the letter grade of "C" is the middle grade and indicates average performance.

Opposition to labels: We are strongly opposed to unfairly labeling schools with a letter, number or color as it does not adequately reflect the many factors that contribute to a quality education (but that a dashboard does well). These labels will not help families better understand their local schools; instead they have the potential of creating a negative perception about our schools that is inaccurate at best and damaging at worst.

Oak High School

Here is a quick look at the data that drives our decisions. For more information, click through to the data sources or call Principal Smith at 248.555.5555.

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- FUNDING AND FINANCES
- FREE AND REDUCED LUNCH
- STUDENT DIVERSITY
- TRANSPARENCY REPORTS

ESEAFlexibility

From: Holmes, Judy <>
Sent: Monday, March 23, 2015 4:40 PM
To: ESEAFlexibility
Cc: Machesky, Richard
Subject: Flex Waiver Request
Attachments: Troy Schools Flexibility Waiver Request.pdf; DashboardSample.pdf

Importance: High

Please see attached from memo Troy School District Superintendent, Dr. Richard Machesky.
Thank you!

Judy Holmes
Secretary to the Superintendent

Office of the Superintendent

4400 Livernois
Troy, MI 48098
Ph: 248.823.4003
Fax: 248.823.4012

Memorandum

Attachment 2.E

TO: Michigan Department of Education

FROM: Richard M. Machesky, Ed.D.

RE: Troy Schools Feedback on Michigan's ESEA Flexibility Request

DATE: March 23, 2015

Over the past few months, we have discussed various elements of the ESEA Flexibility Waiver with school leaders around the state through the Michigan Association of Intermediate School Administrators (MAISA) and their instructional group, the General Education Leadership (GELN) Network. Troy School District strongly supports the feedback that was sent earlier this year, titled "Key Points of Consideration for Michigan's New Flex Waiver with the United States Federal Government."

In addition to Troy School's participation in the process to develop the MAISA GELN feedback, we also engaged our county school leaders in further dialogue about the ESEA Flexibility Waiver Request the MDE sent out for public comment earlier this month. The following is feedback from Troy Schools related to the Accountability Indicator that includes the Overall Indicator and Public Reporting components (as outlined in the MDE Accountability presentation at the School Improvement Conference last week).

To meet the requirement for an Accountability Indicator, we support the use of a parent-friendly dashboard that includes an Overall Indicator as one of the components (see attached sample). We propose that the category for the Overall Indicator be placed as a required element on the dashboard and be labeled as something like, "STANDARDS MET" where either a checkmark/x or a yes/no would serve as the indicator of whether a school or district met or did not meet standards.

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We understand that the U.S. Education Department requires states to report an Accountability Indicator. In our opinion this can best be accomplished through generating a dashboard for each school/district that includes the Overall Indicator (Did or Did Not Meet Standards). We believe a well-designed dashboard (see attached sample) that contains the Overall Indicator component and performance data, that can be customized by districts to also provide unique information about their schools, is the best vehicle to report on school quality factors to meet the Public Reporting requirement. At the request of Troy Schools, Oakland Schools is in the process of developing such a dashboard and is willing to collaborate with the MDE in the design and/or development process.

Please consider this request carefully on behalf of our Troy School community representing over 12,500 students and 1200 educators and administrators.

We appreciate the opportunity to submit feedback on the MDE's Flexibility Waiver Request. Please let me know if you have questions, need clarification on any point or require additional information.

Appendix A

Rationale for our Feedback Related to Elements that we Support and Oppose:

Support for a Dashboard: Educating students is a complex process. We believe that the best way to report to the public about our schools and districts is through a dashboard that displays information and performance indicators about schools in an easy to understand format.

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ESEAFlexibility

From: Afrin Alavi <>
Sent: Sunday, March 22, 2015 8:52 PM
To: ESEAFlexibility
Subject: MDE Waiver

Good Evening,

Given that our school is 64% ELL (pre-dominantly Arabic speaking), it is always a challenge to have our students undergo standardized tests. Though completely eliminating all testing is both unrealistic and impractical because there is a need for assessment data to inform instruction, further investigations should focus more extensively on the relationship that exists between time spent on testing or its preparation, its resulting deduction from instructional time, and the fact that Arabic-speaking ELLs are being expected to perform like their non-ELL peers with an adequate level of proficiency without meeting their goals of English language proficiency prior to being assessed on standardized tests. ELLs are not accounted for otherwise the fact that BICS is about the only the language the ELLs have acquired in their first three years would be recognized and the fact that they still need almost another five to seven years to reach CALP levels would be contemplated. Moreover, research has demonstrated that ELLs with no schooling in their first language can take seven to ten years to attain the age and grade-level standards of their native English speaking counterparts (Collier, 1989). It is important to set high standards for every student and make sure that all learners' needs are taken into account in educational reform endeavors. However, educators must also strive for a reasonable approach to interpreting and using test data so that well thought-out, educated conclusions are drawn, especially when these judgments carry high-stakes for ELLs and the schools that serve them.

For the most part, in order for learning to occur the process has to be seamless. Most students cannot learn when there are constant interruptions to their schedule. ELLs just by the mere fact that they are trying to play catch up with the language, need every opportunity and every moment, dedicated to helping them acquire the CALP that will facilitate their success with the English language. Arabic-speaking ELLs, because of their additional challenges in the areas of language, command more instructional time to learn English and the academic skills that accompany it. Therefore, ELLs must be assessed less often so that more academic language learning can occur that will provide them with future success.

With that being said, please consider the waiver and help out the ELLs who so need to acquire the language of testing before they get evaluated on assessments that set them up for failure.

Sincerely,
Dr. Afrin F. Alavi
Principal, The Dearborn Academy
19310 Ford Rd.
Dearborn, Michigan 48128

"The whole purpose of education is to turn mirrors into windows." **~Sydney J. Harris**

*** This Email was sent by an educator.

ESEAFlexibility

From: Spencer, Terri <>
Sent: Monday, March 23, 2015 4:59 PM
To: ESEAFlexibility
Subject: Oakland Schools Feedback Re: Exit Criteria
Attachments: ESEA Flexibility Waiver Request- Priority and Focus Schools.pdf

Importance: High

We appreciate the opportunity to submit feedback on the MDE's Flexibility Waiver Request. Attached you will find a memorandum for consideration regarding exit criteria for 2010 and 2011 Persistently Lowest Achieving Schools.

Please let us know if you have questions, need clarification on any point or require additional information.

Terri

Dr. Terri Spencer
Deputy Superintendent

OaklandSchools
2111 Pontiac Lake Road
Waterford, MI 48328-2736
Telephone: 248.209.2000
Facsimile: 248.209. 2206
www.oakland.k12.mi.us

memo

To: Michigan Department of Education
From: Dr. Terri Spencer, Deputy Superintendent
Date: March 23, 2015
Re: OS Feedback on Michigan's ESEA Flexibility Waiver Request-Priority and Focus Schools, 2010 and 2011

Oakland Schools sought input from our experts in the school improvement process related to Priority and Focus Schools and received the following feedback related to the new exit criteria and schools that were originally identified as Persistently Lowest Achieving (PLA) in 2010 and 2011. Their feedback and recommendation is as follows:

We like the fact that there are clear exit criteria for schools that are identified as Priority and Focus. However, schools labeled, as PLA (Persistently Low Achieving) in 2010 and 2011 should not be held to the new exit criteria. The initial oversight of these schools was for four years under the State Reform Officer (SRO). Keeping the same exit criteria listed below is a fair methodology because schools understood what criteria they needed to meet in order to exit the system. We have eliminated the use of the implementation data because 2010 schools had no monitor therefore implementation data was not collected. For the 2011 PLA schools, the change in the assessments make it implausible that AMO's could be met because the MDE will be using this year's data as an initial baseline. It is inappropriate, from our viewpoint to

change the exit criteria at the end of their four year cycle. We recommend that the MDE adhere to the original criteria given to the 2010 and 2011 PLA schools at the time that they were identified (see criteria below).

Original Exit Criteria given to 2010 and 2011 PLA Schools:

"For a school to exit priority school status, they have to receive a Green, Lime, Yellow or Orange on the Accountability Scorecard at the close of their third year in the priority school intervention. In order to do this, a school must either meet aggressive proficiency targets, which are set in order for the school to obtain 85% of students proficient by the year 2022, or must have demonstrated significant improvement. This proficiency and/or improvement gains must be demonstrated not only in the all students group, but in each of the nine traditional ESEA subgroups as well as in the new bottom 30% subgroup.

This means that a priority school who achieves a Green, Lime, Yellow or Orange on the Accountability Scorecard and exits priority status has:

- Met all interim measurements of progress for priority schools (approved plan, leading and lagging indicators).
- Met proficiency and/or improvement targets on average as a school.
- Increased the proficiency rate of all traditional subgroups
- Increased the proficiency rate of their very lowest performing students."

We appreciate the opportunity to submit feedback on the MDE's Flexibility Waiver Request. Please let us know if you have questions, need clarification on any point or require additional information.

ESEAFlexibility

From: Lisa Westbrooks <>
Sent: Sunday, March 22, 2015 8:17 AM
To: ESEAFlexibility
Subject: ELL's

To Whom It May Concern:

I have been working in the ESL community since 2006. It greatly concerns me that there are current constraints which does not allow ELL students to be successful.An even greater concern is that many ESL and Bilingual Bi-cultural programs have been discarded. What does this say about a country that has been built on the backs of immigrants? How can we ensure that today's immigrants receive a fair chance to become independent if we do not have programs to assist them to become self sufficient?

Clearly we have a great number of immigrants who are in seek of a better life. Currently, new school age immigrants are force to take English tests that they are not prepared for. How can we expect success with those who are no speakers of English or those who do not speak English at all? Immigrant students should have a mandatory waiting period of three years before they can take state mandated test. Concrete studies show that it takes approximately two years for students to gain social language and five to ten years to gain academic language.

Additionally, the law should enforce that only highly qualified teachers should teach these new language learners. There are many gaps in the education system that allows unqualified persons to teach these students. If there were more qualified teachers teaching ELL's they would receive educational services that are grounded in theory. Therefore, the law must include a clause which states that teachers, who are endorsed in ESL must teach our immigrant children.

I am strongly requesting that you consider extending the length of time that ELL's must take state assessments and that highly qualified teachers are teaching ELL's.

Regards,

Lisa M. Westbrooks, BGS, MAT
Middle School ESL Teacher
lwestbrooks@thedearbornacademy.org

*** This Email was sent by an educator in Dearborn Academy.

ESEAFlexibility

From: MacGregor, Erin <>
Sent: Monday, March 23, 2015 5:14 PM
To: ESEAFlexibility
Subject: Feedback

- Letter grades have a very negative connotation – consider using an alternative system such as a dashboard that articulates whether or not standards are being met at the local level as well as actions being taken to address challenges. This dashboard could also be used to highlight the research based strategies that are being implemented and having success at the local level.

- For Focus school cohort 2012 there is lack of clarity, and therefore, concern regarding "conditionally suspended". What does conditionally suspended mean? Would funds be conditionally suspended as well? Please define more clearly.

- Focus schools will only use gap in Math and ELA. Tested subjects gain greater focus.

If subjects are ignored for accountability purposes they will become less important. Please consider unintended consequences of not including Science and Social Studies.

- Please consider issues taking place at the local level regarding parent opt outs of testing. Special consideration should be given with respect to the 95% participation rule. Districts and schools are doing everything possible to administer state required assessment but have difficulty **requiring** parents to make their children take an assessment. A waiver option should be considered for schools that fall below the 95% due to opt out demands.

- Please consider the stability of baseline data as it relates to M-STEP and it's first couple years of administration. We want to be sure accountability is stable for purposes of making high stakes decisions and would like to be able to understand metrics in order to provide explanation to our board and community.

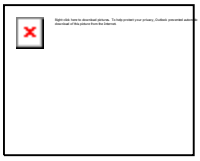
- As it relates to the graduation requirements for Focus schools, what considerations will be given for alternative high schools that traditionally have struggling student populations. Considerations must be made to allow alternative high schools some level of flexibility or removal from the Focus School designation altogether.

- Thank you, for making changes to the identification cycle. We appreciate allowing districts to have a consistent focus support, a stable group of schools without constantly changing "the list".

- Greater flexibility and considerations should be given for transient populations

Please consider removal of the 2013 and 2014 Focus School designation when appropriate improvements have been made. Requiring schools identified to remain in the cohort until 2017 seems contradictory to the exit criteria's intention.

Best,
--
Mr. Erin J. MacGregor
Assistant Superintendent, Teaching & Learning
Plymouth-Canton Community Schools



ESEAFlexibility

From: Wafa Ali <>
Sent: Friday, March 20, 2015 12:32 PM
To: ESEAFlexibility
Subject: ELL Assessments

To Whom it May Concern:

I'm e-mailing you regarding increasing the wait time for assessing English Language Learners from 1 year to 2-3 years. As research shows, Basic Interpersonal Communication Skills for ELLs can take 2-3 years to develop. Asking these students to take assessments in English before this time period could give a skewed version of these student's actual abilities. Furthermore, assessing these students too early could also impact how they view their academic abilities.

Thank You,

Wafa Ali

School Psychologist

The Dearborn Academy

*** This Email was sent by an educator in Dearborn Academy.

ESEAFlexibility

From: Amanda Batcha <>
Sent: Monday, March 23, 2015 8:47 PM
To: ESEAFlexibility
Subject: ELL Testing

Please waive testing for ELLs who have been in the country less than 2-3 years.

Sent from my iPhone

MICHIGAN Department of Education

News Release

Contact: Martin Ackley, Director of Communications, (517) 241-4395

Public Welcome to Review and Comment on State's Federal Flexibility Waiver Request

February 2, 2012

LANSING – The Michigan Department of Education (MDE) has opened for public review and comment its proposed federal waiver application of 10 requirements established by the No Child Left Behind (NCLB) Act of 2001.

These waivers will allow needed flexibility for public schools in Michigan regarding

- the 2013-2014 timeline for determining Adequate Yearly Progress (AYP);
- implementation of school and district improvement requirements;
- rural districts;
- school-wide programs;
- support for school improvement;
- Reward Schools;
- Highly Qualified Teacher (HQT) improvement plans;
- the transfer of certain federal funds; and
- use of School Improvement Grant (SIG) funds to support priority schools.

In order to apply for and receive the waivers, the MDE has developed a comprehensive request based on four principles: Career- and College-Ready Expectations for All Students; State-Developed Differentiated Recognition, Accountability, and Support; Supporting Effective Instruction and Leadership; and Reducing Duplication and Unnecessary Burden.

Michigan's request for federal Elementary and Secondary Education Act (ESEA) flexibility is available now for review at: http://www.michigan.gov/mde/0,4615,7-140--270543--,00.html

Public comment will be open until February 9, 2012 and should be submitted to: ESEAFlexibility@michigan.gov

# # #

Attachment 3.B

State seeks waivers on some No Child Left Behind rules for schools

The Michigan Department of Education is seeking public comment through Thursday on its application to receive waivers from some of the rules of the federal No Child Left Behind law.

The waivers would, among other things, allow the state to set lower proficiency goals for schools, for now, make more schools accountable and better intervene in the schools that most need help.

No Child Left Behind -- the 10-year-old law that governs elementary and secondary education in the U.S. -- requires states to identify schools for improvement and penalize them if they don't meet academic goals, known as adequate yearly progress. The goal is that all students in the U.S. pass state exams in reading and math by the 2013-14 school year.

But a growing number of schools -- nearly half nationwide this year and about 21% in Michigan -- are failing to meet the mandates. The Obama administration is encouraging states to apply for waivers.

There are strings attached, though. Michigan and other states would have to provide evidence that they're working to turn around failing schools, provide incentives to high-achieving schools, strengthen teacher and administration evaluations and provide data about college-readiness.

Last fall, 11 states applied for waivers. Michigan and other applicants must have their requests in by Feb. 21.

Among the changes Michigan would make in complying with the law:

• The state would create a system in which individual goals are set for each school, rather than the current practice of expecting all 4,000 or so schools to meet the same goals.

Some like this approach.

"You want to be acknowledging and giving credit to schools that are making improvements from where they are," said Robert Floden, co-director of the Education Policy Center at Michigan State University.

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Attachment 3.B

• Schools would need to shoot for having 85% of their students proficient on state exams by the 2021-22 school year -- rather than the current goal of 100% by the 2013-14 school year -- to meet the law's goals and avoid sanctions. However, once a school reaches 85% proficiency, the state would reset the goals and expect improvement toward 100% proficiency.

• Schools would receive a scorecard with a red, yellow or green rating based on how well goals are met. Green would be best.

• Schools would have to be accountable for a new group of students -- the lowest performing 30% in a building. That group would be added to nine current subgroups representing students based on racial, economic, English-speaking ability and special education status. Under current rules, schools not only have to be accountable for the performance of all students, but also for each subgroup. Many schools have been identified for improvement solely because a subgroup didn't meet the law's goals.

Joseph Martineau, director of the Bureau of Assessment and Accountability, has said that the creation of the new subgroup would address concerns about 700 schools that have never had to be accountable for subgroups because they don't have large numbers of them.

• The state would identify the worst-performing schools as priority schools and p rovide a range of assistance to them. Top-performing schools would be designated as reward schools. The state admits it has no money to reward the schools financially, but other types of incentives would be provided, including recognition at state conferences, videos highlighting their success and inclusion in networking meetings.

More Details: Have your say

To see the Michigan Department of Education's application for waivers from some rules of the federal No Child Left Behind law, go to www.michigan.gov/mde and look for the ESEA Flexibility Request Application under "Current Topics."

To comment through Thursday, send an e-mail to eseaflexibility @michigan.gov.

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Attachment 3.C

Michigan invites public to review, comment on waiver request for No Child Left Behind

Published: Thursday, February 02, 2012, 4:30 PM Updated: Thursday, February 02, 2012, 4:42 PM

By **Monica Scott | MLive Media Group**

The Grand Rapids Press

Students participate in the TEAM 21 after school program at Gladiola Elementary last year.

GRAND RAPIDS - The **state Department of Education** (MDE) has opened for public review and comment its proposed federal waiver application of 10 requirements established by the **No Child Left Behind** (NCLB).

The law, implemented under former President Geoge W. Bush, has a goal of making sure all students reach proficiency in math and reading by 2014, but states are far from achieving that mark. A lot of schools are expected to be out of compliance, subjecting them to penalties.

Educators widely agree the law needs to be changed but it is credited for exposing inequalities. In September, President Barack Obama announced states could apply for waivers and drop the proficiency requirement if they met conditions designed to better prepare and test students.

Public comment will be open until Thursday, Feb.9 and should be submitted to ESEAFlexibility@michigan.gov.

State officials say these waivers will allow needed flexibility for public schools in Michigan regarding the following:

• 2013-2014 timeline for determining Adequate Yearly Progress (AYP);

Attachment 3.C

•implementation of school and district improvement requirements;

•rural districts;

•school-wide programs;

•support for school improvement;

•Reward Schools;

•Highly Qualified Teacher (HQT) improvement plans;

•the transfer of certain federal funds; and

•use of School Improvement Grant (SIG) funds to support priority schools.

Michigan's request for federal Elementary and Secondary Education Act (ESEA) flexibility is available now for review on the state**website**.

In order to apply for and receive the waivers, the MDE officials say it has developed a comprehensive request based on four principles: Career- and College-Ready expectations for all students; state-developed differentiated recognition, accountability, and support; supporting effective instruction and leadership; and reducing duplication and unnecessary burden.

Email:Monica Scott at mscott@grpress.com and follow her on Twitter at Twitter.com/GRPScotty.

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AGENDA

MICHIGAN
STATE BOARD OF EDUCATION

Ladislaus B. Dombrowski Board Room
Fourth Floor, John A. Hannah Building
608 West Allegan
Lansing, Michigan

December 6, 2011
9:30 a.m.

I. CALL TO ORDER

II. APPROVAL OF AGENDA AND ORDER OF PRIORITY

COMMITTEE OF THE WHOLE MEETING

III. DISCUSSION ITEMS

A. Presentation on Elementary and Secondary Education Act Flexibility (Education Improvement and Innovation – Linda Forward; Assessment and Accountability – Joseph Martineau)

B. Presentation on Smarter/Balanced Assessment Consortium (SBAC) (Assessment and Accountability – Joseph Martineau)

C. Discussion Regarding Criteria for Grant Program

- Criteria for the Title II Part A(1): Improving Teacher and Principal Quality Grant, No Child Left Behind Act (Professional Preparation Services – Flora Jenkins)
- Criteria for Evaluation for the 21st Century Community Learning Centers Program (Early Childhood Education and Family Services – Lindy Buch)

IV. RECESS

NOTE: The public will be given an opportunity to comment prior to a vote. Because it is impossible to project an exact time for each item, the public is encouraged to attend the entire meeting to be assured an opportunity to comment on a specific item.

The State Board of Education agenda and material are available on the web at www.michigan.gov/mde

State Board of Education meetings are open to the public. Persons with disabilities needing accommodations for effective participation in the meeting should contact the Office of the State Board of Education at 517/373-3902 (voice) or 517/373-9434 (TDD) a week in advance to request mobility, visual, hearing, or other assistance.

REGULAR MEETING

V. CALL TO ORDER

VI. APPROVAL OF STATE BOARD OF EDUCATION MINUTES

D. Approval of Minutes of Regular and Committee of the Whole Meeting of November 8, 2011

VII. PRESIDENT'S REPORT

VIII. REPORT OF THE SUPERINTENDENT (Items on the Report of the Superintendent include information on administrative decisions made by the Superintendent. The documents are provided to the members of the Board for their information.)

Report

E. Human Resources Report

Grants

F. Report on Grant Awards

- 2010-2011 21st Century Community Learning Centers (21st CCLC) Before- and After-School Summer Program Expansion Grant – Amendment (Early Childhood and Family Services – Lindy Buch)
- 2011-2012 Mathematics and Science Centers – Initial (Education Improvement and Innovation – Linda Forward)
- 2011-2012 State School Aid Act Section 99(6) Mathematics and Science Centers – Initial (Education Improvement and Innovation – Linda Forward)
- 2010-2011 ARRA Title I School Improvement Grant – Amendment (Education Improvement and Innovation – Linda Forward)
- 2011-2012 Title I, Part D – Prevention and Intervention for Neglected and Delinquent – Amendment (Field Services – Mike Radke)
- 2011-2012 Title I, Part D – Prevention and Intervention for Neglected and Delinquent – Amendment (Field Services – Mike Radke)
- 2011-2012 Title III, Part A, Immigrant Program – Initial (Field Services – Mike Radke)
- 2011-2012 Title III – English Language Acquisition Program – Initial (Field Services – Mike Radke)
- 2011-2012 McKinney-Vento Homeless Students Assistance Grant – Initial (Field Services – Mike Radke)

IX. REPORT OF MICHIGAN TEACHER OF THE YEAR

X. PUBLIC PARTICIPATION IN STATE BOARD OF EDUCATION MEETING

XI. DISCUSSION/ACTION ITEMS

G. State Board of Education 2012-2013 Education Budget Recommendations, and 2013-14 Budget Recommendations Planning Process

H. State and Federal Legislative Update (Legislative Director – Lisa Hansknecht)

XII. CONSENT AGENDA (Items are on the consent agenda to be voted on as a single item by the Board. Board members may remove items from the consent agenda prior to the vote. Items removed from the consent agenda will be discussed individually.)

Criteria

I. Approval of Criteria for the Title II Part A(1): Improving Teacher and Principal Quality Grant, No Child Left Behind Act (Professional Preparation Services – Flora Jenkins)

J. Approval of Criteria for Evaluation for the 21st Century Community Learning Centers Program (Early Childhood Education and Family Services – Lindy Buch)

XIII. COMMENTS BY STATE BOARD OF EDUCATION MEMBERS

XIV. FUTURE MEETING DATES

A. Tuesday, January 10, 2012 (9:30 a.m.)
B. Tuesday, February 14, 2012 (9:30 a.m.)
C. Tuesday, March 13, 2012 (9:30 a.m.)
D. Tuesday, April 10, 2012 (9:30 a.m.)

XV. ADJOURNMENT

INFORMATIONAL FOLDER ITEM

Information on Nominations to the Special Education Advisory Committee (SEAC)

Information on the Early Childhood Investment Corporation (ECIC) Great Start Collaboratives Legislative Report

MINUTES

STATE BOARD OF EDUCATION

Ladislaus B. Dombrowski Board Room
John A. Hannah Building
608 West Allegan
Lansing, Michigan

January 10, 2012
9:30 a.m.

Present: Mr. Michael P. Flanagan, Chairman
Mr. John C. Austin, President
Dr. Casandra E. Ulbrich, Vice President
Mrs. Nancy Danhof, Secretary
Mrs. Marianne Yared McGuire, Treasurer (via telephone)
Dr. Richard Zeile, NASBE Delegate
Mrs. Kathleen N. Straus
Mr. Daniel Varner
Mrs. Eileen Weiser

Also Present: Mr. Paul Galbenski, 2011-2012 Michigan Teacher of the Year

REGULAR MEETING

I. CALL TO ORDER

Mr. Flanagan called the meeting to order at 9:42 a.m.

II. AGENDA FOLDER ITEMS

A. Minutes of the Regular and Committee of the Whole Meeting of December 6, 2011, as revised

III. APPROVAL OF AGENDA AND ORDER OF PRIORITY

Mr. Austin moved, seconded by Mrs. Weiser, that the State Board of Education approve the agenda and order of priority.

The vote was taken on the motion.

Ayes: Austin, McGuire, Straus, Ulbrich, Varner, Weiser, Zeile
Absent: Danhof

The motion carried.

IV. INTRODUCTION OF STATE BOARD OF EDUCATION MEMBERS AND MICHIGAN TEACHER OF THE YEAR

Mrs. Marilyn Schneider, State Board Executive, introduced members of the State Board of Education and the Michigan Teacher of the Year.

V. PERSONAL PRIVILEGE – MICHAEL P. FLANAGAN

Mr. Flanagan offered condolences to Mrs. Elizabeth Bauer, former State Board of Education member, on the recent passing of her husband, George.

VI. RECESS

The Board recessed the Regular Meeting at 9:44 a.m.

COMMITTEE OF THE WHOLE MEETING

VII. CALL TO ORDER

Mr. Flanagan called the Committee of the Whole Meeting to order at 9:45 a.m.

VIII. PRESENTATION ON MI SCHOOL DATA

Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer; Dr. David Judd, Director of Psychometrics, Accountability, Research and Evaluation in the Bureau of Assessment and Accountability; Mr. Tom Howell, Director, Center for Educational Performance and Information; and Mr. Paul Bielawski, School Data Manager, Center for Educational Performance and Information; presented MI School Data.

Mr. Flanagan said the MI School Data portal provides Michigan education data to help educators, parents, and community members make informed educational decisions to help improve instruction and enable school systems to prepare a higher percentage of students to succeed in rigorous high school courses, college and careers.

Mr. Howell and Mr. Bielawski provided information via a PowerPoint presentation.

Board members said they appreciate the rich source of data available through www.MISchoolData.org. They asked clarifying questions and offered suggestions for improvement. There was discussion regarding the balance of sharing complex data and making the website user friendly.

IX. PRESENTATION ON THE REVISED STANDARDS FOR THE PREPARATION OF TEACHERS OF LIBRARY MEDIA (ND)

Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer; Dr. John VanWagoner, Interim Assistant Director, Professional Preparation Services; and Mr. Thomas Bell, Higher Education Consultant; presented the Revised Standards for the Preparation of Teachers of Library Media (ND).

Mr. Flanagan said in order to prepare teachers to meet the needs of P-12 school districts, the Library Media standards have been revised to show the adoption of the national standards for Library Media by the American Library Association. He said a referent committee was responsible for reviewing the national standards and making the recommendation for adoption.

Board members asked clarifying questions, and suggested edits. There was discussion regarding the amount of time allowed for field review before documents are approved by the Board.

Following field review, the standards will be presented to the Board for approval in March.

X. PERSONAL PRIVILEGE – MICHAEL P. FLANAGAN

Mr. Flanagan introduced Ms. Susan Broman, Deputy Superintendent, Office of Great Start, who was in attendance at the meeting. He said Ms. Broman will officially join the Department on January 23, 2012.

XI. PRESENTATION ON STATUS OF 2011-2012 STATE BOARD OF EDUCATION/ MICHIGAN DEPARTMENT OF EDUCATION REFORM PRIORITIES

Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer, presented Status of 2011-2012 State Board of Education/Michigan Department of Education Reform Priorities.

Mr. Flanagan said this is a review of the progress made on the State Board of Education/Michigan Department of Education Reform Priorities for 2011-2012, as adopted by the Board on June 14, 2011. He said a progress review will be presented annually at the January Board meeting.

Dr. Vaughn reviewed the priorities noting progress and completion.

Mr. Austin said he appreciates the work done by staff to complete priority items. He said he is eager to make progress on opportunities for students to participate in early and middle colleges; dual enrollment; and Any Time, Any Place, Any Way, Any Pace. He said it is also important to advance

teacher quality support efforts. Mr. Flanagan said those topics are under discussion, and he suggested that they be topics for the Board's retreat.

Mrs. Weiser said digital learning requires a discussion at the state level regarding special education and other supports to allow the experience to be successful. Mr. Flanagan said there is a group working on the topic.

XII. PRESENTATION ON THE NATIONAL ASSESSMENT OF EDUCATIONAL PROGRESS AND TRIAL URBAN DISTRICT ASSESSMENT RESULTS

Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer; and Dr. Joseph Martineau, Director, Bureau of Assessment and Accountability; presented National Assessment of Educational Progress and Trial Urban District Assessment Results.

Mr. Flanagan said Mrs. Weiser requested this presentation.

Mrs. Weiser said the Trial Urban District Assessment (TUDA) is the only assessment in the National Assessment of Educational Progress (NAEP) that attributes data to specific city school districts. She said it is done by request of the Council of Great City Schools, and large city school districts volunteer to participate.

Dr. Martineau said NAEP is sponsored by the U.S. Department of Education and provides periodic report cards on a number of subjects. He said the *Nation's Report Card* compares performance among states, urban districts, private and public schools, and student demographic groups. He said the governing body is the National Assessment Governing Board, and Mrs. Weiser is a member.

Dr. Martineau said TUDA began in 2002 and is designed to explore using NAEP to measure performance at the large district level. He said Detroit volunteered to participate in the past two assessments in 2009 and 2011.

Dr. Martineau provided information via a PowerPoint presentation.

Mrs. Weiser said while Detroit is starting at the bottom of U.S. cities, they are starting to show increased student progress on TUDA which we hope will lead to significant gains soon. Mrs. Weiser said the full TUDA Report is available at http://nationsreportcard.gov, and *Pieces of the Puzzle – Factors in the Improvement of Urban School Districts on the National Assessment of Educational Progress* is available at www.cgcs.org.

Mrs. McGuire asked if the same Detroit schools were assessed in 2009 and 2011. Dr. Martineau said they were not the same schools, but through random representative samplings they are statistically comparable.

XIII. DISCUSSION REGARDING CRITERIA FOR GRANT PROGRAM

There were no Board member comments regarding grant criteria.

XIV. ADJOURNMENT

The Board adjourned the Committee of the Whole at 12:02 p.m. and reconvened the Regular Meeting at 1:02 p.m.

Mrs. McGuire ended her telephone connection at 12:02 p.m.

REGULAR MEETING

XV. APPROVAL OF STATE BOARD OF EDUCATION MINUTES

Approval of Minutes of Committee of the Whole and Regular Meeting of December 6, 2011

Mrs. Danhof moved, seconded by Dr. Ulbrich, that the State Board of Education approve the Minutes of the Committee of the Whole and Regular Meeting of December 6, 2011.

Mr. Austin said the agenda folder contains edits to the Minutes which will be incorporated into the final version.

The vote was taken on the motion.

Ayes: Austin, Danhof, Straus, Ulbrich, Varner, Weiser, Zeile
Absent During Vote: McGuire

The motion carried.

XVI. PUBLIC PARTICIPATION IN STATE BOARD OF EDUCATION MEETING

A. Dr. Kristin Fontichiaro, Ann Arbor, Michigan. Dr. Fontichiaro, University of Michigan School of Information, provided verbal comments in support of K-12 library learning standards.

B. Ms. Sandra York, Ann Arbor, Michigan. Ms. York, Executive Director, Michigan Parent Teacher Association (PTA), provided verbal comments on the PTA Reflections Program where Michigan students will have artwork displayed at the U.S. Department of Education in Washington, DC.

C. Mr. John Lauve, Holly, Michigan. Mr. Lauve provided verbal and written comments regarding his annual report.

Mrs. McGuire resumed her telephone connection at 1:15 p.m.

XVII. PRESIDENT'S REPORT

Mr. Austin said the Board unanimously approved Budget Priority Recommendations at its December meeting. He said there is a budget surplus, and he is reinforcing the importance of strategically investing in education priorities.

Mr. Austin said at its December meeting, the Board also approved a process for taking a comprehensive look at the education funding system. He said he will report on that at a future meeting.

Mr. Austin said with the passage of legislation expanding charter schools and choice, he personally is concerned that all schools be schools of quality. He said there also is a need to challenge charter schools to develop quality high schools. He said he heralds the accountability and transparency provisions in the legislation.

XVIII. REPORT OF THE SUPERINTENDENT

Reports

E. Human Resources Update

F. Report on the Department of Education Cosponsorship

Grants

H. Report on Grant Awards

- 2010-2011 William F. Goodling Even Start Family Literacy Program Grants – Amendment
- 2011-2012 Safe and Supportive Schools Grant – Amendment
- 2011-2012 U.S. Dept. of Agriculture (USDA) Fresh Fruit and Vegetable Program (FFVP) – Amendment
- 2010-2011 ARRA Title I School Improvement Grant – Amendment
- 2011-2012 Mathematics and Science Partnership (MSP) Grant Program (Title II, Part B) – Initial
- 2009-2010 Enhancing Education Through Technology, Title II, Part D, Competitive Program, Regional Data Initiatives Continuation Grant – Initial
- 2010-2011 Enhancing Education Through Technology, Title II, Part D, Competitive Program, Regional Data Initiatives Continuation Grant – Initial
- 2009-2010 Enhancing Education Through Technology, Title II, Part D, Competitive Program, Michigan Education Data Portal Grant – Amendment

- 2011-2012 Title I, Part D – Prevention and Intervention for Neglected and Delinquent – Amendment
- 2010-2011 Title III – English Language Acquisition Program – Amendment

Mr. Flanagan provided an update on the Department's application for Elementary and Secondary Education Act Flexibility that is being submitted to the U.S. Department of Education in mid-February.

Mr. Flanagan said Benton Harbor Area Schools should be acknowledged for working diligently to make significant progress on the elimination of its deficit.

Mr. Flanagan said school districts in Michigan received their Fall 2011 MEAP student-level results the week of December 12, 2011. He said this is the third consecutive year that schools have received the data prior to winter break.

Mrs. Danhof left the meeting at 2:00 p.m.

XIX. REPORT OF THE MICHIGAN TEACHER OF THE YEAR

Mr. Paul Galbenski, 2011-2012 Michigan Teacher of the Year, presented the Report of the Michigan Teacher of the Year. He provided a verbal update to his written report including Widening Advancement for Youth, Southfield-Lathrup High School presentation on career and technical education programs, America's Marketing High School – Super Bowl Project, Oakland Counselors Association Meeting, School Improvement Conference, Governor's Council on Educator Effectiveness, Network of Michigan Educators Meeting, Oakland Schools Education Foundation Board Meeting, and Oakland County Transition Coordinators Meeting.

XX. STATE AND FEDERAL LEGISLATIVE UPDATE

Ms. Lisa Hansknecht, State and Federal Legislative Director, presented the State and Federal Legislative Update.

Ms. Hansknecht said the School Quality Workgroup is a bipartisan, bicameral workgroup that has been established as a requirement of the charter school expansion bill. She said the members must make recommendations to the Education committees in both chambers on measures to be taken to improve educational quality in all public schools. She said the workgroup will submit its recommendations by March 30, 2012.

Dr. Ulbrich asked if the State Board of Education and the education community will be asked to provide input in the School Quality Workgroup. There was Board consensus that the State Board of Education Legislative Committee will look for common ground to provide input.

Ms. Hansknecht provided an update on dual enrollment and shared time legislation, cyber schools legislation, burdensome reports, accreditation, and the budget.

Mrs. Straus asked if the State Board of Education's Model Anti-Bullying Policy will be made available to school districts as they review and develop policies prohibiting bullying, as required by the passage of Matt's Safe School Law (MCL 380.1310b). Mr. Flanagan said superintendents will receive a reminder notice.

XXI. CONSENT AGENDA

Approval

J. Approval of Professional Learning Policy and Standards

Criteria

K. Approval of Criteria for the Training and Technical Assistance Grant for the 21st Century Community Learning Centers Program

Mr. Austin moved, seconded by Dr. Zeile, that the State Board of Education approve the Consent Agenda as follows:

J. approve the Michigan Department of Education Professional Learning Policy and the Michigan Department of Education Standards for Professional Learning, as attached to the Superintendent's memorandum dated January 3, 2012; and

K. approve the Criteria for Training and Technical Assistance Grant for the 21st Century Community Learning Centers Program, as described in the Superintendent's memorandum dated December 11, 2011.

Mr. Austin said Mrs. Danhof, prior to leaving the meeting, asked him to convey her concerns regarding the continuum of professional learning. He said he trusts it is included in the Professional Learning Policy and Standards.

Mrs. Straus suggested that the definition of "job embedded" be more clearly defined in the guidance document.

The vote was taken on the motion.

Ayes: Austin, McGuire, Straus, Ulbrich, Varner, Weiser, Zeile
Absent: Danhof

The motion carried.

XXII. COMMENTS BY STATE BOARD OF EDUCATION MEMBERS

There were no additional comments by State Board of Education members.

XXIII. TENTATIVE AGENDA FOR NEXT MEETING

Mr. Flanagan said Board members may contact a member of the Agenda Planning Committee comprised of Mr. Austin, Dr. Ulbrich, and Mrs. Danhof with suggestions for agenda topics.

XXIV. FUTURE MEETING DATES

A. Tuesday, February 14, 2012 (9:30 a.m.)
B. Tuesday, March 13, 2012 (9:30 a.m.)
C. Tuesday, April 10, 2012 (9:30 a.m.)
D. Tuesday, May 8, 2012 (9:30 a.m.)

XXV. ADJOURNMENT

The meeting adjourned at 2:35 p.m.

The video archive of the meeting is available at www.michigan.gov/sbe.

Respectfully submitted,

Nancy Danhof
Secretary

AGENDA

MICHIGAN
STATE BOARD OF EDUCATION

Ladislaus B. Dombrowski Board Room
Fourth Floor, John A. Hannah Building
608 West Allegan
Lansing, Michigan

February 10, 2015
9:30 a.m.

Regular Meeting

I. CALL TO ORDER

II. APPROVAL OF AGENDA AND ORDER OF PRIORITY

Committee of the Whole Meeting

III. DISCUSSION/ACTION ITEMS

A. Presentation on Testing (Accountability Services – Venessa Keesler) (9:45-10:15 a.m.)

B. Presentation on Elementary and Secondary Education Act (ESEA) Flexibility Renewal (Education Services – Natasha Baker; Accountability Services – Venessa Keesler; Abbie Groff-Blaszak) (10:15-11:00 a.m.)

C. Mid-Year Report on 2013-2015 State Board of Education/Michigan Department of Education Priorities (Education Services – Natasha Baker; Great Start – Susan Broman; Administration and Support Services – Kyle Guerrant; Accountability Services – Venessa Keesler) (11:00-11:30 a.m.)

D. Report on State Superintendent Search (President, State Board of Education – John Austin) (11:30-11:45 a.m.)

IV. RECESS FOR LUNCH (11:45 a.m.-12:45 p.m.)

NOTE: The public will be given an opportunity to comment prior to a vote. Because it is impossible to project an exact time for each item, the public is encouraged to attend the entire meeting to be assured an opportunity to comment on a specific item.

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Regular Meeting

V. CALL TO ORDER

VI. PUBLIC PARTICIPATION IN STATE BOARD OF EDUCATION MEETING (12:45-1:15 p.m.)

Committee of the Whole Meeting

III. DISCUSSION ITEMS (continued)

E. Presentation on Innovative Education Programs (PerformancED – Rogelio Landin; Southeast Michigan Council of Governments – Bob Morris and Naheed Huq; Michigan Pro-Public Educators – Karen Twomey and Tom Pedroni) (1:15-2:15 p.m.)

F. Recognition of Education Award Winner Michele Anderson (2:15-2:25 p.m.)

Regular Meeting

VII. APPROVAL OF STATE BOARD OF EDUCATION MINUTES (2:25 p.m.)

G. Approval of Minutes of Regular and Committee of the Whole Meeting of January 13, 2015

VIII. PRESIDENT'S REPORT (2:30-2:45 p.m.)

IX. REPORT OF THE SUPERINTENDENT (Items on the Report of the Superintendent include information on administrative decisions made by the Superintendent. The documents are provided to the members of the Board for their information.)

Report (2:45-3:00 p.m.)

H. Human Resources Report

Grants

I. Report on Grant Awards

1. 2014-2015 State School Aid Act Section 61a. (3) Integration of Michigan Merit Curriculum Content Standards – Initial; $1,000,000 (Education Services – Natasha Baker; Career and Technical Education – Patty Cantu)

2. 2014-2015 Regional Assistance to High Priority Schools – Amendment; $13,580,925 (Education Services – Natasha Baker; Education Improvement and Innovation – Linda Forward)

3. 2014-2015 Section 99h: Competitive FIRST Robotics Grants – Amendment; $2,062,400 (Education Services – Natasha Baker; Education Improvement and Innovation – Linda Forward)

4. 2013-2014 Title III, Part A, English Language Acquisition Program – Amendment; $8,222,352 (Education Services – Natasha Baker; Field Services – Mike Radke)

5. 2013-2014 Title III, Part A, Immigrant Students Program – Amendment; $1,460,915 (Education Services – Natasha Baker; Field Services – Mike Radke)

6. 2014-2015 Title I, Part A - Improving Basic Programs – Amendment; $486,522,747 (Education Services – Natasha Baker; Field Services – Mike Radke)

7. 2014-2015 Title I, Part C Regular Year Migrant Program Allocations – Amendment; $3,639,380 (Education Services – Natasha Baker; Field Services – Mike Radke)

X. REPORT OF MICHIGAN TEACHER OF THE YEAR (3:00-3:15 p.m.)

XI. DISCUSSION/ACTION ITEMS

J. State and Federal Legislative Update (Office of Public and Governmental Affairs – Martin Ackley; Chair, SBE Legislative Committee – Casandra Ulbrich) (3:15-3:45 p.m.)

XII. CONSENT AGENDA (Items are on the consent agenda to be voted on as a single item by the Board. Board members may remove items from the consent agenda prior to the vote. Items removed from the consent agenda will be discussed individually.)

K. Approval of State Board of Education and Michigan Department of Education Cosponsorships (Great Start – Susan Broman; Early Childhood Development and Family Education – Reneé DeMars-Johnson; Out-of-School Time Learning – Richard Lower)

XIII. COMMENTS BY STATE BOARD OF EDUCATION MEMBERS (3:45-4:00 p.m.)

XIV. FUTURE MEETING DATES

A. Tuesday, March 17, 2015 (9:30 a.m.)
B. Tuesday, April 14, 2015 (9:30 a.m.)
C. Tuesday, May 12, 2015 (9:30 a.m.)

XV. ADJOURNMENT (4:00 p.m.)

AGENDA

MICHIGAN
STATE BOARD OF EDUCATION

Ladislaus B. Dombrowski Board Room
Fourth Floor, John A. Hannah Building
608 West Allegan
Lansing, Michigan

March 17, 2015
9:30 a.m.

Regular Meeting

I. CALL TO ORDER

II. APPROVAL OF AGENDA AND ORDER OF PRIORITY

Committee of the Whole Meeting

III. DISCUSSION ITEMS

A. Presentation on the Implementation of Social Studies Standards (Education Services – Natasha Baker; Education Improvement and Innovation – Linda Forward) (9:45-10:30 a.m.)

B. Presentation on Elementary and Secondary Education Authority (ESEA) Flexibility Renewal (Education Services – Natasha Baker; Accountability Services – Venessa Keesler; Abbie Groff-Blaszak) (10:30-11:15 a.m.)

C. Presentation on English Language Learners (ELL): Supports and Achievements (Education Services – Natasha Baker; Accountability Services – Venessa Keesler) (11:15-11:45 a.m.)

D. Report on State Superintendent Search (President, State Board of Education – John Austin) (11:45 a.m.-12:00 p.m.)

IV. RECESS FOR LUNCH (12:00-12:45 p.m.)

NOTE: The public will be given an opportunity to comment prior to a vote. Because it is impossible to project an exact time for each item, the public is encouraged to attend the entire meeting to be assured an opportunity to comment on a specific item.

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Regular Meeting

V. CALL TO ORDER

VI. PUBLIC PARTICIPATION IN STATE BOARD OF EDUCATION MEETING (12:45-1:15 p.m.)

VII. APPROVAL OF STATE BOARD OF EDUCATION MINUTES (1:15 p.m.)

E. Approval of Minutes of Regular and Committee of the Whole Meeting of February 10, 2015

VIII. PRESIDENT'S REPORT (1:20-1:35 p.m.)

IX. REPORT OF THE SUPERINTENDENT (Items on the Report of the Superintendent include information on administrative decisions made by the Superintendent. The documents are provided to the members of the Board for their information.)

Reports (1:35-1:50 p.m.)

F. Human Resources Report

G. Report on Modifications to the Previously Approved Saginaw ISD Plan for the Delivery of Special Education Programs and Services

Grants

H. Report on Grant Awards

1. 2011-2012 Child Care Development Block Grant - Amendment; $3,144,773 (Great Start – Susan Broman; Child Development and Care – Lisa Brewer-Walraven)

2. 2014-2015 Child Care Development Block Grant - Initial; $10,784,206 (Great Start - Susan Broman; Child Development and Care – Lisa Brewer-Walraven)

3. 2014-2015 Section 22.i: Technology Readiness Infrastructure Grant - Initial; $1,325,090 (Education Services – Natasha Baker; Education Improvement and Innovation – Linda Forward)

4. 2014-2015 Section 22.i: Technology Readiness Infrastructure Grant - Initial; $14,501,920 (Education Services – Natasha Baker; Education Improvement and Innovation – Linda Forward)

5. 2014-2015 Section 22.i: Technology Readiness Infrastructure Grant - Initial; $22,150,000 (Education Services – Natasha Baker; Education Improvement and Innovation – Linda Forward)

6. 2013-2014 Consolidation of Operations or Services Grant - Amendment; $4,301,807 (Administration and Support Services – Kyle Guerrant; State Aid and School Finance – Dan Hanrahan)

7. 2014-2015 Project AWARE to Advance Wellness and Resilience in Education - Initial; $1,273,446 (Administration and Support Services – Kyle Guerrant; School Support Services – Marla Moss)

8. 2014-2015 Promoting Adolescent Health in Michigan Through School -Based HIV/STD Prevention and School-Based Surveillance - Initial; $29,038 (Administration and Support Services – Kyle Guerrant; School Support Services – Marla Moss)

9. 2014-2015 Safe Schools/Healthy Students State Planning, Local Educ. Agencies, & Local Communities - Amendment; $171,400 (Administration and Support Services – Kyle Guerrant; School Support Services – Marla Moss)

X. REPORT OF MICHIGAN TEACHER OF THE YEAR (1:50-2:05 p.m.)

XI. DISCUSSION/ACTION ITEMS

I. Approval of Nominations to the Special Education Advisory Committee (Education Services – Natasha Baker; Special Education – Teri Johnson Chapman) (2:05-2:30 p.m.)

J. State and Federal Legislative Update (Office of Public and Governmental Affairs – Martin Ackley; Chair, SBE Legislative Committee – Casandra Ulbrich) (2:30-3:00 p.m.)

- Approval of the 2013-2014 Annual Legislative Report for School Improvement Plans

XII. CONSENT AGENDA (Items are on the consent agenda to be voted on as a single item by the Board. Board members may remove items from the consent agenda prior to the vote. Items removed from the consent agenda will be discussed individually.)

K. Approval of State Board of Education and Michigan Department of Education Cosponsorship (Administration and Support Services – Kyle Guerrant; School Support Services – Marla Moss)

XIII. COMMENTS BY STATE BOARD OF EDUCATION MEMBERS (3:00-3:15 p.m.)

XIV. FUTURE MEETING DATES

A. Wednesday, March 18, 2015 Special Meeting (9:30 a.m.)
B. Tuesday, April 14, 2015 Regular Meeting (9:30 a.m.)
C. Tuesday, May 12, 2015 Regular Meeting (9:30 a.m.)

XV. ADJOURNMENT (3:15 p.m.)

MDE - Michigan's

www.michigan.gov/mde/0,4615,7-140-37818_60094---,00.html

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MDE > NEWS & PUBLICATIONS > MICHIGAN'S APPROVED ESEA FLEXIBILITY REQUEST

Public Comment for Michigan's ESEA Flexibility Renewal Request

In July 2012, the U.S. Department of Education (USED) approved Michigan's request for flexibility in implementing certain requirements of the Elementary and Secondary Education Act (ESEA), also known as the No Child Left Behind Act of 2001 (NCLB).

This flexibility approval allows local school districts more freedom in how they use some federal dollars to improve student achievement and close achievement gaps; recognizes schools that are meeting or exceeding achievement goals; ensures that all students have access to effective educators; and includes an accountability scorecard to measure student achievement and growth in schools and districts. Moreover, the approved ESEA flexibility alleviates the impending consequences of the NCLB requirement that 100% of students demonstrate academic proficiency by 2014, replacing the mandate and subsequent consequences with an appropriate timeline and targeted supports to meet student growth and proficiency goals.

The current approval expires at the end of the current (2014-2015) school year.

The USED has provided a process for states to apply for a renewal of ESEA Flexibility to extend through the 2017-2018 school year. The requirements of the renewal process are outlined in the Renewal Form and are posted with a redlined version of Michigan's current approved ESEA Flexibility Request below. The Renewal Form provides an overview and reference to changes proposed in the redline document and is a useful tool to understand and respond to the proposed changes.

The Renewal Form and redlined Request is available Monday, March 9, 2015 for review and public comment through Monday, March 23, 2015 at 5:00 p.m.

All comments should be submitted to ESEAFlexibility@michigan.gov.

ESEA Flexibility Request PDF

ESEA Flexibility Renewal Form PDF

Michigan's Approved ESEA Flexibility Request

On August 22, 2014, the Michigan Department of Education (MDE) received a one-year extension to its approved ESEA Flexibility Request. The MDE will continue working with USED on the progression of the educator evaluation system and a high-quality assessment system over the next year, in order to pursue a full renewal of ESEA Flexibility for 2015-16 and beyond.

Attachments to Michigan's Approved ESEA Flexibility Request PDF

USED ESEA Approval Letter, August 22, 2014 PDF

2012-2013 changes from the Approved ESEA Flexibility Waiver

The US Department of Education's July 2012 approval of Michigan's Flexibility Waiver of the Requirements of the Elementary and Secondary Education Act (ESEA) resulted in Supplemental Educational Services (SES) tutoring services no longer being required in Michigan's public schools, effective starting in the 2012-2013 school year.

Public School Choice, under Michigan's amended Flexibility Waiver of ESEA, is no longer required for the 2013-2014 school year.

Persons requiring historical information about Michigan's SES and Public School Choice programs under the past federal requirements may contact: OlsztaG@michigan.gov.

MDE Services | MDE Quick Links | Stay Connected | Contact MDE

Attachment 4.A

State Board of Education Unanimously Adopts Common Core Standards

Contact: Martin Ackley, Director of Communications 517.241.4395
Agency: Education

June 15, 2010

LANSING - The State Board of Education unanimously adopted today the Common Core Standards - a set of rigorous, college and career-ready K-12 curriculum standards that states across the nation are considering adopting to bring consistency in education across the states.

With this action, Michigan formally adopts the final Common Core Standards that are internationally benchmarked in English Language Arts and mathematics, formalizing Michigan's agreement to integrate the standards into the state's public education system.

"This is an historic moment for Michigan," said State Board of Education President Kathleen N. Straus. "With the implementation of the Common Core State Standards, teachers and administrators will have an instructional blueprint to ensure all Michigan students are college and career-ready."

The Common Core State Standards Initiative (CCSSI) is a state-led effort coordinated by the National Governors Association Center for Best Practices (NGA Center) and the Council of Chief State School Officers (CCSSO) involving the Governors and state commissioners of education from 48 states, two territories and the District of Columbia, committed to developing a common core of state standards in English Language Arts and mathematics for grades K-12.

"Michigan has been a national leader in the development of rigorous academic standards," said Mike Flanagan, State Superintendent of Public Instruction. "The adoption of these standards will for the first time provide states with clear and consistent educational goals and represent a logical next step in our state's efforts to embrace high learning."

The standards have been guided by the best available evidence and the highest standards across the country and globe and were designed by a diverse group of teachers, experts, parents, and school administrators, so they reflect both real world requirements and the realities of the classroom.

"The Common Core Standards are built on the best state standards," Flanagan said. "These standards provide the content; they aren't telling states or school districts how to teach these content standards."

The Common Core State Standards define the knowledge and skills students should have within their K-12 education careers so that they will graduate high school able to succeed in entry-level, credit-bearing academic college courses and in workforce training programs. The standards:

Related Content
- Traverse City West High School Teacher Receives National Milken Educator Award
- State Has Measures in Place to Ensure Integrity in MEAP Testing
- State Board Gives Nod to Improved Standards for State Assessment Scores
- The Library of Michigan Launches its 2011 Michigan Reads! Program with Devin Scillian's Memoirs of a Goldfish
- 98 Lowest Achieving Schools Identified; and Latest "Top-to-Bottom" School Rankings Released
- Acclaimed children's author Gary Schmidt Wins 2011 Michigan Author Award
- Higher Expectations Cause More Schools to Not Make Adequate Yearly Progress in 2011
- Michigan High School Students on Track for College Readiness
- Online Map Hopes to Ease Michigan Summer Hunger Challenges for Youths
- 24 Michigan Schools Awarded Federal Improvement Funds to Raise Achievement
- Career and Technical Educator at Oakland Schools Named 2011-12 Michigan Teacher of the Year
- State Board of Education To Host Public Forums on Education
- State Board Supports Reform Initiatives In Governor Snyder's Education Message
- Student "Letters About Literature" Writers Win Accolades and National Awards!
- MEAP Math and Reading Scores Climb since Rigorous Standards Adopted; Achievement Gaps Narrow
- Snyder celebrates math on National Pi Day
- Flanagan asks districts to help efforts to assist children of military families

Attachment 4.A

- Are aligned with college and work expectations.
- Are clear, understandable and consistent.
- Include rigorous content and application of knowledge through higher order skills.
- Build upon strengths and lessons of current state standards.
- Are informed by other top performing countries, so that all students are prepared to succeed in our global economy and society.
- Are evidence-based.

- State Board Approves Reform Priorities
- Hunger Doesn't Take A Summer Vacation - More Sponsors Needed To Make A Real Difference in the Lives of Hundreds of Thousands of Hungry Michigan Children
- College Goal Sunday Helps Students, Families File for College Financial Aid

Michigan implemented new nationally recognized K-8 grade level content expectations in 2004 and high school content expectations in 2006 for English Language Arts and mathematics. Both are closely aligned to the Common Core State Standards which will minimize instructional changes and adjustments.

"I see this as that next step in our education system," said State Board of Education Vice President John C. Austin. "It's really an extension of the work we've done here over the past several years. These Common Core Standards are consistent with the high expectations we've hold here in Michigan."

To help teachers successfully implement the standards, the Michigan Department of Education, Intermediate School Districts and other partner groups will provide support and training starting in the fall of 2010. Teachers will begin to provide instruction related to the standards by the fall of 2012. It is anticipated that students will be assessed on the Common Core Standards beginning in 2014.

The Common Core State Standards will enable participating states to:

- Articulate to parents, teachers, and the general public expectations for students.
- Align textbooks, digital media and curricula to the internationally benchmarked standards.
- Ensure professional development for educators is based on identified need and best practices.
- Develop and implement an assessment system to measure student performance against the common core state standards.
- Evaluate policy changes needed to help students and educators meet the common core state college and career readiness standards.

More information about the Common Core State Standards initiative including key points for both English language arts and mathematics is available at http://www.corestandards.org/.

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MINUTES

STATE BOARD OF EDUCATION

Ladislaus B. Dombrowski Board Room
John A. Hannah Building
608 West Allegan
Lansing, Michigan

June 15, 2010
9:30 a.m.

Present: Mr. Michael P. Flanagan, Chairman
Mrs. Kathleen N. Straus, President
Mr. John C. Austin, Vice President
Mrs. Carolyn L. Curtin, Secretary
Mrs. Marianne Yared McGuire, Treasurer
Mrs. Nancy Danhof, NASBE Delegate
Mrs. Elizabeth W. Bauer
Ms. Casandra E. Ulbrich
Mr. Michael Zeig, representing Governor Jennifer M. Granholm, ex officio

Absent: Mr. Reginald M. Turner

Also Present: Mr. Rob Stephenson, 2009-2010 Michigan Teacher of the Year

REGULAR MEETING

I. CALL TO ORDER

Mr. Flanagan called the meeting to order at 9:38 a.m.

II. INFORMATIONAL FOLDER ITEMS

A. Information on Special Education Advisory Committee Quick Notes – Meetings of April 7, 2010 and May 5, 2010

B. Information on the Three-Year Report on the Michigan Test for Teacher Certification Results for 2006-2009

III. APPROVAL OF AGENDA AND ORDER OF PRIORITY

A. Adoption of Resolution Honoring Lucia Campbell (Item W) – added to agenda

B. Criteria for Combined Title I Statewide System of Support and High Priority Schools Technical Assistance Grant (Item X) – added to agenda

C. Criteria for Allocation of Title I School Improvement Funds to Support Regional Assistance to High Priority Schools (Item Y) – added to agenda

Mr. Austin requested that the following items be removed from the consent agenda and placed under discussion:

D. Approval of *Common Core State Standards for English Language Arts and Literacy in History/Social Studies, Science and Technical Subjects* and *Common Core State Standards for Mathematics* (Item N)

E. Approval of Signing a Memorandum of Understanding to Formally Join the SMARTER Balanced Assessment Consortium (Item O)

Mr. Austin moved, seconded by Mrs. Curtin, that the State Board of Education approve the agenda and order of priority, as modified.

The vote was taken on the motion.

Ayes: Austin, Bauer, Curtin, McGuire, Straus, Ulbrich
Absent: Danhof, Turner

The motion carried.

IV. INTRODUCTION OF STATE BOARD OF EDUCATION MEMBERS, DEPARTMENT STAFF, AND GUESTS

Mrs. Eileen Hamilton, State Board Executive, introduced members of the State Board of Education, Department of Education staff, and guests attending the meeting.

Mr. Michael Zeig, Governor Jennifer M. Granholm's representative at the Board table, was welcomed to his first State Board of Education meeting.

V. PERSONAL PRIVILEGE – MICHAEL P. FLANAGAN

Mr. Flanagan said the list of schools eligible to apply for the Federal School Improvement Grant was released on Monday, June 14, 2010. He said Michigan will be awarded approximately $119 million for 108 eligible schools to improve teaching and learning for all students in

persistently low achieving schools. He said the School Improvement Grant is part of the American Recovery and Reinvestment Act.

Mr. Flanagan said this is an opportunity for the schools that are struggling the most to use time and resources to begin their improvement plans before the state identifies the list of lowest performing schools affected by the state school reform law this fall.

VI. CONSENT AGENDA

A. Adoption of Resolution Honoring the 2009-2010 Michigan Teacher of the Year

B. Adoption of Resolution Honoring the 2010-2011 Michigan Teacher of the Year

Mrs. Straus moved, seconded by Mrs. Bauer, that the State Board of Education approve the Superintendent's recommendations for the consent agenda as follows:

A. adopt the resolution attached to the Superintendent's memorandum dated May 26, 2010, honoring the 2009-2010 Michigan Teacher of the Year; and

B. adopt the resolution attached to the Superintendent's memorandum dated May 26, 2010, honoring the 2010-2011 Michigan Teacher of the Year.

The vote was taken on the motion.

Ayes: Austin, Bauer, Curtin, McGuire, Straus, Ulbrich
Absent: Danhof, Turner

The motion carried.

The resolution honoring the 2009-2010 Michigan Teacher of the Year, Robert Stephenson, is attached as Exhibit A.

The resolution honoring the 2010-2011 Michigan Teacher of the Year, Matinga Ragatz, is attached as Exhibit B.

VII. POINT OF THE DAY

Mr. Martin Ackley, Director of Communications, presented the Point of the Day that focused on the history of the Michigan Teacher of the Year Program.

VIII. PRESENTATION ON MICHIGAN TEACHER OF THE YEAR PROGRAM

Mr. Robert Stephenson provided his final report as the 2009-2010 Michigan Teacher of the Year. He sang while presenting a PowerPoint report that included highlights of the many events he has participated in during the past year. Mr. Stephenson said the Board has been an example of bipartisanship that should be a model for all.

Mrs. Straus presented Mr. Stephenson with a resolution honoring him as the 2009-2010 Michigan Teacher of the Year. Mrs. Straus said he has been a fabulous teacher to everyone, and she congratulated him on being one of four finalists for National Teacher of the Year.

Mr. Austin said Mr. Stephenson has been very instrumental in his role as the Michigan Teacher of the Year, and his perspective at the Board table has been extremely valuable.

Mr. Stephenson introduced his wife, Jamie; and their children, Andrew and Rebecca.

IX. AWARDS AND RECOGNITIONS

A. 2010-2011 Michigan Teacher of the Year and State Level Finalists

Ms. Jean Shane, Special Assistant, Awards and Recognitions Program, presented the 2010-2011 Michigan Teacher of the Year and State Level Finalists. Ms. Shane said 390 teachers were nominated for the 2010-2011 Michigan Teacher of the Year.

Ms. Shane said Mrs. Curtin read applications and Ms. Ulbrich served on the interview team. Ms. Shane said Mrs. Curtin attended the May 26, 2010, surprise notification by Mr. Flanagan at Grand Ledge High School announcing Ms. Matinga Ragatz, Global Studies teacher, as the 2010-2011 Michigan Teacher of the Year. A video clip of the announcement was shown.

Ms. Shane introduced Ms. Ragatz and her guests. Ms. Ragatz said she is thankful for this phenomenal opportunity to honor teachers. She said her mother was the first woman in Equatorial Guinea, a small country on the coast of Central West Africa, to obtain a college education. Ms. Ragatz said her mother became a teacher, and retired as the dean of a university after a long career in teaching the same week that Matinga was named the 2010-2011 Michigan Teacher of the Year. Ms. Ragatz said it is the best time to be a teacher, because it is the dawn of a new way for education and the beginning of learning for both teachers and students. She said

teaching will no longer be the same. She said she is thankful for the trust placed in her with the huge responsibility to represent Michigan teachers. She said she has the best job in the world, because she sees the miracles that happen in the classroom every day. She said Rob Stephenson is an inspiration, and she is honored to be in the company of Jamie Dudash and David Legg, the finalists for Michigan Teacher of the Year.

Ms. Shane introduced Katie Clippert of MEEMIC, the insurance company that provides corporate support for the Michigan Teacher of the Year program. Ms. Shane said MEEMIC presented a check for $1,000 to Grand Ledge High School for educational projects for students. She said MEEMIC will also provide Ms. Ragatz with the use of a car for one year.

Ms. Shane introduced the state level finalists Mr. Jamie Dudash, Social Studies Teacher, Dexter High School; and Mr. David Legg, Language Arts/Broadcasting Teacher, Novi High School, and their guests. Ms. Shane said MEEMIC representatives will visit Dexter High School and Novi High School to presents checks in the fall.

Mrs. Straus presented Ms. Ragatz with the resolution honoring the 2010-2011 Michigan Teacher of the Year. Mrs. Straus said public education initially began to educate citizens so that they could participate in a democratic form of government. She said public education is essential and teachers are vital in keeping our democracy strong.

Ms. Ragatz was presented a sculpture by Ms. Ulbrich, a lapel pin by Mrs. Curtin, and a letter from Governor Granholm read by Mr. Zeig.

Mr. Flanagan presented Grand Ledge Public Schools Superintendent Steve Matthews and Principal Steve Gabriel with a plaque to display in Grand Ledge High School commemorating Matinga Ragatz as the 2010-2011 Michigan Teacher of the Year.

Mr. Jamie Dudash and Mr. David Legg were presented with certificates in their honor and lapel pins. Ms. Ulbrich said all three finalists exhibited traits of engagement and creativity which will foster engaged and creative students and citizens.

Mr. Flanagan said year after year Teachers of the Year and finalists give credit to others for their success. He said when given the opportunity to meet the students it is apparent they love their teachers.

X. RECESS

The Board recessed the Regular Meeting at 10:45 a.m.

COMMITTEE OF THE WHOLE MEETING

XI. CALL TO ORDER

Mr. Flanagan called the Committee of the Whole Meeting to order at 11:00 a.m.

XII. DISCUSSION ITEMS

A. Presentation on Common Core State Standards for English Language Arts and Literacy in History/Social Studies, Science and Technical Subjects and Common Core State Standards for Mathematics

The following individuals presented:

- Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer
- Ms. Linda Forward, Interim Director, Office of Education Improvement and Innovation
- Ms. Deborah Clemmons, Supervisor of Curriculum and Instruction

The Common Core State Standards Initiative is a state-led effort coordinated by the National Governors Association Center for Best Practices and the Council of Chief State School Officers. Drafts of the College and Career Readiness Standards were released for public comment in September 2009, and the draft K-12 Common Core State Standards were released for public comment in March 2010. Alignment to Michigan content expectations as well as public comments to the March draft of the Common Core State Standards were presented to the Board with a copy of the final K-12 Common Core Standards in math and English language arts/literacy.

The Board will be asked to take action on this item later in the meeting. If the Standards are approved, the U.S. Department of Education will be notified via an addendum to Michigan's Race to the Top application.

A PowerPoint presentation was shown.

Board member comments and *clarifications* included:

1. glad to see English language arts includes social studies and science; that will be an improvement – *yes;*

2. common core standards is the logical next step in taking high learning expectations to the national level; Michigan is a leader in high standards;

3. there was previous push back from other states regarding the rigor of Science, Technology, Engineering and Mathematics (STEM); STEM went back into the document – *yes; and*

4. children will not be tested on things they have not been taught; is the National Assessment of Educational Progress (NAEP) going to be the interim test of choice – Dr. *Joseph Martineau, Director, Office of Educational Assessment and Accountability, came to table; NAEP will continue to measure the NAEP framework; the NAEP framework will likely be revised in the future; there will continue to be a disconnect between the NAEP framework and the common core state standards but there is now greater overlap than previously.*

B. Presentation on Signing a Memorandum of Understanding to Formally Join the SMARTER Balanced Assessment Consortium

The following individuals presented:

- Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer
- Dr. Joseph Martineau, Director, Office of Educational Assessment and Accountability

The Michigan Department of Education has joined the SMARTER Balanced Assessment Consortium which is currently preparing a multi-state application under the Race to the Top assessment competition. The competition is specifically for consortia of states to submit joint applications for funding the development of assessments measuring the College- and Career-Readiness Standards and the Common Core State Standards that are comparable across states within the consortia. The joint application will be submitted on June 23, 2010, to the U.S. Department of Education to compete for up to $320 million in funding. Michigan's participation is contingent upon a Memorandum of Understanding signed by the Governor, State

Board of Education President, Superintendent of Public Instruction, and the state's Chief Procurement Officer.

The Board will be asked to take action on this item later in the meeting.

Board member comments and *clarifications* included:

1. if every state signs on to the Common Core Standards, and there is an assessment consortium, will NAEP still be needed if it is measuring something that has not been taught – *at the NAEP spring meeting there was discussion regarding NAEP's purpose now that states are going toward Common Core Standards;*

2. why are there two consortia for the Common Core assessment – *Michigan was one of several states that wanted a single consortium; other states believed that if there are two consortia, one is likely to succeed; application guidelines state that up to two consortia will be funded;*

3. who is in Michigan's consortium – *currently 30 states are participating in the consortium that Michigan is part of; 20 to 25 states are in the other consortium; Michigan chose to be one of 17 governing states that are in a leadership role with significant input; governing states cannot be a member of both consortia; participating states can participate in both consortia; moving toward online assessment and immediate feedback and results and a strong focus on professional development for formative assessment and implementing some interim benchmark assessments to determine the likelihood of passing before the final test;*

4. there are states that do not support the Common Core Standards; why is there a greater number of states that want to be part of the assessment – *some states and territories have signed on to both consortia;*

5. why would states want to be a member of two consortia – *states that are members of two consortia will be able to watch what is happening in both consortia and then at a later date choose which test to administer; states choosing that option are not allowed any level of control and sacrifice the ability to provide significant input into what the final product looks like;*

6. what is the philosophy of each of the consortia – *there is overlap in the two consortia; the main differences are that SMARTER Balanced Assessment Consortium is looking at online assessment and immediate return of results; responsible flexibility based on principles; comparability across states; professional development for teachers, formative assessment, and interim assessment that supports teachers in knowing how to use the results and how to conduct classroom assessment;*

7. how is writing tested online – *the consortium is proposing traditional multiple choice items; traditional constructive response like Michigan has; comparability between human scoring and artificial intelligence scoring that is becoming more reliable and valid; performance tasks will likely involve a class period and be scored by human scorers; performance events are longer term projects such as portfolios that will also be scored by humans; and*

8. Memorandum of Understanding is detailed – *it clearly defines the responsibilities of the states and consortium in testing the Common Core Standards; flexibility includes the ability to test students up to two times per year; states will have the opportunity to decide how scales are produced, how growth is measured, how they will be used for accountability; significant economies of scale in developing the infrastructure will be gained.*

C. Discussion Regarding Criteria for Grant Programs

There were no questions from Board members regarding grant criteria.

XIII. ADJOURNMENT

The Board adjourned the Committee of the Whole at 11:53 a.m. and reconvened the Regular Meeting at 1:05 p.m.

REGULAR MEETING

XIV. APPROVAL OF STATE BOARD OF EDUCATION MINUTES

A. Approval of Minutes of Committee of the Whole and Regular Meeting of May 11, 2010

Mrs. Bauer moved, seconded by Ms. Ulbrich, that the State Board of Education approve the Minutes of the Committee of the Whole and Regular Meeting of May 11, 2010.

The vote was taken on the motion.

Ayes: Austin, Bauer, Curtin, McGuire, Straus, Ulbrich
Absent: Danhof, Turner

The motion carried.

XV. PRESIDENT'S REPORT

A. Follow Up Meetings with Legislators to Discuss "Recommendations to Better Support Michigan's Education System - Reforms, Restructuring, and Revenues"

Mrs. Straus said that Board members have begun to meet with Representatives and Senators to discuss the document the Board approved at its May 11, 2010, meeting, "Recommendations to Better Support Michigan's Education System – Reforms, Restructuring, and Revenues."

Mrs. Straus said legislators have not yet provided endorsements, but indicated they are looking forward to studying the document. She said additional meetings will be scheduled with legislators and newspaper editorial boards.

Mrs. Straus said she has heard from some people that do not agree with certain aspects of the Board's report. She said the report is a result of a bi-partisan effort in which everyone compromised to reach consensus. She said policy is supposed to be made in a give and take fashion that results in a compromise.

B. Drivers Against Texting and Talking

Mrs. Straus said Senator Samuel (Buzz) Thomas asked Mrs. Straus to support Drivers Against Texting and Talking. She said she was contacted by the organization to determine if the Michigan Department of Education can assist in educating drivers. Mrs. Straus said she may also request the Board's endorsement at a future meeting. She said she will obtain additional information

C. National Farm to Cafeteria Conference

Mrs. Straus said she attended the National Farm to Cafeteria Conference in Detroit to encourage healthier eating and support for the local economy by eating farm fresh products that are locally grown. She said there were many participants from school districts. She said Traverse City has participated in the program for six years and there are eight schools in Detroit

using urban farms to supply fresh fruits and vegetables. She said this program fits well with Michigan's National Association of State Boards of Education grant to promote effective nutrition policies in Michigan schools.

Mrs. Curtin said her local school district in Evart built a greenhouse and grows produce that is used in meals prepared in the school cafeteria.

D. NASBE Healthy Eating Grant

Mrs. Straus said she participated in a multi-state virtual meeting on the National Association of State Boards of Education Healthy Eating Grant with participants from Pennsylvania, Arkansas, Mississippi and California. She said new state participants included Alabama, Kentucky, Georgia and North Carolina. She said it was an interesting and productive session and participants learned what other states are doing. She said the Michigan team will be meeting shortly to plan for the second year of the grant.

E. NASBE Study Groups

Mrs. Straus said she and Mrs. Danhof attended National Association of State Boards of Education Study Group meetings on June 10-12, 2010. Mrs. Straus said Mrs. Danhof is a member of the 21st Century Educator Study Group and she is a member of the Structure of Schools Study Group.

Mrs. Straus said there was a presentation on international benchmarking with the focus on teacher preparation. She said Finland accepts only the top 10 percent of students into the teacher training institutions, and Singapore accepts the top 20 percent. She said teachers are recognized as being very valuable members of society.

Mrs. Straus said there was general agreement to replace seat time and Carnegie units with mastery and competence. Mrs. Straus said the report will be available in October.

Mrs. Straus said one of her fellow study group members is a professor of physics at the University of Maryland. She said he is also a member of an advisory committee on Science, Technology, Engineering and Mathematics (STEM) which will present recommendations to the President of the United States shortly.

Mrs. Straus said the Council of Chief State School Officers (CCSSO) has a program called Next Generation Learners: Delivering on our Promise to Educate Every Child. She said there are six lab states: Maine, New York, West Virginia, Ohio, Kentucky and Wisconsin. She said these 6 states were selected from 27 states that responded to an invitation from CCSSO.

F. School Visits

Mrs. Bauer has visited many schools and she writes thorough reports that she shares with State Board of Education members. Mrs. Straus said she appreciates the reports.

XVI. REPORT OF THE SUPERINTENDENT

Reports

G. Human Resources Report

H. Report on Wayne County Regional Educational Service Agency Plan for the Delivery of Special Education Programs and Services

I. Report on Ottawa Area Intermediate School District Plan for the Delivery of Special Education Programs and Services

Grants

J. Report on Grant Awards

- 2009-2010 Middle College High School Health Partnership Grant – Initial
- 2010-2011 Secondary CTE Perkins Grant Program – Initial
- 2010-2011 Tech Prep Grant Program – Initial
- 2008-2009 Individuals with Disabilities Education Act, Part B Formula Grants – Amendment
- 2009-2010 Title I Accountability/School Improvement – Amendment

Mr. Flanagan provided a verbal report on:

A. Mr. Austin's Presentation at Wayne State University Class

Mr. Flanagan said he teaches a graduate class at Wayne State University and Mr. Austin visited his class on June 14 to discuss the Board's report, "Recommendations to Better Support Michigan's Education System - Reforms, Restructuring, and Revenues." Mr. Flanagan said Mr. Austin represented the

Board well in the discussion that included the bipartisan manner in which the State Board of Education develops policy.

B. School Improvement Grant

Mr. Flanagan said he mentioned the School Improvement Grant (SIG) earlier in the meeting. He said the SIG funds are for the persistently low achieving schools as defined by the Federal government.

Mr. Flanagan said all Michigan citizens have the right to see information on how schools are performing. He said the focus of education should not be just on the lowest-performing schools, but also on those schools that are excelling. He said the Michigan Public School Top to Bottom Ranking is available on the Michigan Department of Education website.

Mr. Flanagan said the schools eligible for the federal SIG funds were identified based on state testing data for student achievement (2007-2009) and academic growth (2006-2009).

He said to develop the list of schools as required by the state school reform law the state will be adding data from 2009-2010 for student achievement and academic growth, and dropping the 2006-2007 data.

C. Michigan School for the Deaf Graduation

Mr. Flanagan said Mrs. Bauer and he attended the Michigan School for the Deaf graduation ceremony of five proud graduates.

D. Wyoming and Godwin Heights School Visit

Mr. Flanagan said he visited Wyoming and Godwin Heights School Districts on May 20. He said he was impressed by many things including that the community's two school districts shared a superintendent and a business officer. He said bus services are also shared with some of the private schools in the area. He said they anticipated change and got community support to get in front of budget, facility, and academic issues. He said he was also impressed by the leadership of the local board of education and the superintendent.

Mr. Flanagan said a seat time waiver was granted for the Wyoming Frontiers Program which is an online program. He said two graduates of the program spoke of their experiences when he visited and he invited them to speak to the Board. Mr. Flanagan

introduced Program Director Allen Vigh, and students Ryan Strayhorn and Holly Jansma.

Mr. Strayhorn said he had health problems, managed his own business of 26 employees, dual enrolled in college while in high school, graduated early with a good grade point average, and received a scholarship while in the Frontiers Program. He said a laptop computer is given to each student who has good attendance and behavior, and if the student graduates they keep the laptop. He said students want to come to the lab which is a welcoming environment with computers and couches.

Mr. Vigh said there are the equivalent of 2.25 certified staff members in two labs who also work with students on other issues such as time management. He said students earn time away from the lab by demonstrating that they can use the time effectively.

Ms. Jansma said the teachers are so eager and willing to help, and students have a personal relationship with the teachers. She said she was able to move at her own pace. She said she continued to play sports while involved in the program and finished early. She said she was able to have a job and she is training to be an optician.

Mr. Vigh said the program has helped reach students of many different abilities and circumstances. He said it has been customized to the student and helped many people be successful.

Mr. Vigh said the program has just completed its second year and has gone from 10 to 70 students.

E. Michigan-Shiga Sister State Visiting Official

Mr. Flanagan introduced Mr. Junichi Tanoue, the Michigan-Shiga Sister State Visiting Official who represents the Shiga Province and does a research project while in Michigan. Mr. Tanoue said he is very honored to have the opportunity to attend the Board meeting.

XVII. PUBLIC PARTICIPATION IN STATE BOARD OF EDUCATION MEETING

A. Ms. Sandra York, Ann Arbor, Michigan. Ms. York, representing the Michigan Congress of Parents, Teachers, and Students, provided verbal comments on Michigan winners of the National PTA Reflections Program.

B. Mrs. Mary Wood, Warren, Michigan. Mrs. Wood provided verbal comments on charter school issues.

Mrs. Danhof arrived at 1:55 p.m.

C. Ms. Murcy Jones-Lewis, Ms. Dominque Jacques, Ms. Shaundra Morgan, Ms. Chandra Morgan, and Ms. Benrita Smith, representing Colin Powell Academy, Detroit, provided verbal comments and written information.

XVIII. STATE AND FEDERAL LEGISLATIVE REPORT

Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer; and Ms. Lisa Hansknecht, Legislative Director; presented State and Federal Legislative Report.

Ms. Hansknecht said Public Act 75 of 2010, the public school employee retirement legislation, was signed by the Governor. She said it is anticipated that 17,000 to 18,000 school employees will retire. She said the Legislature was hoping that 28,000 would retire, and without the legislation it is estimated that between 5,000-6,000 school employees would have retired.

Ms. Hansknecht said there has been discussion by Governor Granholm, Senator Bishop, and others regarding using the School Aid funds for higher education, but there is opposition in the K-12 community.

Ms. Hansknecht said the pending Federal Education Jobs Bill provides for investment in teachers and school employees to prevent job loss and help the economy. She said the Economic Policy Institute released a report on the economic impact of the education jobs fund in relation to the Gross Domestic Product. Ms. Hansknecht said the National Association of State Boards of Education may have a suggested letter that the State Board of Education can address to the Michigan Congressional Delegation in support of the Education Jobs Bill.

Ms. Hansknecht said Senator Michael F. Bennet from Colorado has introduced the Federal School Turnaround Bill, regarding training for school leaders to implement the intervention models that are part of Race to the Top and the reauthorization of the Elementary and Secondary Education Act (ESEA). She said she will provide the Board with additional information at a later date.

Mrs. Straus asked for an update on legislation to revised Public Act 72. Ms. Hansknecht said the changes are specific to the municipality side and not the education side. Ms. Hansknecht said she will continue to monitor the legislation.

XIX. CONSENT AGENDA

Approvals

L. Approval of American Sign Language Standards

M. Approval of School Counselor Standards

N. Approval of *Common Core State Standards for English Language Arts and Literacy in History/Social Studies, Science and Technical Subjects* and *Common Core State Standards for Mathematics*

O. Approval of Signing a Memorandum of Understanding to Formally Join the SMARTER Balanced Assessment Consortium

P. Approval of Appointments to the Professional Standards Commission for Teachers

Q. Approval of Nominations to the Special Education Advisory Committee

Criteria

R. Approval of Criteria for the Great Parents/Great Start Program Grants

S. Approval of Criteria for Individuals with Disabilities Education Act Preschool Indicators Grant

X. Approval of Criteria for Combined Title I Statewide System of Support and High Priority Schools Technical Assistance Grant

Y. Approval of Criteria for Allocation of Title I School Improvement Funds to Support Regional Assistance to High Priority Schools

Resolutions

T. Adoption of Resolution Honoring Paula Wood

U. Adoption of Resolution Honoring Gayle Guillen

V. Adoption of Resolution Regarding Michigan School Bus Safety Week

W. Adoption of Resolution Honoring Lucia Campbell

Mrs. Straus moved, seconded by Mrs. Danhof, that the State Board of Education approve the Superintendent's recommendations for the consent agenda as follows:

L. approve the Standards for the Preparation of Teachers of American Sign Language (FS), as attached to the Superintendent's memorandum dated May 24, 2010;

M. approve the Standards for the Preparation of School Counselors, as attached to the Superintendent's memorandum dated May 24, 2010;

N. (this item was moved to discussion);

O. (this item was moved to discussion);

P. approve the appointments of Mary H. Brown, Ronald J. Collins, Jennifer Brown, Sherry Cormier-Kuhn, Jan Van Gasse, and Jermaine D. Evans, and the re-appointment of Elaine C. Collins to the Professional Standards Commission for Teachers for a four-year term ending June 30, 2014, as discussed in the Superintendent's memorandum dated May 24, 2010;

Q. approve the nominees listed in Attachment B of the superintendent's memorandum of May 24, 2010, and appoint those individuals to serve as members of the Special Education Advisory Committee for the respective terms specified;

R. approve the criteria for the Great Parents, Great Start Program Grants, as described in the Superintendent's memorandum dated May 24, 2010;

S. approve the criteria for the Individuals with Disabilities Education Act Preschool Indicators Grant, as described in the Superintendent's memorandum dated May 24, 2010;

X. approve the criteria for the Combined Title I Statewide System of Support and High Priority Schools Technical Assistance Grant, as attached to the Superintendent's memorandum dated June 3, 2010;

Y. approve the criteria for allocation of Title I School Improvement funds to Support Regional Assistance to High Priority Schools, as described in the Superintendent's memorandum dated June 3, 2010;

T. adopt the resolution honoring Paula C. Wood, attached to the Superintendent's memorandum dated May 24, 2010;

U. adopt the resolution honoring Gayle Guillen, as attached to the Superintendent's memorandum dated June 3, 2010;

V. adopt the resolution regarding Michigan School Bus Safety Week, October 18-22, 2010, as attached to the Superintendent's memorandum dated May 24, 2010; and

W. adopt the resolution honoring Lucia Campbell, as attached to the Superintendent's memorandum dated June 3, 2010.

The vote was taken on the motion.

Ayes: Austin, Bauer, Curtin, Danhof, McGuire, Straus, Ulbrich
Absent: Turner

The motion carried.

The resolution honoring Paula Wood is attached as Exhibit C.

The resolution honoring Gayle Guillen is attached as Exhibit D.

The resolution regarding Michigan School Bus Safety Week is attached as Exhibit E.

The resolution honoring Lucia Campbell is attached as Exhibit F.

XX. PERSONAL PRIVILEGE – MR. MICHAEL P. FLANAGAN

Mr. Flanagan said a referent group of experts in American Sign Language (ASL) was convened and designed the ASL (FS) standards using the framework for the approved world language standards. He thanked the members of the referent group that were present and said the ASL Standards were approved on the consent agenda.

XXI. PRESENTATION ON COMMON CORE STATE STANDARDS FOR ENGLISH LANGUAGE ARTS AND LITERACY IN HISTORY/SOCIAL STUDIES, SCIENCE AND TECHNICAL SUBJECTS AND COMMON CORE STATE STANDARDS FOR MATHEMATICS

This item was removed from the consent agenda and placed under discussion. It was presented and discussed earlier in the meeting during the Committee of the Whole.

Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer; Ms. Deborah Clemmons, Supervisor of Curriculum and Instruction; and

Dr. Joseph Martineau, Director, Office of Educational Assessment and Accountability; returned to the Board table.

Mrs. Danhof said she was unable to participate in the Committee of the Whole, and she appreciated the opportunity to discuss the item further.

Mrs. Danhof asked how alignment will be done between Michigan's past and present Common Core Standards. Ms. Clemmons said much of the alignment has been done by Department staff and posted to the website. She said ACHIEVE has just made available an excellent computer based alignment tool. Dr. Vaughn said there is close alignment.

Mrs. Danhof asked if teachers will feel assured that they are covering the material. Ms. Clemmons said there is a roll out strategy to help them understand the alignment and provide more supports, and the ACHIEVE tool will be helpful.

Mrs. Danhof asked if the Common Core State Standards are as rigorous as Michigan's current standards. Ms. Clemmons said the Common Core State Standards are value added, more comprehensive, have learning progressions, and there are many things about the standards that enhance Michigan's current standards. Ms. Clemmons said the rigor is not significantly compromised. Mr. Austin said previously there was push back by some states to take the rigor out of math and STEM and that has been overcome and the rigor remains and is consistent with Michigan's high expectations.

Mrs. Danhof said one of the criticisms has been that Michigan has too many core content expectations. Ms. Clemmons said there are fewer in mathematics; English language arts does not have fewer because it now includes anchor standards for college and career ready, and the K-12 standards and literacy skills for history/social studies, science and technical subjects. She said there are good ideas for how to organize the work across content areas to build instructional units that address multiple standards.

Mr. Stephenson said the document is good, and will lead the teacher to better cross integration across content. He said it is developmentally appropriate and not so broad that it is incomprehensible.

Mrs. Danhof asked if the work that has been done with teacher preparation institutions regarding what teachers need to be taught will be jeopardized. Dr. Vaughn said there may need to be some realignment, but it is so closely aligned that it will not be a huge shift. She said universities can also realize cost benefits, because all states will be using the Common Core State Standards.

Ms. Clemmons said roll outs are being planned with intermediate school district colleagues. She said the four large statewide roll outs will begin in October, and intermediate school districts will provide more detailed sessions.

Ms. Clemmons said that in June "Technical Subjects" were added to the Common Core State Standards, so it will need to be added to the motion for approval.

Mrs. Straus moved, seconded by Mrs. Bauer, that the State Board of Education approve the *Common Core State Standards for English Language Arts and Literacy in History/Social Studies, Science and Technical Subjects* and *Common Core State Standards for Mathematics*, as described in the Superintendent's memorandum dated June 8, 2010, and direct the Department to proceed in collaboration with LEAs and ISDs to implement internationally benchmarked college- and career-readiness K-12 standards.

The vote was taken on the motion.

Ayes: Austin, Bauer, Curtin, Danhof, McGuire, Straus, Ulbrich
Absent: Turner

The motion carried.

XXII. PRESENTATION ON SIGNING A MEMORANDUM OF UNDERSTANDING TO FORMALLY JOIN THE SMARTER BALANCED ASSESSMENT CONSORTIUM

This item was removed from the consent agenda and placed under discussion. It was presented and discussed earlier in the meeting during the Committee of the Whole.

Dr. Sally Vaughn, Deputy Superintendent and Chief Academic Officer; Ms. Deborah Clemmons, Supervisor of Curriculum and Instruction; and Dr. Joseph Martineau, Director, Office of Educational Assessment and Accountability; returned to the Board table.

Mr. Austin moved, seconded by Mrs. Bauer, that the State Board of Education endorse the signing of the SMARTER Balanced Assessment Consortium Memorandum of Understanding by the President of the State Board of Education to allow the state to jointly submit the application for federal funding, as described in the Superintendent's memorandum dated June 3, 2010.

Mrs. Danhof asked how current Michigan assessments will be blended with the new assessments. Dr. Martineau said because there is strong overlap between Michigan content standards and common core standards, there should be reasonable alignment between existing and new assessments in English language arts and mathematics. He said current assessments will be used until the new assessments become operational in the 2014-15 school year. He said bridge studies will be of assistance in helping states transition from current assessments to consortium general assessments. He said alternate assessments still need to be addressed. Dr. Martineau said in the new assessments high school expectations will be set to predict college and career readiness. Dr. Vaughn said MEAP assessment for social studies and science would be maintained since the consortium is for English language arts and mathematics.

Mrs. Danhof said the current growth model data are over a period of three years. She asked how common data sets will be obtained. Dr. Martineau said the theory of action for the consortium is responsible flexibility based on principles. He said there will be bridging assistance in terms of scales and growth models.

The vote was taken on the motion.

Ayes: Austin, Bauer, Curtin, Danhof, McGuire, Straus, Ulbrich
Absent: Turner

The motion carried.

XXIII. COMMENTS BY STATE BOARD OF EDUCATION MEMBERS

A. Universal Education Policy Framework – Mrs. Elizabeth Bauer

Mrs. Bauer said she is proud to be a member of a group that has a universal education framework for policy making that is operationalized, and she appreciates the work of Department staff and people in the field.

B. Response to Intervention – Mrs. Elizabeth Bauer

Mrs. Bauer said she visited three schools last week and she provided written reports to the Board. She said she saw how school personnel use data to drive instruction to move students forward to reach their potential. She said she saw Response to Intervention activities where students were engaged and teachers were happy. She said it is a wonderful model.

C. Universal Education and the Digital Divide – Mrs. Nancy Danhof

Mrs. Danhof said universal education is throughout the National Association of State Boards of Education (NASBE) 21st Century Educator Study Group Report.

Mrs. Danhof said members of the NASBE Study Group noted that the digital divide needs to be addressed so that students without resources don't get left behind. She said teacher training and broadband infrastructure also need to be addressed.

Mrs. Bauer suggested that technological connectivity and licenses should be an agenda topic at the Board Retreat.

D. Alternative Schools – Mrs. Kathleen Straus

Mrs. Straus said she is concerned that the closing of schools in Detroit will include some alternative schools where students are making progress in a smaller setting.

E. NASBE Nominating Committee – Mrs. Carolyn Curtin

Mrs. Curtin said she participated via telephone in the National Association of State Boards of Education Nominating Committee meeting on June 11. She said it is common for constituents to believe that State Board of Education members have control over local issues.

XXIV. TENTATIVE AGENDA FOR NEXT MEETING

Mrs. Bauer moved, seconded by Mrs. Danhof, that the State Board of Education cancel its July 13, 2010, meeting.

The vote was taken on the motion.

Ayes: Austin, Bauer, Curtin, Danhof, McGuire, Straus, Ulbrich
Absent: Turner

The motion carried.

Mr. Flanagan said Board members may contact a member of the Agenda Planning Committee comprised of Mrs. Straus, Mr. Austin, and Mrs. Curtin with suggestions for agenda topics.

XXV. FUTURE MEETING DATES

A. ~~Tuesday, July 13, 2010~~ **CANCELLED**
B. Tuesday, August 10, 2010
C. Tuesday, September 14, 2010
D. Tuesday, October 12, 2010
E. Tuesday, November 9, 2010

XXVI. ADJOURNMENT

The meeting adjourned at 3:03 p.m.

Respectfully submitted,

Carolyn Curtin
Secretary

Exhibit A

STATE OF MICHIGAN
STATE BOARD OF EDUCATION

RESOLUTION

ROBERT L. STEPHENSON
2009-2010 MICHIGAN TEACHER OF THE YEAR

WHEREAS, Robert L. Stephenson received a Bachelor of Arts degree in Theater and a Master of Education degree in Early Childhood from Kent State University; and

WHEREAS, Rob Stephenson has been a third grade teacher for 16 years at Wardcliff Elementary School in the Okemos Public Schools; and

WHEREAS, the State Board of Education and the Michigan Department of Education honored Robert L. Stephenson as the 2009-2010 Michigan Teacher of the Year; and

WHEREAS, Mr. Stephenson has shared his passion for the teaching profession, his passion for the preservation of innovation and creativity in the classroom, and his passion for early literacy throughout his tenure as the Michigan Teacher of the Year; and

WHEREAS, Mr. Stephenson has mentored and inspired many student teachers; and

WHEREAS, Mr. Stephenson was honored as one of four finalists for the 2010 National Teacher of the Year Award; as a Presidential Awardee for Excellence in Science Teaching in 2006; and as the 2005 Michigan Elementary Science Teacher of the Year; and

WHEREAS, the State Board of Education has continually supported teachers with several quality initiatives, including the Michigan Teacher of Year program and the Milken National Educator Award; and

WHEREAS, the State Board of Education, through its Task Force on Ensuring Excellent Educators, recognizes the need for elevating the profile of the teaching profession; now therefore be it

RESOLVED, That the State Board of Education expresses its deepest appreciation and gratitude to Mr. Stephenson and the thousands of educators around the great State of Michigan for their outstanding work; and be it finally

RESOLVED, That the State Board of Education supports all efforts, training, and resources available to our state's educators so that they may continue to educate and positively influence the children of today as they become the leaders of tomorrow.

Adopted June 15, 2010

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Kathleen N. Straus, President

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Michael P. Flanagan, Chairman and
Superintendent of Public Instruction

Exhibit B

STATE OF MICHIGAN
STATE BOARD OF EDUCATION

RESOLUTION

MATINGA RAGATZ
MICHIGAN TEACHER OF THE YEAR
2010-2011

WHEREAS, throughout Michigan and across the country, teachers open children's minds to the magic of ideas, knowledge, and dreams; and

WHEREAS, teachers keep American democracy alive by laying the foundation for good citizenship and their hard work and efforts are directly responsible for creating the leaders of tomorrow; and

WHEREAS, teachers fill many roles, as listeners, explorers, role models, motivators, and mentors; and

WHEREAS, teachers continue to influence us long after our school days are only memories; and

WHEREAS, the State Board of Education has continually supported teachers with several quality initiatives, including the Michigan Teacher of the Year program and the Milken National Educator Award; and

WHEREAS, the State Board of Education and the Michigan Department of Education have named Matinga Ragatz, Global Studies teacher at Grand Ledge High School, Grand Ledge Public Schools, with 21 years of teaching experience, as the 2010-2011 Michigan Teacher of the Year; now, therefore, be it

RESOLVED, that the State Board of Education expresses its deepest appreciation and gratitude to Matinga Ragatz and the thousands of educators around the great State of Michigan for their outstanding work; and be it finally

RESOLVED, that the State Board of Education supports all efforts, training, and resources available to our state's educators so that they may continue to educate and positively influence the children of today as they become the leaders of tomorrow.

Adopted June 15, 2010

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Kathleen N. Straus, President

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Michael P. Flanagan, Chairman and
Superintendent of Public Instruction

Exhibit C

STATE OF MICHIGAN
STATE BOARD OF EDUCATION

RESOLUTION

DR. PAULA C. WOOD

Dean of the College of Education (Retiring)
Wayne State University

WHEREAS, Dr. Paula C. Wood has served as Dean of the College of Education at Wayne State University (WSU) in Detroit, Michigan since October, 1993, providing outstanding leadership, scholarship, and community service; and

WHEREAS, Dr. Wood's many positive contributions to the field of education and teacher preparation have been demonstrated by her selection as the chair of the Michigan Deans' Council (2004-05); appointment to the Michigan State Board of Education Ensuring Excellent Educators Task Force (2002); Chairmanship of the Merrill-Palmer Institute Advisory Group (ongoing); appointment as co-chair of the WSU Academic Achievement Task Force that produced a White Paper on "Academic Achievement of the Youth of the City of Detroit" (2003); appointment as Interim Provost of Wayne State University (April-June 2003); recipient of the WSU President's Award for Excellence in Teaching (1987); and Phi Delta Kappa Educator of the Year (1995); and

WHEREAS, Wayne State University's College of Education is approved as a teacher preparation institution by the State Board of Education and is recognized as one of the largest teacher preparation institutions in the nation; now therefore, be it

RESOLVED, That the State Board of Education expresses its deepest appreciation and gratitude to Dr. Wood for her outstanding leadership to Wayne State University's College of Education and her contributions to the teaching profession in Michigan and our nation; and be it finally

RESOLVED, That the State Board of Education extends its wish that Dean Wood enjoys a well-deserved retirement and that she continues to be an active and valued member of Michigan's educational community when she returns to her faculty position in the Teacher Education Division of the College of Education at Wayne State University.

Adopted June 15, 2010

Kathleen N. Straus, President

Michael P. Flanagan, Chairman and
Superintendent of Public Instruction

Exhibit D

STATE OF MICHIGAN
STATE BOARD OF EDUCATION

RESOLUTION

GAYLE (MONROE) GUILLEN

WHEREAS, Gayle Guillen began her career in the Michigan Department of Treasury as a Data Entry Operator for the Income Tax Division on January 21, 1979; and

WHEREAS, Gayle then transferred to the Michigan Department of Education in the Driver's Education Unit as a Secretary 8 on June 16, 1996; and

WHEREAS, in 1997, Gayle was assigned as the Lead Secretary to the Supervisor of Child and Adult Care Program, serving for thirteen years as the "go to" resource for staff, childcare sponsors, and childcare centers on all matters related to the Program; and

WHEREAS, Gayle has shared her many talents of quilting, bead work, and jewelry design by donating to the many fundraisers the Michigan Department of Education has sponsored; and

WHEREAS, Gayle and her sister Penny are co-owners of a small business, Two Sisters Beading; Gayle and Penny travel across the state to sell their designer jewelry at craft shows; and Gayle will now have much more time to meet with her weekly quilting group and design more jewelry; and

WHEREAS, Gayle Guillen is the new bride of Tony Guillen, being married on April 27, 2010, in Las Vegas; Gayle and Tony are avid gardeners and their lush acres are covered with self designed flower gardens; and Gayle has shared her gifts of gardening by brightening the desk of her co-workers with beautiful bouquets over the years; and

WHEREAS, Gayle is a loving and devoted grandmother to her two grandsons, Anthony, age 11, and Dreon, age 8; being a child at heart herself, Gayle enjoys biking, playing basketball and soccer with her grandsons, and her most recently acquired skill, marshmallow gun wars (a fun and sticky time was had by all); now, therefore, be it

RESOLVED, That the State Board of Education express its deepest appreciation and gratitude to Gayle Guillen for the dedication she has shown throughout her career at the Michigan Department of Education; and be it further

RESOLVED, That the State Board of Education wishes Gayle Guillen a retirement that holds satisfying and fulfilling experiences and accomplishments.

Adopted June 15, 2010

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Kathleen N. Straus, President

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Michael P. Flanagan, Chairman and
Superintendent of Public Instruction

Exhibit E

STATE OF MICHIGAN
STATE BOARD OF EDUCATION

RESOLUTION

Michigan School Bus Safety Week
October 18-22, 2010

WHEREAS, the State Board of Education recognizes that the importance of protecting the safety of Michigan's school children extends beyond the classroom walls and the building; and

WHEREAS, the State Board of Education has great respect for the accomplishments of Michigan's school bus drivers, mechanics, supervisors, and all school transportation personnel in providing the safest transportation possible for children to and from school and home; and

WHEREAS, each day over 17,000 Michigan school bus drivers transport more than 850,000 students, traveling over 184 million miles annually; and

WHEREAS, coordinating the countless routes over so many miles, and supervising the dozens of students on each bus, requires an outstanding effort put forth by thousands of exemplary professionals who have devoted their careers to transporting children safely; and

WHEREAS, the State Board of Education continues to recognize and takes great pleasure in commending the men and women who accept and meet the challenge of school transportation; now, therefore, be it

RESOLVED, That the week of October 18-22, 2010, be designated as Michigan School Bus Safety Week; and be it further

RESOLVED, That this week be devoted to the recognition of everyone who contributes to the successful operation of the state's school buses; and be it finally

RESOLVED, That this special week serve as a fitting time to urge all Michigan drivers to become more aware of school bus safety regulations, and encourage all citizens to be alert and drive carefully near school buses.

Adopted June 15, 2010

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Kathleen N. Straus, President

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Michael P. Flanagan, Chairman and
Superintendent of Public Instruction

Exhibit F

STATE OF MICHIGAN
STATE BOARD OF EDUCATION

RESOLUTION

LUCIA CAMPBELL

WHEREAS, Lucia Campbell, a granddaughter of tavern keepers and restaurant owners in the Upper Peninsula, daughter of a State of Michigan Assistant Attorney General, a product of Lansing schools (Willow, Holy Cross, and Sexton) and Lansing Community College, received her Bachelor of Arts Degree in Hotel, Restaurant, and Institutional Management from Michigan State University; and

WHEREAS, Lucia began her career in food service with St. Lawrence Hospital, Schuler's Grate Steak Restaurant, Long's of Lansing, The Clarion Hotel Conference Center, Michigan State University Food Service, and Meijer's Lansing Area Distribution Center in the 1970's and 1980's; and

WHEREAS, in 1988, Lucia began her work as an Account Technician and then became a Departmental Analyst with the Department of Education's Food Distribution Program, supporting the distribution of United States Department of Agriculture Foods in the household and school commodity programs to children and adults across the State of Michigan; and

WHEREAS, Lucia has enjoyed and achieved tremendous job satisfaction while working with many people in the State of Michigan who were committed to feeding school children, less advantaged families, and senior citizens; and

WHEREAS, Lucia has announced her retirement from the Michigan Department of Education on July 1, 2010; now, therefore be it

RESOLVED, That the State Board of Education receive with deep regret the news of the well-deserved retirement of this honored and distinguished employee; and be it further

RESOLVED, That the State Board of Education hereby express its gratitude, respect, and appreciation to this exceptional individual; and be it finally

RESOLVED, That in addition to its respect and gratitude, the State Board of Education extends to Lucia its highest regard, and its best wishes for the future.

Adopted June 15, 2010

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Kathleen N. Straus, President

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Michael P. Flanagan, Chairman and
Superintendent of Public Instruction

STATE DEMOGRAPHIC REPORT

All Students

Grade 03
Fall 2010

Attachment 8.A

477

State	READING							MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students	109935	331	2%	12%	45%	42%	87%	110058	329	0%	5%	43%	53%	95%
Gender														
Male	55871	329	2%	14%	45%	39%	84%	56018	329	0%	5%	42%	54%	95%
Female	54064	334	1%	9%	45%	45%	89%	54040	328	0%	5%	44%	52%	95%
Ethnicity														
American Indian or Alaska Native	809	327	1%	13%	51%	34%	85%	815	324	0%	5%	53%	42%	95%
Asian	3235	341	1%	5%	38%	56%	94%	3326	344	0%	2%	21%	77%	98%
Black or African American	20512	317	4%	22%	55%	20%	75%	20469	318	0%	11%	61%	28%	89%
Native Hawaiian or Other Pacific Islander	102	330	2%	10%	50%	38%	88%	102	327	0%	5%	43%	52%	95%
White	75458	336	1%	8%	42%	49%	90%	75538	332	0%	3%	37%	60%	97%
Two or more races	2455	330	2%	11%	46%	40%	86%	2455	328	0%	4%	48%	48%	96%
Hispanic of any race	7364	322	3%	18%	54%	25%	80%	7353	323	0%	6%	55%	39%	93%
Additional Reporting Groups														
Economically Disadvantaged: Yes	55825	323	3%	17%	52%	28%	80%	55906	322	0%	7%	54%	38%	93%
No	54110	340	1%	6%	38%	55%	94%	54152	335	0%	2%	31%	67%	98%
English Language Learners: Yes	5853	314	3%	25%	57%	14%	71%	6036	321	0%	8%	57%	35%	92%
No	104082	332	2%	11%	44%	43%	88%	104022	329	0%	4%	42%	54%	95%
Formally Limited English	251	334	1%	8%	49%	42%	91%	247	337	0%	2%	32%	66%	98%
Migrant	164	312	6%	24%	57%	12%	70%	139	319	0%	8%	62%	30%	92%
Homeless	971	322	3%	20%	49%	28%	77%	969	321	0%	9%	58%	33%	91%
Accommodations														
Standard -- All	2969	303	10%	44%	39%	8%	47%	5378	313	0%	15%	68%	17%	85%
Nonstandard -- All **	< 10							15						
Standard -- ELL Only	314	304	8%	39%	50%	4%	54%	972	317	0%	12%	64%	24%	88%
Nonstandard -- ELL Only **								< 10						

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
4 - Not Proficient

< 10 = No summary scores provided if less than 10 students.
* Value may not equal the exact sum of Level 1 & Level 2 due to rounding.
** Results for these students are invalid and not reported.

STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 03
Fall 2010

State		READING							MATHEMATICS						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities		11612	313	6%	32%	44%	18%	62%	11802	319	0%	11%	59%	30%	89%
Gender															
Male		7836	313	6%	31%	43%	19%	62%	8004	320	0%	10%	57%	33%	90%
Female		3776	312	6%	32%	45%	17%	62%	3798	316	0%	13%	63%	23%	87%
Ethnicity															
American Indian or Alaska Native		117	309	4%	32%	53%	11%	64%	121	316	0%	7%	74%	19%	93%
Asian		175	322	3%	21%	47%	29%	77%	176	329	0%	7%	41%	52%	93%
Black or African American		2001	303	9%	44%	40%	8%	47%	2014	311	0%	20%	67%	13%	80%
Native Hawaiian or Other Pacific Islander		< 10							< 10						
White		8244	315	5%	28%	44%	22%	66%	8397	321	0%	9%	57%	35%	91%
Two or more races		302	310	7%	35%	42%	16%	58%	305	316	0%	11%	67%	22%	89%
Hispanic of any race		765	306	7%	39%	45%	8%	54%	781	315	0%	15%	64%	20%	85%
Additional Reporting Groups															
Economically Disadvantaged:	Yes	6991	307	8%	38%	43%	11%	55%	7125	315	0%	14%	65%	21%	86%
	No	4621	321	4%	23%	44%	29%	73%	4677	325	0%	7%	50%	43%	93%
English Language Learners:	Yes	499	300	8%	48%	40%	4%	44%	507	314	0%	15%	67%	18%	85%
	No	11113	313	6%	31%	44%	19%	63%	11295	319	0%	11%	59%	30%	89%
Formally Limited English		10	310	10%	40%	30%	20%	50%	10	318	0%	10%	60%	30%	90%
Migrant		< 10							< 10						
Homeless		147	307	10%	40%	35%	15%	50%	149	314	0%	21%	60%	19%	79%
Accommodations															
Standard -- All		2494	302	10%	46%	37%	7%	44%	4311	312	0%	15%	69%	15%	85%
Nonstandard -- All **		< 10							15						
Standard -- ELL Only		65	296	8%	63%	28%	2%	29%	210	312	0%	14%	73%	13%	86%
Nonstandard -- ELL Only **									< 10						

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
4 - Not Proficient

< 10 = No summary scores provided if less than 10 students.
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STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 03
Fall 2010

State		READING							MATHEMATICS						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities		98323	334	1%	9%	45%	44%	90%	98256	330	0%	4%	41%	55%	96%
Gender															
Male		48035	332	1%	11%	46%	42%	88%	48014	331	0%	4%	39%	57%	96%
Female		50288	335	1%	8%	45%	47%	91%	50242	329	0%	4%	42%	54%	96%
Ethnicity															
American Indian or Alaska Native		692	330	1%	10%	50%	38%	89%	694	325	0%	4%	50%	46%	96%
Asian		3060	342	1%	5%	37%	58%	95%	3150	345	0%	2%	20%	79%	98%
Black or African American		18511	319	3%	19%	56%	22%	78%	18455	319	0%	10%	60%	30%	90%
Native Hawaiian or Other Pacific Islander		94	331	2%	7%	52%	38%	90%	94	328	0%	4%	41%	54%	96%
White		67214	338	1%	6%	42%	52%	93%	67141	333	0%	2%	35%	63%	98%
Two or more races		2153	333	1%	8%	47%	43%	90%	2150	329	0%	3%	45%	52%	97%
Hispanic of any race		6599	324	2%	15%	55%	27%	83%	6572	323	0%	5%	54%	41%	95%
Additional Reporting Groups															
Economically Disadvantaged:	Yes	48834	325	2%	14%	53%	31%	84%	48781	323	0%	6%	53%	41%	94%
	No	49489	342	0%	4%	38%	58%	95%	49475	336	0%	1%	29%	69%	99%
English Language Learners:	Yes	5354	315	3%	23%	59%	15%	74%	5529	322	0%	7%	56%	36%	93%
	No	92969	335	1%	8%	44%	46%	91%	92727	330	0%	4%	40%	56%	96%
Formally Limited English		241	334	1%	6%	50%	43%	93%	237	338	0%	1%	31%	68%	99%
Migrant		156	313	4%	24%	59%	13%	72%	132	319	0%	6%	62%	32%	94%
Homeless		824	324	2%	16%	52%	30%	82%	820	322	0%	7%	58%	35%	93%
Accommodations															
Standard -- All		475	308	8%	33%	49%	10%	59%	1067	317	0%	12%	62%	26%	88%
Nonstandard -- All **															
Standard -- ELL Only		249	306	8%	32%	56%	4%	60%	762	318	0%	11%	62%	27%	89%
Nonstandard -- ELL Only **															

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
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Attachment 8.A

STATE DEMOGRAPHIC REPORT

All Students

Grade 04
Fall 2010

480

State	READING							WRITING							MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students	112549	430	2%	14%	53%	31%	84%	112452	398	5%	48%	36%	11%	47%	112919	429	0%	8%	49%	43%	91%
Gender																					
Male	57355	427	3%	16%	53%	28%	81%	57302	393	7%	54%	32%	8%	39%	57655	430	0%	9%	47%	44%	91%
Female	55194	433	1%	12%	52%	35%	87%	55150	403	3%	41%	40%	16%	56%	55264	428	0%	8%	51%	41%	92%
Ethnicity																					
American Indian or Alaska Native	886	423	4%	19%	57%	21%	77%	883	390	8%	58%	29%	4%	34%	889	422	0%	11%	60%	29%	89%
Asian	3207	442	1%	7%	43%	49%	92%	3208	413	2%	27%	42%	28%	71%	3284	447	0%	3%	26%	71%	97%
Black or African American	21076	415	4%	26%	55%	14%	69%	21061	387	10%	62%	24%	4%	28%	21094	416	0%	19%	62%	19%	81%
Native Hawaiian or Other Pacific Islander	95	439	0%	9%	49%	41%	91%	95	402	5%	41%	42%	12%	54%	96	432	0%	3%	45%	52%	97%
White	77822	435	1%	10%	52%	36%	88%	77798	401	3%	44%	39%	13%	53%	78085	432	0%	6%	45%	49%	94%
Two or more races	2357	429	2%	14%	55%	29%	84%	2354	398	4%	50%	34%	11%	45%	2360	428	0%	9%	51%	40%	91%
Hispanic of any race	7106	421	3%	19%	59%	19%	78%	7053	392	7%	57%	30%	6%	36%	7111	422	0%	11%	61%	28%	89%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	56244	421	3%	21%	57%	19%	76%	56168	390	8%	59%	28%	5%	33%	56502	421	0%	13%	59%	28%	87%
No	56305	440	1%	7%	49%	43%	92%	56284	406	2%	37%	43%	18%	61%	56417	436	0%	4%	39%	57%	96%
English Language Learners: Yes	5040	411	4%	29%	59%	8%	66%	5006	386	10%	64%	23%	3%	26%	5211	418	0%	15%	63%	22%	85%
No	107509	431	2%	13%	53%	32%	85%	107446	399	5%	47%	36%	12%	48%	107708	429	0%	8%	48%	44%	92%
Formally Limited English	611	438	0%	5%	57%	38%	95%	611	410	0%	32%	48%	20%	68%	610	441	0%	3%	32%	65%	97%
Migrant	166	414	6%	25%	58%	10%	69%	145	383	18%	52%	27%	3%	30%	134	422	0%	8%	64%	28%	92%
Homeless	827	419	5%	22%	57%	16%	73%	821	388	9%	63%	23%	5%	28%	823	420	0%	16%	57%	27%	84%
Accommodations																					
Standard -- All	3644	399	11%	47%	37%	5%	42%	3834	372	24%	68%	7%	1%	8%	6757	410	0%	29%	60%	11%	71%
Nonstandard -- All **	< 10							11							15						
Standard -- ELL Only	286	403	7%	42%	46%	5%	51%	259	374	20%	69%	10%	1%	10%	792	414	0%	23%	60%	17%	77%
Nonstandard -- ELL Only **	< 10							< 10													

Performance Level
1 & 2 - Advanced and Proficient
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STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 04
Fall 2010

State	READING							WRITING							MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities	12840	408	9%	37%	43%	11%	54%	12832	378	19%	64%	14%	3%	17%	13132	416	0%	22%	57%	20%	77%
Gender																					
Male	8518	407	9%	37%	43%	11%	54%	8507	376	21%	64%	13%	2%	15%	8764	417	0%	21%	57%	22%	79%
Female	4322	408	8%	37%	44%	11%	55%	4325	381	15%	65%	16%	4%	20%	4368	413	0%	26%	58%	17%	74%
Ethnicity																					
American Indian or Alaska Native	148	399	14%	43%	39%	5%	44%	148	370	26%	68%	5%	1%	6%	152	410	0%	26%	65%	9%	74%
Asian	163	418	6%	24%	52%	18%	71%	163	390	10%	58%	23%	9%	32%	165	426	0%	8%	54%	38%	92%
Black or African American	2321	396	13%	50%	33%	3%	36%	2319	368	32%	61%	6%	1%	7%	2375	407	0%	35%	57%	7%	64%
Native Hawaiian or Other Pacific Islander	10	422	0%	40%	30%	30%	60%	10	375	30%	50%	20%	0%	20%	11	418	0%	9%	64%	27%	91%
White	9063	411	7%	33%	47%	13%	60%	9060	381	16%	65%	16%	3%	20%	9264	418	0%	19%	57%	24%	81%
Two or more races	315	406	8%	39%	43%	10%	52%	315	377	17%	71%	10%	2%	12%	319	415	0%	21%	61%	17%	78%
Hispanic of any race	820	401	11%	45%	38%	6%	44%	817	374	23%	67%	8%	2%	10%	846	411	0%	28%	59%	12%	72%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	7607	401	11%	44%	40%	6%	46%	7602	373	24%	66%	8%	1%	10%	7821	412	0%	27%	60%	13%	73%
No	5233	416	5%	28%	49%	18%	67%	5230	386	12%	61%	22%	5%	27%	5311	422	0%	15%	54%	31%	84%
English Language Learners: Yes	535	396	13%	49%	36%	2%	38%	534	371	27%	67%	5%	1%	6%	552	410	0%	32%	58%	10%	68%
No	12305	408	8%	37%	44%	11%	55%	12298	378	19%	64%	14%	3%	17%	12580	416	0%	22%	57%	21%	78%
Formally Limited English	23	425	0%	22%	65%	13%	78%	23	396	0%	52%	35%	13%	48%	23	429	0%	4%	57%	39%	96%
Migrant	15	384	33%	60%	7%	0%	7%	12	358	50%	50%	0%	0%	0%	13	407	0%	31%	62%	8%	69%
Homeless	132	399	15%	41%	41%	3%	44%	132	372	20%	76%	4%	0%	4%	137	409	0%	33%	59%	8%	67%
Accommodations																					
Standard -- All	3199	398	12%	48%	36%	4%	40%	3363	371	25%	69%	6%	1%	7%	5827	409	0%	30%	60%	9%	70%
Nonstandard -- All **	< 10							< 10							13						
Standard -- ELL Only	58	391	17%	55%	28%	0%	28%	57	362	39%	61%	0%	0%	0%	210	407	0%	35%	60%	5%	65%
Nonstandard -- ELL Only **	< 10							< 10													

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
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STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 04
Fall 2010

Attachment 8.A

482

State	READING							WRITING							MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities	99709	433	1%	11%	54%	34%	88%	99620	401	3%	46%	39%	13%	51%	99787	430	0%	7%	48%	46%	93%
Gender																					
Male	48837	431	2%	12%	55%	31%	86%	48795	396	4%	52%	35%	9%	43%	48891	432	0%	6%	45%	48%	94%
Female	50872	435	1%	9%	53%	37%	90%	50825	405	2%	39%	42%	17%	59%	50896	429	0%	7%	50%	43%	93%
Ethnicity																					
American Indian or Alaska Native	738	427	2%	14%	60%	24%	84%	735	394	5%	56%	34%	5%	39%	737	424	0%	8%	59%	33%	92%
Asian	3044	444	1%	6%	43%	50%	93%	3045	415	2%	25%	43%	29%	73%	3119	448	0%	3%	24%	73%	97%
Black or African American	18755	417	3%	23%	58%	15%	73%	18742	389	7%	62%	26%	5%	31%	18719	417	0%	17%	62%	21%	83%
Native Hawaiian or Other Pacific Islander	85	441	0%	6%	52%	42%	94%	85	405	2%	40%	45%	13%	58%	85	434	0%	2%	42%	55%	98%
White	68759	438	1%	7%	53%	39%	92%	68738	404	2%	41%	42%	15%	57%	68821	434	0%	4%	43%	53%	96%
Two or more races	2042	433	1%	10%	57%	32%	88%	2039	401	2%	47%	38%	13%	51%	2041	430	0%	7%	49%	44%	93%
Hispanic of any race	6286	424	2%	16%	62%	21%	82%	6236	394	5%	56%	33%	7%	40%	6265	423	0%	9%	61%	30%	91%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	48637	424	2%	17%	60%	21%	81%	48566	393	5%	58%	31%	6%	37%	48681	423	0%	11%	59%	31%	89%
No	51072	442	0%	5%	49%	46%	95%	51054	408	1%	34%	46%	19%	65%	51106	438	0%	3%	37%	60%	97%
English Language Learners: Yes	4505	413	3%	27%	61%	9%	70%	4472	388	8%	64%	25%	3%	28%	4659	419	0%	13%	63%	23%	86%
No	95204	434	1%	10%	54%	35%	89%	95148	401	3%	45%	39%	13%	52%	95128	431	0%	6%	47%	47%	94%
Formally Limited English	588	438	0%	5%	56%	39%	95%	588	410	0%	31%	48%	20%	69%	587	441	0%	3%	31%	66%	97%
Migrant	151	417	3%	22%	64%	11%	75%	133	385	15%	53%	29%	3%	32%	121	423	0%	6%	64%	30%	94%
Homeless	695	422	3%	19%	60%	19%	79%	689	391	6%	61%	27%	6%	33%	686	422	0%	13%	57%	30%	87%
Accommodations																					
Standard -- All	445	407	7%	38%	46%	9%	56%	471	380	15%	67%	14%	3%	18%	930	416	0%	21%	58%	21%	79%
Nonstandard -- All **	< 10							< 10							< 10						
Standard -- ELL Only	228	406	5%	38%	50%	7%	57%	202	378	15%	72%	12%	1%	13%	582	417	0%	19%	60%	21%	81%
Nonstandard -- ELL Only **																					

Performance Level
1 & 2 - Advanced and Proficient
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STATE DEMOGRAPHIC REPORT

All Students

Grade 05
Fall 2010

State	READING							MATHEMATICS							SCIENCE						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students	113922	531	5%	9%	41%	44%	85%	114234	526	3%	18%	35%	45%	80%	114368	524	5%	17%	40%	38%	78%
Gender																					
Male	57569	529	7%	11%	41%	42%	83%	57816	527	3%	18%	33%	46%	80%	57881	525	5%	17%	38%	40%	78%
Female	56353	533	4%	8%	40%	47%	88%	56418	524	2%	17%	37%	43%	80%	56487	523	4%	17%	42%	37%	79%
Ethnicity																					
American Indian or Alaska Native	906	525	7%	10%	50%	33%	83%	909	517	3%	23%	42%	32%	74%	908	518	6%	20%	45%	30%	75%
Asian	3144	544	3%	5%	29%	63%	92%	3239	555	1%	7%	17%	75%	92%	3236	536	3%	9%	33%	54%	87%
Black or African American	21435	517	11%	17%	46%	26%	72%	21440	510	6%	33%	39%	22%	61%	21450	504	12%	35%	39%	13%	53%
Native Hawaiian or Other Pacific Islander	122	538	2%	7%	37%	55%	92%	123	538	0%	11%	28%	61%	89%	123	533	4%	8%	37%	51%	88%
White	78957	535	4%	7%	39%	50%	89%	79153	530	2%	13%	34%	51%	85%	79269	530	3%	12%	39%	46%	85%
Two or more races	2355	530	5%	10%	43%	42%	85%	2354	524	2%	20%	36%	41%	78%	2361	522	4%	19%	42%	35%	77%
Hispanic of any race	7003	522	8%	14%	48%	30%	79%	7016	517	3%	23%	43%	31%	73%	7021	513	7%	26%	46%	22%	68%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	55644	521	9%	14%	47%	30%	77%	55884	515	4%	26%	41%	30%	70%	55957	513	8%	26%	43%	24%	67%
No	58278	540	2%	5%	34%	58%	92%	58350	536	1%	10%	30%	59%	89%	58411	535	2%	9%	36%	53%	89%
English Language Learners: Yes	4236	509	15%	22%	51%	13%	63%	4406	512	5%	31%	42%	22%	65%	4403	500	13%	38%	41%	8%	49%
No	109686	532	5%	9%	40%	46%	86%	109828	527	2%	17%	35%	46%	81%	109965	525	5%	16%	40%	40%	79%
Formally Limited English	780	533	1%	4%	54%	41%	95%	776	538	1%	7%	28%	63%	92%	778	526	1%	11%	53%	35%	88%
Migrant	167	512	10%	22%	52%	16%	68%	146	516	3%	20%	49%	28%	77%	145	503	8%	35%	50%	8%	57%
Homeless	798	518	12%	16%	47%	26%	73%	799	513	5%	28%	40%	27%	67%	797	512	9%	24%	44%	22%	67%
Accommodations																					
Standard -- All	4027	500	27%	28%	36%	9%	45%	7469	499	12%	47%	31%	10%	41%	7522	501	15%	37%	38%	10%	48%
Nonstandard -- All **	< 10							< 10							< 10						
Standard -- ELL Only	187	497	27%	31%	36%	6%	42%	649	505	11%	40%	32%	17%	49%	653	495	19%	41%	34%	6%	40%
Nonstandard -- ELL Only **								< 10													

Performance Level
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2 - Proficient
3 - Partially Proficient
4 - Not Proficient

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** Results for these students are invalid and not reported.

STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 05
Fall 2010

State	READING							MATHEMATICS							SCIENCE						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities	13159	506	22%	25%	38%	15%	53%	13357	505	9%	41%	33%	18%	50%	13489	506	13%	33%	38%	16%	54%
Gender																					
Male	8551	506	23%	24%	37%	16%	53%	8729	508	8%	38%	34%	20%	54%	8792	508	13%	30%	39%	18%	57%
Female	4608	505	22%	25%	40%	13%	53%	4628	501	11%	46%	31%	13%	44%	4697	502	14%	37%	38%	11%	49%
Ethnicity																					
American Indian or Alaska Native	139	501	28%	27%	36%	9%	45%	144	499	11%	47%	33%	8%	42%	145	498	20%	36%	37%	8%	44%
Asian	175	516	14%	26%	34%	26%	60%	181	521	7%	25%	33%	35%	68%	179	510	12%	28%	40%	20%	60%
Black or African American	2519	495	34%	30%	30%	6%	37%	2546	495	16%	51%	26%	7%	33%	2551	490	25%	46%	25%	4%	29%
Native Hawaiian or Other Pacific Islander	< 10							< 10							< 10						
White	9236	509	19%	23%	41%	18%	58%	9382	508	7%	37%	35%	21%	55%	9500	510	10%	28%	42%	20%	62%
Two or more races	273	505	21%	22%	43%	14%	57%	275	504	6%	45%	32%	17%	49%	281	505	11%	34%	42%	12%	54%
Hispanic of any race	811	498	32%	27%	32%	8%	41%	823	499	13%	45%	30%	11%	41%	827	497	17%	43%	33%	7%	40%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	7922	500	27%	27%	36%	9%	45%	8090	500	11%	47%	31%	11%	42%	8165	500	16%	38%	36%	10%	46%
No	5237	514	15%	20%	41%	24%	65%	5267	514	6%	31%	36%	28%	63%	5324	514	9%	25%	42%	25%	67%
English Language Learners: Yes	521	491	38%	30%	29%	2%	31%	532	498	11%	49%	31%	8%	39%	532	493	19%	49%	30%	3%	33%
No	12638	506	22%	24%	38%	16%	54%	12825	506	9%	40%	33%	18%	51%	12957	506	13%	32%	39%	16%	55%
Formally Limited English	30	514	17%	13%	50%	20%	70%	29	512	10%	21%	52%	17%	69%	30	512	10%	23%	53%	13%	67%
Migrant	10	480	60%	40%	0%	0%	0%	10	489	10%	80%	10%	0%	10%	< 10						
Homeless	138	495	36%	31%	24%	9%	33%	144	496	16%	50%	26%	8%	34%	144	499	17%	40%	35%	8%	43%
Accommodations																					
Standard -- All	3657	499	27%	29%	35%	8%	43%	6680	498	12%	49%	31%	9%	40%	6748	501	15%	37%	39%	10%	48%
Nonstandard -- All **	< 10							< 10							< 10						
Standard -- ELL Only	55	489	40%	33%	27%	0%	27%	211	496	12%	54%	28%	7%	35%	213	494	16%	48%	31%	4%	35%
Nonstandard -- ELL Only **																					

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
4 - Not Proficient

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STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 05
Fall 2010

State	READING							MATHEMATICS							SCIENCE						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities	100763	534	3%	7%	41%	48%	89%	100877	529	2%	15%	36%	48%	84%	100879	527	4%	15%	40%	41%	81%
Gender																					
Male	49018	532	4%	8%	42%	46%	88%	49087	531	2%	14%	33%	51%	84%	49089	528	4%	15%	37%	44%	81%
Female	51745	536	3%	7%	41%	50%	91%	51790	526	2%	15%	38%	45%	83%	51790	525	3%	15%	42%	39%	81%
Ethnicity																					
American Indian or Alaska Native	767	529	3%	7%	53%	37%	90%	765	520	2%	18%	43%	37%	80%	763	522	3%	17%	46%	34%	80%
Asian	2969	545	2%	4%	29%	65%	94%	3058	557	1%	6%	16%	77%	94%	3057	538	3%	8%	33%	56%	89%
Black or African American	18916	520	8%	15%	48%	28%	76%	18894	512	5%	30%	41%	24%	65%	18899	506	11%	33%	41%	15%	56%
Native Hawaiian or Other Pacific Islander	116	540	2%	3%	38%	57%	95%	117	539	0%	11%	26%	63%	89%	117	534	4%	6%	37%	53%	90%
White	69721	538	2%	5%	39%	54%	93%	69771	533	1%	10%	34%	55%	89%	69769	533	2%	10%	39%	50%	89%
Two or more races	2082	533	3%	8%	43%	46%	89%	2079	527	2%	17%	37%	45%	81%	2080	525	3%	16%	42%	38%	80%
Hispanic of any race	6192	525	5%	12%	50%	33%	83%	6193	519	2%	20%	45%	33%	78%	6194	515	5%	23%	48%	24%	72%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	47722	525	6%	12%	49%	34%	83%	47794	518	3%	22%	42%	33%	75%	47792	515	6%	23%	44%	26%	70%
No	53041	543	1%	4%	34%	61%	95%	53083	538	1%	8%	30%	62%	92%	53087	537	1%	7%	36%	55%	91%
English Language Learners: Yes	3715	511	11%	21%	54%	14%	68%	3874	513	4%	28%	44%	24%	68%	3871	501	12%	37%	42%	9%	51%
No	97048	535	3%	7%	41%	49%	90%	97003	529	2%	14%	35%	49%	84%	97008	528	3%	14%	40%	43%	82%
Formally Limited English	750	534	1%	3%	54%	42%	96%	747	539	1%	7%	27%	65%	93%	748	527	1%	10%	53%	36%	89%
Migrant	157	514	7%	21%	55%	17%	72%	136	518	2%	15%	52%	30%	82%	136	504	8%	32%	52%	8%	60%
Homeless	660	523	7%	12%	52%	30%	81%	655	517	3%	23%	43%	31%	75%	653	515	7%	21%	46%	25%	72%
Accommodations																					
Standard -- All	370	507	22%	18%	43%	17%	59%	789	507	10%	38%	32%	20%	52%	774	499	17%	36%	36%	10%	47%
Nonstandard -- All **								< 10													
Standard -- ELL Only	132	500	21%	30%	39%	9%	48%	438	509	11%	33%	34%	22%	56%	440	496	20%	38%	35%	7%	42%
Nonstandard -- ELL Only **								< 10													

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
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STATE DEMOGRAPHIC REPORT

All Students

Grade 06
Fall 2010

Attachment 8.A

486

State	READING							MATHEMATICS							SOCIAL STUDIES						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students	113971	628	5%	11%	47%	37%	84%	114137	623	1%	14%	38%	46%	84%	114479	612	8%	17%	38%	38%	75%
Gender																					
Male	57956	625	6%	13%	47%	34%	81%	58088	623	2%	16%	37%	46%	83%	58286	613	9%	17%	35%	39%	74%
Female	56015	630	3%	10%	47%	40%	87%	56049	623	1%	13%	39%	47%	86%	56193	612	7%	16%	40%	36%	77%
Ethnicity																					
American Indian or Alaska Native	961	622	6%	14%	50%	30%	80%	961	617	1%	19%	45%	36%	81%	965	609	9%	21%	41%	29%	70%
Asian	2918	638	3%	6%	39%	53%	91%	2977	646	0%	5%	19%	76%	95%	2975	620	5%	10%	31%	54%	86%
Black or African American	21514	612	10%	22%	51%	17%	68%	21469	610	3%	28%	46%	23%	69%	21520	601	18%	30%	37%	15%	52%
Native Hawaiian or Other Pacific Islander	103	636	2%	9%	40%	50%	89%	102	630	0%	12%	24%	65%	88%	104	618	6%	9%	34%	52%	86%
White	79610	632	3%	8%	45%	44%	89%	79751	626	1%	10%	36%	53%	89%	80009	616	5%	13%	37%	45%	82%
Two or more races	2260	626	5%	12%	48%	35%	83%	2259	621	1%	16%	41%	42%	83%	2270	611	8%	19%	39%	34%	73%
Hispanic of any race	6605	618	8%	17%	52%	23%	75%	6618	615	2%	19%	46%	33%	79%	6636	607	11%	22%	44%	24%	67%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	55039	618	7%	17%	52%	24%	76%	55153	614	2%	22%	45%	31%	77%	55426	606	13%	24%	40%	23%	63%
No	58932	637	2%	6%	42%	50%	92%	58984	631	1%	7%	32%	60%	92%	59053	619	4%	10%	35%	52%	87%
English Language Learners: Yes	3286	601	17%	32%	45%	6%	51%	3439	610	3%	29%	46%	21%	68%	3435	598	23%	33%	35%	9%	44%
No	110685	628	4%	11%	47%	38%	85%	110698	623	1%	14%	38%	47%	85%	111044	613	8%	16%	38%	39%	76%
Formally Limited English	800	627	1%	8%	61%	30%	91%	797	631	1%	5%	31%	63%	94%	796	614	3%	12%	45%	40%	85%
Migrant	123	612	12%	19%	52%	17%	69%	107	616	3%	17%	48%	33%	80%	104	604	13%	28%	38%	22%	60%
Homeless	802	616	10%	18%	51%	21%	72%	796	613	2%	25%	47%	26%	74%	811	605	14%	26%	38%	21%	60%
Accommodations																					
Standard -- All	3204	598	22%	35%	36%	7%	43%	7252	601	6%	46%	38%	9%	48%	7344	596	26%	35%	31%	8%	39%
Nonstandard -- All **	20														21						
Standard -- ELL Only	146	590	34%	37%	28%	1%	29%	405	605	6%	44%	34%	15%	49%	437	590	40%	37%	19%	5%	23%
Nonstandard -- ELL Only **																					

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
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STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 06
Fall 2010

State	READING							MATHEMATICS							SOCIAL STUDIES						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities	12723	602	20%	32%	39%	9%	49%	12833	604	5%	41%	40%	15%	54%	13205	599	23%	32%	32%	13%	45%
Gender																					
Male	8260	601	21%	31%	39%	10%	48%	8382	605	5%	39%	39%	16%	55%	8593	600	23%	30%	33%	14%	47%
Female	4463	602	18%	32%	40%	9%	49%	4451	603	5%	43%	40%	12%	52%	4612	597	23%	35%	32%	10%	42%
Ethnicity																					
American Indian or Alaska Native	135	599	23%	33%	37%	7%	44%	136	602	2%	46%	41%	11%	52%	142	595	24%	41%	30%	5%	35%
Asian	129	611	14%	25%	40%	22%	61%	132	621	5%	20%	30%	44%	74%	132	604	17%	22%	38%	23%	61%
Black or African American	2626	592	29%	39%	28%	3%	31%	2635	597	8%	54%	32%	6%	38%	2707	592	38%	36%	21%	4%	26%
Native Hawaiian or Other Pacific Islander	< 10							< 10							< 10						
White	8750	605	16%	29%	43%	12%	55%	8841	607	4%	36%	42%	17%	59%	9101	601	19%	30%	36%	16%	52%
Two or more races	303	599	20%	35%	37%	7%	44%	301	603	5%	43%	40%	12%	52%	314	597	23%	39%	28%	10%	38%
Hispanic of any race	774	595	27%	35%	33%	5%	38%	782	600	6%	47%	39%	7%	47%	801	595	26%	37%	31%	6%	37%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	7885	597	24%	35%	36%	6%	41%	7952	601	6%	47%	38%	9%	47%	8241	596	28%	35%	29%	8%	37%
No	4838	609	14%	26%	45%	15%	60%	4881	610	4%	31%	42%	23%	65%	4964	604	16%	26%	37%	21%	58%
English Language Learners: Yes	478	587	36%	43%	20%	1%	21%	487	600	6%	49%	38%	7%	45%	494	591	35%	40%	22%	3%	25%
No	12245	602	19%	31%	40%	10%	50%	12346	604	5%	40%	40%	15%	54%	12711	599	23%	31%	33%	13%	46%
Formally Limited English	32	607	9%	31%	47%	13%	59%	33	614	6%	21%	42%	30%	73%	33	607	6%	30%	48%	15%	64%
Migrant	12	595	17%	50%	33%	0%	33%	11	600	9%	27%	64%	0%	64%	11	594	18%	45%	36%	0%	36%
Homeless	163	598	25%	36%	33%	7%	40%	160	602	6%	49%	37%	9%	46%	175	595	27%	40%	23%	10%	33%
Accommodations																					
Standard -- All	2918	598	22%	36%	36%	6%	42%	6628	601	6%	47%	39%	9%	47%	6705	596	26%	35%	32%	8%	40%
Nonstandard -- All **	12														14						
Standard -- ELL Only	40	583	53%	38%	10%	0%	10%	104	598	10%	47%	39%	4%	43%	97	590	37%	38%	22%	3%	25%
Nonstandard -- ELL Only **																					

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
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STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 06
Fall 2010

State	READING							MATHEMATICS							SOCIAL STUDIES						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities	101248	631	3%	9%	48%	41%	88%	101304	625	1%	11%	38%	50%	88%	101274	614	6%	15%	38%	41%	79%
Gender																					
Male	49696	629	3%	10%	48%	39%	87%	49706	626	1%	12%	37%	51%	88%	49693	615	7%	15%	35%	44%	79%
Female	51552	633	2%	8%	47%	43%	90%	51598	625	1%	10%	39%	50%	89%	51581	613	6%	15%	41%	39%	80%
Ethnicity																					
American Indian or Alaska Native	826	626	3%	11%	52%	34%	86%	825	619	0%	14%	45%	40%	86%	823	611	7%	17%	43%	33%	76%
Asian	2789	639	2%	5%	39%	54%	93%	2845	648	0%	4%	19%	77%	96%	2843	621	4%	9%	31%	56%	87%
Black or African American	18888	615	7%	20%	55%	19%	73%	18834	612	2%	25%	48%	25%	73%	18813	602	16%	29%	39%	16%	55%
Native Hawaiian or Other Pacific Islander	97	638	2%	6%	40%	52%	92%	96	631	0%	8%	24%	68%	92%	96	620	3%	7%	34%	55%	90%
White	70860	636	1%	6%	45%	48%	93%	70910	629	0%	7%	35%	57%	93%	70908	618	3%	11%	37%	48%	86%
Two or more races	1957	630	3%	8%	49%	40%	89%	1958	624	0%	12%	41%	46%	88%	1956	613	5%	16%	41%	38%	79%
Hispanic of any race	5831	621	5%	15%	55%	26%	80%	5836	617	1%	16%	47%	36%	83%	5835	608	9%	20%	46%	26%	72%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	47154	622	5%	14%	55%	26%	81%	47201	617	1%	17%	47%	35%	81%	47185	607	10%	22%	42%	25%	68%
No	54094	639	1%	4%	41%	53%	95%	54103	633	0%	5%	31%	64%	94%	54089	620	2%	8%	34%	55%	89%
English Language Learners: Yes	2808	604	13%	30%	49%	7%	56%	2952	612	2%	26%	48%	24%	72%	2941	599	21%	32%	38%	10%	48%
No	98440	632	2%	8%	48%	42%	89%	98352	626	1%	10%	38%	51%	89%	98333	615	6%	14%	38%	42%	80%
Formally Limited English	768	628	1%	7%	61%	31%	92%	764	632	1%	5%	30%	64%	95%	763	615	3%	12%	45%	41%	86%
Migrant	111	614	12%	15%	54%	19%	73%	96	618	2%	16%	46%	36%	82%	93	605	12%	26%	38%	25%	62%
Homeless	639	621	6%	14%	55%	25%	80%	636	615	1%	19%	50%	31%	81%	636	607	11%	22%	42%	25%	67%
Accommodations																					
Standard -- All	286	604	19%	30%	38%	13%	51%	624	606	5%	43%	34%	18%	52%	639	594	32%	36%	24%	8%	32%
Nonstandard -- All **	< 10														< 10						
Standard -- ELL Only	106	593	27%	37%	35%	1%	36%	301	608	5%	44%	33%	19%	51%	340	590	41%	36%	18%	5%	23%
Nonstandard -- ELL Only **																					

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
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STATE DEMOGRAPHIC REPORT

All Students

Grade 07
Fall 2010

State	READING							WRITING							MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students	115696	724	10%	10%	46%	33%	79%	115626	698	8%	44%	38%	10%	48%	115756	724	1%	15%	35%	49%	85%
Gender																					
Male	59273	721	13%	12%	46%	29%	75%	59229	693	11%	50%	33%	6%	40%	59310	724	1%	16%	34%	48%	83%
Female	56423	728	8%	9%	47%	36%	83%	56397	704	5%	39%	43%	13%	57%	56446	725	0%	13%	36%	50%	86%
Ethnicity																					
American Indian or Alaska Native	1003	719	12%	14%	48%	26%	74%	1001	693	10%	53%	30%	6%	37%	998	719	1%	18%	41%	41%	82%
Asian	2993	741	6%	5%	36%	53%	89%	2989	713	5%	25%	45%	25%	70%	3051	750	0%	6%	16%	78%	93%
Black or African American	21720	707	22%	18%	47%	13%	60%	21713	687	16%	57%	24%	3%	28%	21676	709	1%	31%	45%	23%	68%
Native Hawaiian or Other Pacific Islander	89	725	6%	12%	55%	27%	82%	89	700	2%	46%	43%	9%	52%	89	725	0%	11%	44%	45%	89%
White	81201	729	7%	8%	46%	38%	84%	81168	702	6%	41%	42%	11%	53%	81257	728	0%	11%	32%	57%	89%
Two or more races	2141	724	10%	11%	48%	32%	79%	2135	697	8%	47%	36%	9%	45%	2137	722	1%	16%	38%	45%	83%
Hispanic of any race	6549	716	14%	14%	51%	20%	72%	6531	692	10%	53%	32%	5%	37%	6548	716	1%	20%	44%	36%	79%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	54199	713	16%	15%	50%	19%	69%	54160	690	12%	54%	29%	4%	34%	54267	715	1%	23%	43%	33%	76%
No	61497	734	5%	6%	44%	45%	88%	61466	706	4%	36%	46%	14%	60%	61489	733	0%	8%	28%	64%	92%
English Language Learners: Yes	3104	699	31%	21%	42%	6%	48%	3096	680	21%	61%	16%	1%	18%	3259	710	2%	32%	43%	24%	67%
No	112592	725	10%	10%	46%	33%	80%	112530	699	7%	44%	39%	10%	49%	112497	725	1%	14%	35%	50%	85%
Formally Limited English	734	726	4%	7%	59%	31%	89%	732	708	2%	31%	52%	14%	66%	731	733	0%	7%	27%	66%	93%
Migrant	141	704	25%	18%	48%	10%	57%	130	682	22%	53%	25%	1%	25%	123	714	2%	18%	47%	33%	80%
Homeless	800	711	20%	14%	50%	16%	66%	801	686	17%	57%	24%	3%	27%	795	712	1%	27%	44%	29%	72%
Accommodations																					
Standard -- All	3198	692	44%	22%	29%	5%	34%	3454	672	36%	56%	8%	1%	8%	6761	700	3%	50%	39%	9%	48%
Nonstandard -- All **	13							13							< 10						
Standard -- ELL Only	223	686	54%	19%	27%	0%	27%	233	667	43%	51%	6%	0%	6%	489	704	3%	45%	37%	16%	52%
Nonstandard -- ELL Only **	< 10																				

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
4 - Not Proficient

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STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 07
Fall 2010

State	READING							WRITING							MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities	12680	694	41%	22%	30%	6%	36%	12667	673	34%	56%	9%	1%	10%	12680	703	3%	46%	38%	13%	51%
Gender																					
Male	8434	693	43%	21%	29%	6%	35%	8418	671	39%	53%	7%	1%	8%	8448	703	2%	44%	39%	14%	53%
Female	4246	695	38%	24%	32%	6%	38%	4249	677	26%	62%	11%	1%	13%	4232	701	3%	49%	38%	10%	48%
Ethnicity																					
American Indian or Alaska Native	161	692	43%	25%	28%	4%	32%	163	672	36%	58%	7%	0%	7%	161	701	2%	52%	37%	9%	47%
Asian	121	707	31%	16%	32%	21%	53%	121	685	22%	54%	17%	7%	24%	122	720	1%	26%	35%	38%	73%
Black or African American	2730	684	57%	22%	20%	2%	21%	2722	665	50%	47%	3%	0%	4%	2722	695	4%	63%	29%	4%	33%
Native Hawaiian or Other Pacific Islander	< 10							< 10							< 10						
White	8639	697	36%	22%	34%	8%	42%	8638	676	29%	59%	11%	1%	12%	8654	705	2%	40%	42%	16%	58%
Two or more races	254	693	43%	19%	32%	6%	38%	253	671	35%	58%	7%	1%	8%	251	699	3%	56%	32%	9%	41%
Hispanic of any race	769	689	47%	26%	25%	2%	27%	764	671	36%	58%	5%	1%	6%	764	700	3%	50%	39%	8%	47%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	7826	689	47%	23%	27%	3%	30%	7825	670	40%	54%	6%	0%	6%	7831	699	3%	52%	36%	8%	45%
No	4854	700	32%	21%	37%	10%	47%	4842	679	25%	60%	13%	2%	15%	4849	708	2%	36%	42%	20%	62%
English Language Learners: Yes	385	684	57%	27%	15%	1%	16%	384	669	41%	56%	3%	0%	3%	389	698	4%	53%	36%	6%	43%
No	12295	694	41%	22%	31%	6%	37%	12283	673	34%	56%	9%	1%	10%	12291	703	2%	46%	39%	13%	52%
Formally Limited English	34	705	12%	24%	59%	6%	65%	34	689	9%	65%	26%	0%	26%	34	707	0%	32%	47%	21%	68%
Migrant	13	678	69%	31%	0%	0%	0%	12	658	58%	42%	0%	0%	0%	11	687	18%	73%	9%	0%	9%
Homeless	143	687	54%	22%	22%	3%	24%	144	668	47%	49%	5%	0%	5%	140	696	3%	58%	35%	4%	39%
Accommodations																					
Standard -- All	2846	691	44%	23%	28%	5%	33%	3044	672	36%	56%	7%	0%	7%	6090	699	3%	51%	39%	8%	46%
Nonstandard -- All **	< 10							< 10							< 10						
Standard -- ELL Only	49	682	57%	33%	10%	0%	10%	43	667	47%	53%	0%	0%	0%	95	697	2%	59%	36%	3%	39%
Nonstandard -- ELL Only **																					

Performance Level
1 & 2 - Advanced and Proficient
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2 - Proficient
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STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 07
Fall 2010

State	READING							WRITING							MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities	103016	728	7%	9%	48%	36%	84%	102959	702	4%	43%	42%	11%	53%	103076	727	0%	11%	35%	54%	89%
Gender																					
Male	50839	726	8%	10%	48%	33%	82%	50811	697	6%	49%	38%	7%	45%	50862	727	0%	12%	34%	54%	88%
Female	52177	731	5%	8%	48%	39%	87%	52148	706	3%	37%	46%	14%	60%	52214	727	0%	10%	36%	54%	89%
Ethnicity																					
American Indian or Alaska Native	842	724	6%	12%	52%	30%	82%	838	697	5%	53%	35%	8%	42%	837	722	0%	11%	41%	47%	88%
Asian	2872	742	5%	5%	36%	55%	91%	2868	714	4%	24%	46%	25%	72%	2929	752	0%	5%	15%	79%	94%
Black or African American	18990	710	17%	18%	51%	14%	66%	18991	690	11%	58%	27%	4%	31%	18954	711	1%	26%	47%	26%	73%
Native Hawaiian or Other Pacific Islander	83	727	4%	10%	58%	29%	87%	83	702	1%	43%	46%	10%	55%	83	727	0%	7%	46%	47%	93%
White	72562	733	4%	7%	47%	42%	90%	72530	705	3%	39%	46%	12%	58%	72603	731	0%	7%	31%	62%	93%
Two or more races	1887	728	6%	10%	50%	35%	85%	1882	701	4%	45%	40%	10%	50%	1886	725	0%	11%	39%	50%	89%
Hispanic of any race	5780	719	10%	12%	55%	23%	78%	5767	695	6%	53%	35%	6%	41%	5784	719	0%	16%	44%	39%	84%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	46373	717	11%	14%	53%	22%	75%	46335	694	7%	54%	33%	5%	38%	46436	717	1%	18%	44%	38%	82%
No	56643	737	3%	5%	44%	48%	92%	56624	708	2%	34%	49%	15%	64%	56640	735	0%	6%	27%	67%	94%
English Language Learners: Yes	2719	701	27%	21%	46%	7%	52%	2712	682	19%	62%	18%	2%	20%	2870	712	1%	29%	43%	27%	70%
No	100297	729	6%	9%	48%	37%	85%	100247	702	4%	43%	42%	11%	53%	100206	728	0%	11%	35%	55%	89%
Formally Limited English	700	727	3%	6%	59%	32%	90%	698	709	2%	30%	53%	15%	68%	697	735	0%	6%	26%	68%	94%
Migrant	128	707	20%	16%	52%	11%	63%	118	684	18%	54%	27%	1%	28%	112	717	0%	13%	51%	37%	88%
Homeless	657	716	12%	12%	56%	19%	75%	657	690	10%	58%	28%	4%	32%	655	716	0%	20%	45%	34%	79%
Accommodations																					
Standard -- All	352	696	41%	14%	37%	8%	45%	410	676	30%	52%	15%	3%	18%	671	706	3%	39%	39%	19%	58%
Nonstandard -- All **	< 10							< 10													
Standard -- ELL Only	174	686	53%	15%	32%	0%	32%	190	667	43%	50%	7%	0%	7%	394	706	4%	41%	37%	19%	55%
Nonstandard -- ELL Only **	< 10																				

Performance Level
1 & 2 - Advanced and Proficient
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STATE DEMOGRAPHIC REPORT

All Students

Grade 08
Fall 2010

492

State	READING							MATHEMATICS							SCIENCE						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students	115551	822	4%	14%	50%	32%	82%	115602	818	5%	17%	35%	43%	78%	115618	820	4%	18%	47%	31%	78%
Gender																					
Male	58766	819	5%	17%	49%	28%	78%	58816	819	5%	17%	34%	44%	78%	58812	821	5%	18%	44%	33%	77%
Female	56785	825	2%	12%	50%	36%	86%	56786	817	5%	17%	36%	42%	78%	56806	819	3%	17%	51%	28%	79%
Ethnicity																					
American Indian or Alaska Native	938	816	5%	19%	52%	24%	76%	942	813	4%	20%	43%	32%	76%	944	815	4%	23%	51%	22%	74%
Asian	2920	834	2%	8%	38%	52%	90%	2973	844	2%	7%	18%	72%	91%	2971	832	3%	9%	36%	51%	88%
Black or African American	21237	810	7%	25%	52%	16%	67%	21167	804	11%	33%	39%	18%	57%	21146	805	9%	35%	47%	10%	56%
Native Hawaiian or Other Pacific Islander	95	825	3%	8%	49%	39%	88%	93	824	3%	14%	28%	55%	83%	92	825	5%	14%	35%	46%	80%
White	82252	825	3%	11%	49%	37%	86%	82322	822	3%	13%	34%	49%	84%	82364	824	3%	13%	48%	36%	84%
Two or more races	1995	822	4%	12%	51%	32%	84%	1995	817	5%	18%	37%	40%	77%	1991	819	3%	19%	49%	29%	78%
Hispanic of any race	6114	814	5%	20%	55%	20%	74%	6110	810	7%	23%	42%	28%	70%	6110	812	5%	26%	51%	18%	69%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	52068	814	6%	21%	53%	19%	73%	52088	809	8%	25%	41%	26%	67%	52111	811	6%	27%	49%	17%	67%
No	63483	829	2%	9%	47%	42%	89%	63514	826	2%	11%	31%	56%	87%	63507	827	2%	11%	46%	42%	88%
English Language Learners: Yes	3037	803	11%	34%	50%	6%	56%	3169	803	12%	31%	39%	17%	56%	3175	801	11%	40%	43%	5%	48%
No	112514	822	4%	14%	50%	33%	83%	112433	818	5%	17%	35%	44%	79%	112443	820	4%	17%	48%	31%	79%
Formally Limited English	674	828	0%	6%	57%	36%	93%	672	827	1%	10%	33%	56%	89%	672	825	1%	10%	54%	35%	89%
Migrant	143	807	7%	29%	52%	11%	64%	117	807	5%	24%	53%	18%	71%	115	808	10%	31%	45%	14%	59%
Homeless	770	810	8%	25%	50%	17%	66%	766	806	11%	28%	38%	24%	61%	769	809	7%	33%	44%	16%	60%
Accommodations																					
Standard -- All	3074	798	17%	41%	37%	6%	42%	6649	796	19%	41%	33%	7%	40%	6583	798	16%	44%	35%	5%	40%
Nonstandard -- All **	< 10							< 10													
Standard -- ELL Only	184	793	17%	49%	32%	2%	34%	492	797	24%	38%	27%	11%	38%	491	792	22%	51%	25%	2%	26%
Nonstandard -- ELL Only **																					

Performance Level
1 & 2 - Advanced and Proficient
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STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 08
Fall 2010

Attachment 8.A

493

State		READING							MATHEMATICS							SCIENCE						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities		12679	798	17%	40%	37%	6%	43%	12701	798	17%	39%	33%	10%	44%	12797	801	14%	42%	37%	8%	44%
Gender																						
Male		8379	797	19%	39%	35%	7%	42%	8423	799	16%	38%	34%	12%	46%	8475	802	14%	40%	37%	9%	46%
Female		4300	800	14%	40%	40%	6%	46%	4278	796	19%	43%	32%	7%	39%	4322	798	14%	46%	36%	4%	41%
Ethnicity																						
American Indian or Alaska Native		149	796	17%	48%	32%	3%	35%	152	796	14%	49%	32%	6%	38%	154	799	12%	46%	36%	6%	42%
Asian		115	806	13%	25%	52%	10%	62%	114	809	10%	27%	37%	26%	63%	115	810	8%	25%	55%	12%	67%
Black or African American		2651	791	25%	47%	26%	2%	28%	2634	792	24%	49%	24%	3%	27%	2662	791	24%	52%	22%	2%	24%
Native Hawaiian or Other Pacific Islander		< 10							< 10							< 10						
White		8780	800	15%	37%	40%	8%	48%	8814	800	15%	36%	36%	13%	49%	8879	804	11%	38%	41%	10%	51%
Two or more races		257	799	18%	37%	39%	7%	46%	260	798	16%	41%	36%	8%	43%	257	801	11%	45%	36%	8%	44%
Hispanic of any race		718	796	17%	44%	34%	4%	38%	718	795	19%	43%	33%	5%	38%	721	797	16%	47%	33%	4%	37%
Additional Reporting Groups																						
Economically Disadvantaged:	Yes	7677	795	21%	44%	31%	4%	36%	7695	795	20%	44%	31%	6%	37%	7760	797	18%	46%	32%	5%	36%
	No	5002	803	13%	33%	44%	10%	54%	5006	802	13%	33%	38%	16%	54%	5037	806	9%	35%	44%	12%	56%
English Language Learners:	Yes	379	791	24%	46%	30%	1%	30%	375	793	21%	47%	30%	3%	33%	382	793	18%	57%	23%	1%	24%
	No	12300	798	17%	39%	37%	7%	43%	12326	798	17%	39%	34%	10%	44%	12415	801	14%	41%	37%	8%	45%
Formally Limited English		28	808	0%	36%	54%	11%	64%	28	800	14%	29%	39%	18%	57%	28	804	7%	50%	32%	11%	43%
Migrant		15	786	20%	60%	20%	0%	20%	13	790	31%	46%	23%	0%	23%	13	790	31%	46%	15%	8%	23%
Homeless		155	794	21%	48%	25%	6%	31%	153	794	22%	44%	27%	7%	34%	158	798	18%	47%	28%	6%	35%
Accommodations																						
Standard -- All		2730	797	17%	41%	36%	5%	42%	6003	796	19%	41%	33%	7%	40%	5909	798	15%	44%	36%	5%	41%
Nonstandard -- All **		< 10							< 10													
Standard -- ELL Only		27	789	26%	48%	26%	0%	26%	90	791	26%	44%	30%	0%	30%	80	792	18%	60%	23%	0%	23%
Nonstandard -- ELL Only **																						

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STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 08
Fall 2010

State	READING							MATHEMATICS							SCIENCE						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities	102872	825	2%	11%	51%	35%	87%	102901	821	3%	14%	35%	47%	82%	102821	822	3%	15%	49%	34%	82%
Gender																					
Male	50387	822	3%	13%	52%	32%	84%	50393	822	3%	14%	34%	49%	83%	50337	824	3%	15%	45%	37%	82%
Female	52485	827	1%	9%	51%	38%	89%	52508	819	4%	15%	37%	45%	81%	52484	821	2%	15%	53%	30%	83%
Ethnicity																					
American Indian or Alaska Native	789	820	2%	14%	56%	28%	84%	790	816	2%	15%	45%	37%	83%	790	818	2%	18%	54%	25%	80%
Asian	2805	835	1%	7%	38%	54%	92%	2859	845	2%	6%	18%	74%	92%	2856	833	2%	9%	36%	53%	89%
Black or African American	18586	813	5%	22%	56%	17%	73%	18533	805	9%	30%	41%	20%	61%	18484	807	7%	32%	50%	11%	61%
Native Hawaiian or Other Pacific Islander	86	829	2%	2%	52%	43%	95%	84	827	2%	11%	27%	60%	87%	83	828	1%	13%	36%	49%	86%
White	73472	828	1%	8%	50%	40%	90%	73508	824	2%	10%	34%	54%	88%	73485	826	2%	10%	49%	40%	88%
Two or more races	1738	826	2%	9%	53%	36%	89%	1735	820	3%	15%	37%	45%	82%	1734	822	2%	15%	50%	32%	83%
Hispanic of any race	5396	817	3%	17%	58%	22%	79%	5392	812	5%	21%	43%	31%	74%	5389	814	4%	23%	53%	20%	73%
Additional Reporting Groups																					
Economically Disadvantaged: Yes	44391	817	4%	17%	57%	22%	79%	44393	811	6%	22%	42%	30%	72%	44351	814	4%	24%	52%	20%	72%
No	58481	831	1%	7%	47%	45%	92%	58508	828	2%	9%	30%	60%	90%	58470	829	1%	9%	46%	44%	90%
English Language Learners: Yes	2658	804	9%	32%	53%	7%	59%	2794	805	11%	29%	41%	19%	59%	2793	802	10%	38%	45%	6%	51%
No	100214	825	2%	11%	51%	36%	87%	100107	821	3%	14%	35%	48%	83%	100028	823	2%	14%	49%	34%	83%
Formally Limited English	646	829	0%	5%	57%	38%	95%	644	828	1%	9%	33%	57%	90%	644	826	1%	8%	55%	36%	91%
Migrant	128	809	5%	26%	56%	13%	69%	104	809	2%	21%	57%	20%	77%	102	810	7%	29%	49%	15%	64%
Homeless	615	814	5%	19%	56%	20%	75%	613	808	8%	23%	40%	28%	68%	611	812	4%	29%	49%	18%	67%
Accommodations																					
Standard -- All	344	801	13%	41%	38%	9%	47%	646	799	20%	38%	27%	15%	42%	674	796	18%	47%	29%	5%	34%
Nonstandard -- All **	< 10							< 10													
Standard -- ELL Only	157	794	16%	49%	32%	3%	35%	402	798	24%	37%	26%	13%	39%	411	792	23%	49%	25%	2%	27%
Nonstandard -- ELL Only **																					

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
4 - Not Proficient

< 10 = No summary scores provided if less than 10 students.
* Value may not equal the exact sum of Level 1 & Level 2 due to rounding.
** Results for these students are invalid and not reported.

STATE DEMOGRAPHIC REPORT

All Students

Grade 09
Fall 2010

495

Attachment 8.A

State		SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students		123284	916	5%	22%	44%	29%	73%
Gender								
Male		62773	917	5%	22%	40%	33%	73%
Female		60511	914	5%	23%	47%	25%	73%
Ethnicity								
American Indian or Alaska Native		1127	912	5%	26%	49%	20%	69%
Asian		2937	928	3%	12%	36%	49%	85%
Black or African American		22727	900	12%	42%	40%	7%	46%
Native Hawaiian or Other Pacific Islander		117	922	3%	15%	38%	44%	81%
White		88124	920	3%	17%	45%	35%	80%
Two or more races		1862	914	4%	23%	47%	26%	72%
Hispanic of any race		6390	908	7%	30%	46%	17%	63%
Additional Reporting Groups								
Economically Disadvantaged:	Yes	53998	906	8%	33%	44%	15%	59%
	No	69286	923	2%	14%	44%	40%	84%
English Language Learners:	Yes	3347	897	15%	46%	35%	5%	39%
	No	119937	916	5%	22%	44%	30%	74%
Formally Limited English		732	921	2%	13%	49%	36%	85%
Migrant		106	904	9%	35%	44%	11%	56%
Homeless		738	905	9%	35%	44%	12%	56%
Accommodations								
Standard -- All		5987	896	15%	49%	31%	5%	35%
Nonstandard -- All **		< 10						
Standard -- ELL Only		355	891	20%	54%	25%	1%	26%
Nonstandard -- ELL Only **								

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
4 - Not Proficient

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STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 09
Fall 2010

496

Attachment 8.A

State		SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities		13757	898	15%	47%	31%	7%	38%
Gender								
Male		9011	900	14%	44%	33%	9%	42%
Female		4746	894	17%	52%	27%	3%	31%
Ethnicity								
American Indian or Alaska Native		175	896	11%	51%	35%	2%	37%
Asian		87	904	9%	34%	43%	14%	56%
Black or African American		2971	889	25%	56%	18%	1%	19%
Native Hawaiian or Other Pacific Islander		< 10						
White		9582	901	11%	44%	35%	10%	45%
Two or more races		226	898	14%	45%	34%	7%	41%
Hispanic of any race		708	893	20%	51%	27%	3%	29%
Additional Reporting Groups								
Economically Disadvantaged:	Yes	8367	894	18%	51%	27%	4%	31%
	No	5390	903	10%	40%	37%	12%	49%
English Language Learners:	Yes	383	889	25%	57%	17%	2%	19%
	No	13374	898	15%	46%	32%	7%	39%
Formally Limited English		27	902	7%	41%	44%	7%	52%
Migrant		12	883	25%	58%	17%	0%	17%
Homeless		138	895	19%	44%	35%	2%	37%
Accommodations								
Standard -- All		5401	896	15%	49%	31%	5%	36%
Nonstandard -- All **		< 10						
Standard -- ELL Only		39	888	18%	74%	8%	0%	8%
Nonstandard -- ELL Only **								

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
4 - Not Proficient

< 10 = No summary scores provided if less than 10 students.
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STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 09
Fall 2010

Attachment 8.A

497

State		SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities		109527	918	4%	19%	45%	32%	77%
Gender								
Male		53762	920	4%	18%	41%	37%	78%
Female		55765	916	4%	20%	49%	27%	76%
Ethnicity								
American Indian or Alaska Native		952	915	3%	21%	52%	24%	75%
Asian		2850	929	3%	11%	36%	50%	86%
Black or African American		19756	902	10%	40%	43%	8%	50%
Native Hawaiian or Other Pacific Islander		109	923	4%	14%	36%	47%	83%
White		78542	922	2%	14%	46%	38%	84%
Two or more races		1636	916	3%	20%	49%	28%	77%
Hispanic of any race		5682	910	5%	27%	49%	19%	67%
Additional Reporting Groups								
Economically Disadvantaged:	Yes	45631	909	6%	30%	47%	17%	64%
	No	63896	925	2%	12%	44%	43%	87%
English Language Learners:	Yes	2964	898	13%	44%	37%	5%	42%
	No	106563	919	3%	19%	46%	33%	78%
Formally Limited English		705	922	1%	12%	49%	37%	86%
Migrant		94	906	7%	32%	48%	13%	61%
Homeless		600	907	7%	33%	46%	14%	60%
Accommodations								
Standard -- All		586	894	19%	48%	28%	5%	33%
Nonstandard -- All **		< 10						
Standard -- ELL Only		316	892	20%	51%	28%	1%	29%
Nonstandard -- ELL Only **								

Performance Level
1 & 2 - Advanced and Proficient
1 - Advanced
2 - Proficient
3 - Partially Proficient
4 - Not Proficient

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** Results for these students are invalid and not reported.

Attachment 8.B

STATE DEMOGRAPHIC REPORT

All Students

Grade 11
Spring 2011

498

State	MME READING							MME WRITING							MME MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students	107,995	1107	14	22	60	3	63	108,590	1095	8	45	42	5	47	107,293	1094	33	15	39	13	52
Gender																					
Male	54,020	1105	16	23	58	3	61	54,310	1090	10	47	39	4	43	53,619	1095	32	15	38	15	53
Female	53,975	1110	12	22	63	3	66	54,280	1099	5	44	45	6	51	53,674	1093	33	16	40	11	51
Ethnicity																					
American Indian or Alaska Native	897	1102	17	25	56	2	58	897	1085	12	52	34	1	36	890	1086	39	19	37	5	42
Asian	2,654	1117	12	15	62	11	73	2,652	1112	6	29	46	19	65	2,645	1116	15	9	35	41	76
Black or African American	17,479	1087	31	34	34	0	35	17,786	1072	19	63	18	1	19	17,173	1066	65	16	18	1	19
Native Hawaiian or Other Pacific Islander	78	1103	17	26	56	1	58	79	1088	14	48	34	4	38	77	1094	40	6	43	10	53
White	81,019	1112	10	19	66	4	70	81,261	1100	5	41	48	6	54	80,676	1100	25	15	44	15	59
Two or more races	1,465	1106	14	23	60	3	63	1,477	1094	7	48	41	4	45	1,457	1091	37	15	36	11	47
Hispanic of any race	4,403	1097	21	29	48	1	50	4,438	1083	12	58	28	2	30	4,375	1082	46	18	31	5	36
Additional Reporting Groups																					
Economically Disadvantaged: Yes	39,387	1095	24	30	46	1	47	39,767	1079	14	58	26	1	28	38,953	1078	50	17	28	4	32
No	68,608	1114	9	18	68	5	73	68,823	1103	4	38	51	7	58	68,340	1103	22	14	45	18	63
English Language Learners: Yes	2,614	1073	46	32	22	0	22	2,605	1063	25	62	12	0	13	2,594	1065	62	16	19	3	22
No	105,381	1108	14	22	61	3	64	105,985	1095	7	45	43	5	48	104,699	1095	32	15	40	13	53
Formerly Limited English Proficient	662	1102	15	28	56	1	57	667	1092	5	54	39	2	41	660	1094	30	18	42	10	52
Migrant	44	1088	36	39	23	2	25	44	1073	16	70	14	0	14	44	1079	57	16	27	0	27
Homeless	1,034	1090	27	31	41	0	41	1,046	1070	19	61	19	0	20	1,022	1074	57	18	23	2	25
Accommodations																					
Standard -- All	7,488	1077	46	27	25	1	26	6,889	1057	29	58	12	1	13	8,371	1056	77	10	11	2	13
Nonstandard -- All **	69														30						
Standard -- ELL Only	325	1048	75	18	6	0	6	225	1031	51	46	3	0	3	354	1042	85	6	7	1	8
Nonstandard -- ELL Only **	< 10														< 10						

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** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

STATE DEMOGRAPHIC REPORT

All Students

Grade 11
Spring 2011

Michigan Merit Examination

State		MME SCIENCE							MME SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students		107,653	1103	24	15	52	9	61	107,757	1123	8	15	36	41	78
Gender															
Male		53,832	1104	25	14	50	12	62	53,895	1125	8	14	33	45	78
Female		53,821	1102	24	16	53	7	60	53,862	1120	7	15	40	37	77
Ethnicity															
American Indian or Alaska Native		891	1097	29	18	49	5	53	898	1118	9	17	39	34	73
Asian		2,651	1119	14	10	51	25	76	2,659	1134	5	9	27	59	86
Black or African American		17,342	1077	53	22	24	1	25	17,386	1104	18	28	41	13	53
Native Hawaiian or Other Pacific Islander		77	1102	25	23	44	8	52	77	1122	5	21	39	35	74
White		80,843	1109	18	14	58	11	69	80,871	1127	6	11	35	48	83
Two or more races		1,463	1101	26	16	50	7	58	1,469	1121	7	16	40	38	77
Hispanic of any race		4,386	1091	35	19	42	3	45	4,397	1115	9	20	43	28	71
Additional Reporting Groups															
Economically Disadvantaged:	Yes	39,185	1088	39	19	39	3	42	39,264	1112	13	22	41	24	65
	No	68,468	1112	16	13	59	13	72	68,493	1129	5	10	34	51	85
English Language Learners:	Yes	2,603	1071	60	18	21	1	22	2,622	1101	21	31	37	10	48
	No	105,050	1104	23	15	52	9	62	105,135	1123	7	14	36	42	78
Formerly Limited English Proficient		661	1099	24	18	55	3	58	659	1119	6	14	47	34	80
Migrant		44	1091	43	16	39	2	41	45	1109	9	29	49	13	62
Homeless		1,031	1082	46	21	32	1	33	1,038	1109	15	22	45	18	63
Accommodations															
Standard -- All		8,311	1068	65	15	18	2	20	8,283	1102	25	29	35	11	46
Nonstandard -- All **		33							44						
Standard -- ELL Only		339	1043	86	9	4	0	4	356	1092	36	35	28	1	29
Nonstandard -- ELL Only **		< 10							< 10						

* Value might not equal the exact sum of Level 1 & Level 2 due to rounding.
** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

Attachment 8.B

STATE DEMOGRAPHIC REPORT

Students with Disabilities

MICHIGAN Department of Education

mme™ Michigan Merit Examination

Grade 11
Spring 2011

500

State		MME READING							MME WRITING							MME MATHEMATICS						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities		9,996	1075	47	29	23	1	24	9,972	1054	32	58	10	0	10	9,889	1053	79	10	10	1	11
Gender																						
Male		6,453	1074	48	28	24	1	24	6,418	1051	35	54	11	0	11	6,390	1055	76	11	12	2	13
Female		3,543	1077	46	31	23	0	24	3,554	1059	27	64	9	0	9	3,499	1049	84	8	7	1	8
Ethnicity																						
American Indian or Alaska Native		112	1073	53	27	21	0	21	112	1046	41	51	8	0	8	111	1042	84	6	10	0	10
Asian		72	1073	46	31	22	1	24	71	1056	30	55	14	1	15	70	1056	73	11	11	4	16
Black or African American		2,004	1059	65	25	10	0	10	2,009	1035	50	47	3	0	3	1,941	1031	94	3	3	0	3
Native Hawaiian or Other Pacific Islander		< 10							< 10							< 10						
White		7,198	1080	42	30	28	1	29	7,173	1060	27	60	12	1	13	7,158	1060	74	12	12	2	14
Two or more races		150	1075	46	29	24	1	25	147	1056	25	65	10	0	10	148	1051	78	10	12	0	12
Hispanic of any race		452	1070	56	28	17	0	17	452	1048	36	59	5	0	5	453	1046	84	9	7	0	7
Additional Reporting Groups																						
Economically Disadvantaged:	Yes	5,145	1068	55	28	17	0	17	5,123	1045	39	55	6	0	6	5,075	1044	87	7	6	0	6
	No	4,851	1082	39	30	30	1	31	4,849	1063	25	60	14	1	15	4,814	1063	71	12	14	2	17
English Language Learners:	Yes	210	1058	68	23	9	0	9	211	1034	50	49	1	0	1	209	1038	91	4	5	0	5
	No	9,786	1075	47	29	24	1	24	9,761	1054	32	58	10	0	11	9,680	1054	79	10	10	1	12
Formerly Limited English Proficient		13	1070	38	46	15	0	15	13	1056	23	69	8	0	8	13	1042	92	0	8	0	8
Migrant		< 10							< 10							< 10						
Homeless		183	1067	56	34	10	0	10	184	1037	45	52	3	0	3	182	1039	93	4	2	0	2
Accommodations																						
Standard -- All		6,751	1075	48	28	23	1	24	6,297	1055	30	60	10	0	11	7,531	1053	80	10	9	1	11
Nonstandard -- All **		64														28						
Standard -- ELL Only		157	1058	69	21	10	0	10	147	1036	49	49	2	0	2	166	1039	92	3	5	0	5
Nonstandard -- ELL Only **		< 10														< 10						

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** Students not included in Number of Students Assessed.

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STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 11
Spring 2011

Michigan Merit Examination

Attachment 8.B

501

State		MME SCIENCE							MME SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities		9,914	1067	66	15	17	2	19	10,012	1101	25	29	35	11	46
Gender															
Male		6,408	1069	62	15	20	2	22	6,473	1103	24	27	35	14	49
Female		3,506	1063	73	14	12	0	13	3,539	1097	28	33	34	6	40
Ethnicity															
American Indian or Alaska Native		111	1060	72	12	14	2	16	112	1098	24	38	32	6	38
Asian		72	1074	60	17	19	4	24	71	1103	24	31	31	14	45
Black or African American		1,950	1043	87	8	5	0	5	2,000	1091	40	36	22	3	24
Native Hawaiian or Other Pacific Islander		< 10							< 10						
White		7,174	1074	60	17	21	2	23	7,214	1104	21	27	38	14	52
Two or more races		148	1070	67	13	20	1	20	152	1103	18	34	37	12	49
Hispanic of any race		451	1063	72	15	13	0	13	455	1098	24	34	37	6	42
Additional Reporting Groups															
Economically Disadvantaged:	Yes	5,089	1058	76	13	11	0	12	5,168	1097	30	32	31	7	37
	No	4,825	1076	56	18	24	3	26	4,844	1106	20	26	39	16	54
English Language Learners:	Yes	209	1050	84	13	3	0	3	212	1092	36	33	28	2	31
	No	9,705	1067	66	15	18	2	19	9,800	1101	25	29	35	11	46
Formerly Limited English Proficient		13	1073	77	8	15	0	15	12	1096	25	25	42	8	50
Migrant		< 10							< 10						
Homeless		185	1054	81	13	6	0	6	185	1094	38	24	34	4	38
Accommodations															
Standard -- All		7,501	1066	67	15	17	1	18	7,480	1100	26	30	35	10	44
Nonstandard -- All **		32							32						
Standard -- ELL Only		166	1048	86	11	3	0	3	168	1091	38	35	26	2	27
Nonstandard -- ELL Only **		< 10							< 10						

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** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

Attachment 8.B

STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Michigan Merit Examination

502

Grade 11
Spring 2011

State		MME READING							MME WRITING							MME MATHEMATICS						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities		97,999	1111	11	22	64	4	67	98,618	1099	5	44	45	5	51	97,404	1098	28	16	42	14	56
Gender																						
Male		47,567	1109	12	22	62	3	66	47,892	1095	7	46	42	5	47	47,229	1100	26	15	42	16	58
Female		50,432	1112	10	21	65	4	69	50,726	1102	4	42	48	6	54	50,175	1096	29	17	42	12	54
Ethnicity																						
American Indian or Alaska Native		785	1107	12	24	62	2	64	785	1090	8	52	38	2	40	779	1092	33	20	41	6	47
Asian		2,582	1118	11	15	63	11	74	2,581	1114	5	29	46	20	66	2,575	1118	14	9	35	42	78
Black or African American		15,475	1091	27	35	38	0	38	15,777	1077	15	65	20	1	21	15,232	1070	62	17	19	2	21
Native Hawaiian or Other Pacific Islander		70	1105	16	23	60	1	61	71	1092	13	45	38	4	42	69	1098	33	7	48	12	59
White		73,821	1115	7	18	70	4	74	74,088	1104	3	39	51	6	58	73,518	1104	20	16	47	16	64
Two or more races		1,315	1110	10	23	64	3	67	1,330	1098	5	46	44	5	49	1,309	1095	33	16	39	12	51
Hispanic of any race		3,951	1100	17	30	52	2	53	3,986	1087	9	58	31	2	33	3,922	1086	41	20	33	6	39
Additional Reporting Groups																						
Economically Disadvantaged:	Yes	34,242	1099	19	30	50	1	51	34,644	1084	10	59	30	1	31	33,878	1083	45	19	32	4	36
	No	63,757	1117	7	17	71	5	76	63,974	1106	3	36	54	8	61	63,526	1106	19	15	48	19	67
English Language Learners:	Yes	2,404	1075	44	33	23	0	23	2,394	1065	23	64	13	0	14	2,385	1068	60	17	20	3	23
	No	95,595	1111	10	21	65	4	69	96,224	1099	5	43	46	6	52	95,019	1099	27	16	43	14	57
Formerly Limited English Proficient		649	1102	15	27	57	1	58	654	1093	5	54	40	2	42	647	1095	29	19	43	10	53
Migrant		40	1090	33	40	25	3	28	40	1074	13	73	15	0	15	40	1082	53	18	30	0	30
Homeless		851	1095	21	31	48	0	48	862	1078	13	64	23	0	23	840	1082	49	21	28	3	30
Accommodations																						
Standard -- All		737	1090	32	19	45	4	49	592	1083	15	47	34	4	38	840	1079	49	13	29	9	38
Nonstandard -- All **		< 10														< 10						
Standard -- ELL Only		168	1038	81	16	3	0	3	78	1022	55	41	4	0	4	188	1044	79	10	10	2	11
Nonstandard -- ELL Only **		< 10																				

* Value might not equal the exact sum of Level 1 & Level 2 due to rounding.
** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

Attachment 8.B

STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 11
Spring 2011

503

State		MME SCIENCE							MME SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities		97,739	1107	20	15	55	10	65	97,745	1125	6	13	37	44	81
Gender															
Male		47,424	1109	19	14	54	13	67	47,422	1128	6	12	33	50	82
Female		50,315	1105	20	17	56	7	63	50,323	1122	6	14	40	39	80
Ethnicity															
American Indian or Alaska Native		780	1102	22	19	54	5	59	786	1121	7	15	40	38	78
Asian		2,579	1120	13	10	52	25	77	2,588	1135	4	9	27	60	87
Black or African American		15,392	1081	49	23	27	1	28	15,386	1106	16	27	43	14	57
Native Hawaiian or Other Pacific Islander		69	1104	22	22	48	9	57	69	1124	4	20	36	39	75
White		73,669	1113	13	13	62	12	73	73,657	1129	4	10	35	51	86
Two or more races		1,315	1104	21	17	54	8	62	1,317	1123	5	14	40	40	81
Hispanic of any race		3,935	1095	31	20	46	3	49	3,942	1117	7	18	44	30	74
Additional Reporting Groups															
Economically Disadvantaged:	Yes	34,096	1093	34	20	43	3	46	34,096	1114	10	20	43	27	69
	No	63,643	1115	12	12	62	14	75	63,649	1131	4	9	33	54	87
English Language Learners:	Yes	2,394	1073	58	19	23	1	23	2,410	1102	20	31	38	11	49
	No	95,345	1108	19	15	56	10	66	95,335	1125	6	13	37	45	82
Formerly Limited English Proficient		648	1100	23	18	56	3	59	647	1120	6	13	47	34	81
Migrant		40	1094	38	18	43	3	45	41	1111	7	29	49	15	63
Homeless		846	1088	38	23	38	2	39	853	1112	10	22	47	22	68
Accommodations															
Standard -- All		810	1085	43	16	34	7	42	803	1113	16	21	37	26	63
Nonstandard -- All **		< 10							12						
Standard -- ELL Only		173	1039	87	8	5	0	5	188	1092	35	35	29	1	30
Nonstandard -- ELL Only **															

* Value might not equal the exact sum of Level 1 & Level 2 due to rounding.
** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

Attachment 8.B

STATE DEMOGRAPHIC REPORT

All Students

Grade 12
Spring 2011

504

State	MME READING							MME WRITING							MME MATHEMATICS						
	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students	4,395	1086	33	31	36	1	37	4,572	1064	27	56	16	1	17	4,280	1066	63	15	19	3	22
Gender																					
Male	2,298	1083	36	30	33	1	34	2,375	1058	33	52	14	1	15	2,239	1067	62	15	19	4	23
Female	2,097	1089	30	31	39	1	40	2,197	1071	21	60	18	1	19	2,041	1066	65	15	18	3	21
Ethnicity																					
American Indian or Alaska Native	32	1087	31	28	41	0	41	35	1058	29	60	11	0	11	30	1071	53	30	17	0	17
Asian	131	1079	32	32	35	1	36	132	1073	26	48	24	2	27	130	1096	32	13	31	24	55
Black or African American	1,544	1074	46	34	20	0	20	1,658	1050	38	57	5	0	6	1,478	1048	83	10	6	0	7
Native Hawaiian or Other Pacific Islander	11	1090	27	27	45	0	45	12	1071	25	50	25	0	25	12	1061	50	25	25	0	25
White	2,298	1094	24	27	47	2	48	2,346	1074	20	55	24	2	25	2,265	1077	53	17	26	4	30
Two or more races	53	1094	19	30	49	2	51	53	1080	13	60	25	2	26	50	1072	54	12	30	4	34
Hispanic of any race	326	1084	33	36	31	1	32	336	1062	25	64	11	0	11	315	1064	65	16	18	1	19
Additional Reporting Groups																					
Economically Disadvantaged: Yes	2,638	1080	39	32	29	1	30	2,756	1057	32	56	11	0	12	2,556	1059	72	14	13	1	15
No	1,757	1094	24	29	46	1	47	1,816	1075	19	56	23	2	25	1,724	1077	51	16	27	6	32
English Language Learners: Yes	335	1060	56	29	15	0	15	337	1049	39	53	7	0	7	327	1060	66	14	18	2	20
No	4,060	1088	31	31	37	1	38	4,235	1065	26	56	17	1	18	3,953	1067	63	15	19	3	22
Formerly Limited English Proficient	36	1085	28	42	31	0	31	36	1059	33	58	8	0	8	36	1036	81	17	3	0	3
Migrant	< 10							< 10							< 10						
Homeless	177	1091	26	31	42	1	43	186	1069	22	61	17	0	17	171	1075	57	20	22	1	23
Accommodations																					
Standard -- All	314	1067	54	26	20	1	21	272	1040	43	51	5	1	6	353	1040	88	6	6	1	6
Nonstandard -- All **	< 10														< 10						
Standard -- ELL Only	43	1043	72	23	5	0	5	26	1026	58	38	4	0	4	44	1035	93	5	2	0	2
Nonstandard -- ELL Only **	< 10																				

* Value might not equal the exact sum of Level 1 & Level 2 due to rounding.
** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

STATE DEMOGRAPHIC REPORT

All Students

Grade 12
Spring 2011

Michigan Merit Examination

Attachment 8.B

505

State		MME SCIENCE							MME SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Students		4,354	1074	55	17	26	2	28	4,364	1106	19	27	37	17	54
Gender															
Male		2,277	1074	55	16	27	2	29	2,287	1107	20	26	35	20	54
Female		2,077	1074	55	19	25	1	26	2,077	1104	19	28	40	13	54
Ethnicity															
American Indian or Alaska Native		31	1082	58	16	26	0	26	30	1110	13	30	33	23	57
Asian		131	1084	40	12	44	4	48	133	1110	17	22	39	23	62
Black or African American		1,527	1057	75	14	10	0	11	1,528	1096	29	35	32	4	36
Native Hawaiian or Other Pacific Islander		12	1066	58	17	25	0	25	13	1109	15	31	23	31	54
White		2,283	1085	43	18	36	3	39	2,295	1112	13	22	40	25	65
Two or more races		50	1090	40	20	38	2	40	50	1113	12	20	44	24	68
Hispanic of any race		320	1072	57	23	19	1	20	315	1105	17	29	41	14	55
Additional Reporting Groups															
Economically Disadvantaged:	Yes	2,608	1068	63	17	19	1	20	2,619	1101	23	30	36	11	47
	No	1,746	1084	43	18	36	3	39	1,745	1112	14	22	39	25	64
English Language Learners:	Yes	330	1055	72	14	14	0	14	330	1097	26	35	32	7	38
	No	4,024	1076	54	17	27	2	29	4,034	1106	19	26	38	18	55
Formerly Limited English Proficient		36	1059	61	25	14	0	14	36	1103	25	19	39	17	56
Migrant		< 10							< 10						
Homeless		175	1075	54	14	29	2	31	172	1107	16	28	37	19	56
Accommodations															
Standard -- All		353	1051	79	11	8	1	9	349	1096	31	32	30	7	37
Nonstandard -- All **		< 10							< 10						
Standard -- ELL Only		43	1016	95	2	2	0	2	43	1092	37	33	28	2	30
Nonstandard -- ELL Only **															

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** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

STATE DEMOGRAPHIC REPORT

Students with Disabilities

MICHIGAN Department of Education

mme™ Michigan Merit Examination

Attachment 8.B

506

Grade 12
Spring 2011

State		MME READING							MME WRITING							MME MATHEMATICS						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities		626	1067	56	25	18	1	19	634	1034	50	44	5	0	6	608	1038	88	7	5	0	6
Gender																						
Male		402	1064	57	24	18	0	18	401	1030	54	40	6	0	6	389	1040	86	6	7	0	7
Female		224	1071	53	27	19	1	20	233	1040	44	52	4	0	4	219	1035	91	7	2	0	2
Ethnicity																						
American Indian or Alaska Native		< 10							< 10							< 10						
Asian		< 10							< 10							< 10						
Black or African American		266	1054	72	20	8	0	8	270	1019	66	33	1	0	1	250	1020	96	3	1	0	1
Native Hawaiian or Other Pacific Islander									< 10							< 10						
White		310	1077	43	29	27	1	28	310	1046	38	53	9	0	10	309	1052	81	9	9	0	9
Two or more races		< 10							< 10							< 10						
Hispanic of any race		38	1065	53	34	13	0	13	40	1034	50	48	3	0	3	37	1038	89	5	5	0	5
Additional Reporting Groups																						
Economically Disadvantaged:	Yes	417	1062	62	24	14	0	14	423	1028	56	41	4	0	4	399	1031	92	4	4	0	4
	No	209	1076	43	29	26	1	28	211	1045	40	51	9	0	9	209	1051	80	11	9	0	9
English Language Learners:	Yes	29	1060	62	31	7	0	7	30	1028	60	37	3	0	3	28	1018	96	4	0	0	0
	No	597	1067	55	25	19	1	19	604	1034	50	44	5	0	6	580	1039	87	7	6	0	6
Formerly Limited English Proficient																						
Migrant		< 10							< 10							< 10						
Homeless		20	1079	50	30	15	5	20	21	1041	38	52	10	0	10	18	1050	83	11	6	0	6
Accommodations																						
Standard -- All		280	1071	50	28	21	1	22	253	1040	43	52	5	0	5	313	1040	89	5	5	0	5
Nonstandard -- All **		< 10														< 10						
Standard -- ELL Only		24	1063	54	38	8	0	8	23	1032	52	43	4	0	4	23	1029	96	4	0	0	0
Nonstandard -- ELL Only **																						

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** Students not included in Number of Students Assessed.

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STATE DEMOGRAPHIC REPORT

Students with Disabilities

Grade 12
Spring 2011

Attachment 8.B

507

State		MME SCIENCE							MME SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total Students with Disabilities		618	1053	78	13	8	1	9	622	1095	34	33	26	7	33
Gender															
Male		395	1054	75	15	9	1	10	402	1096	33	32	26	9	35
Female		223	1051	83	10	7	0	7	220	1094	35	34	27	4	31
Ethnicity															
American Indian or Alaska Native		< 10							< 10						
Asian		< 10							< 10						
Black or African American		258	1036	91	7	2	0	2	262	1087	47	37	14	3	17
Native Hawaiian or Other Pacific Islander		< 10							< 10						
White		311	1066	66	19	13	2	15	311	1101	24	28	36	12	48
Two or more races		< 10							< 10						
Hispanic of any race		36	1054	86	8	6	0	6	37	1095	24	46	27	3	30
Additional Reporting Groups															
Economically Disadvantaged:	Yes	407	1048	83	12	4	0	5	410	1092	39	34	21	5	26
	No	211	1062	68	15	15	2	17	212	1101	23	30	36	11	47
English Language Learners:	Yes	27	1030	96	0	4	0	4	27	1089	48	30	19	4	22
	No	591	1054	77	14	8	1	9	595	1095	33	33	27	7	34
Formerly Limited English Proficient									< 10						
Migrant		< 10							< 10						
Homeless		18	1060	72	17	6	6	11	18	1098	22	50	17	11	28
Accommodations															
Standard -- All		314	1055	79	12	8	1	9	311	1097	32	31	30	7	38
Nonstandard -- All **		< 10							< 10						
Standard -- ELL Only		22	1034	95	0	5	0	5	22	1091	41	32	23	5	27
Nonstandard -- ELL Only **															

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** Students not included in Number of Students Assessed.

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STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

MICHIGAN Department of Education

mme™ Michigan Merit Examination

Attachment 8.B

508

Grade 12
Spring 2011

State		MME READING							MME WRITING							MME MATHEMATICS						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities		3,769	1089	29	31	39	1	40	3,938	1069	23	58	18	1	19	3,672	1071	59	16	21	4	25
Gender																						
Male		1,896	1087	31	32	36	1	37	1,974	1064	28	55	16	1	17	1,850	1072	57	16	22	4	26
Female		1,873	1091	27	31	41	1	42	1,964	1075	18	61	20	1	21	1,822	1069	62	16	20	3	23
Ethnicity																						
American Indian or Alaska Native		28	1087	32	25	43	0	43	30	1067	23	63	13	0	13	27	1072	52	30	19	0	19
Asian		130	1080	32	32	35	1	36	131	1073	25	48	24	2	27	129	1097	32	13	31	24	55
Black or African American		1,278	1079	40	37	22	0	23	1,388	1056	32	61	6	0	6	1,228	1053	80	12	7	0	8
Native Hawaiian or Other Pacific Islander		11	1090	27	27	45	0	45	11	1070	27	45	27	0	27	11	1061	45	27	27	0	27
White		1,988	1096	22	27	50	2	51	2,036	1078	17	55	26	2	28	1,956	1081	48	19	29	5	33
Two or more races		46	1097	15	33	50	2	52	46	1084	13	57	28	2	30	43	1078	49	12	35	5	40
Hispanic of any race		288	1087	30	36	34	1	34	296	1066	22	66	13	0	13	278	1068	62	17	20	1	21
Additional Reporting Groups																						
Economically Disadvantaged:	Yes	2,221	1084	34	33	32	1	32	2,333	1063	28	59	13	0	13	2,157	1064	68	15	15	2	17
	No	1,548	1096	21	29	49	1	50	1,605	1079	16	57	25	2	27	1,515	1081	48	17	29	6	35
English Language Learners:	Yes	306	1061	56	28	16	0	16	307	1051	37	55	7	0	7	299	1064	64	15	19	2	21
	No	3,463	1092	27	32	41	1	42	3,631	1071	22	58	19	1	20	3,373	1072	59	16	21	4	25
Formerly Limited English Proficient		36	1085	28	42	31	0	31	36	1059	33	58	8	0	8	36	1036	81	17	3	0	3
Migrant		< 10							< 10							< 10						
Homeless		157	1093	23	31	45	1	46	165	1073	20	62	18	0	18	153	1078	54	22	24	1	25
Accommodations																						
Standard -- All		34	1032	82	9	9	0	9	19	1035	53	32	11	5	16	40	1045	80	8	10	3	13
Nonstandard -- All **		< 10																				
Standard -- ELL Only		19	1017	95	5	0	0	0	< 10							21	1043	90	5	5	0	5
Nonstandard -- ELL Only **		< 10																				

* Value might not equal the exact sum of Level 1 & Level 2 due to rounding.
** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

Attachment 8.B

STATE DEMOGRAPHIC REPORT

All Except Students with Disabilities

Grade 12
Spring 2011

509

State		MME SCIENCE							MME SOCIAL STUDIES						
		No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *	No. of Students Assessed	Mean Scale Score	Percent at Level 4	Level 3	Level 2	Level 1	Levels 1 & 2 *
Total All Except Students with Disabilities		3,736	1078	51	18	29	2	31	3,742	1107	17	26	39	18	58
Gender															
Male		1,882	1078	51	16	31	3	33	1,885	1109	17	25	37	22	59
Female		1,854	1077	52	20	27	1	28	1,857	1105	17	27	42	14	56
Ethnicity															
American Indian or Alaska Native		27	1084	52	19	30	0	30	27	1111	15	26	33	26	59
Asian		130	1084	39	12	45	4	48	132	1110	16	22	39	23	62
Black or African American		1,269	1062	72	16	12	0	12	1,266	1097	25	35	36	5	40
Native Hawaiian or Other Pacific Islander		11	1072	55	18	27	0	27	12	1110	17	33	17	33	50
White		1,972	1087	39	18	39	3	42	1,984	1113	12	21	41	27	68
Two or more races		43	1094	35	19	44	2	47	43	1116	7	19	47	28	74
Hispanic of any race		284	1074	53	25	21	1	22	278	1106	16	26	42	15	58
Additional Reporting Groups															
Economically Disadvantaged:	Yes	2,201	1071	60	17	22	1	23	2,209	1103	20	29	39	13	51
	No	1,535	1087	40	18	39	3	42	1,533	1113	13	21	40	27	66
English Language Learners:	Yes	303	1057	70	15	15	0	15	303	1098	24	36	33	7	40
	No	3,433	1079	50	18	30	2	32	3,439	1108	16	25	40	19	59
Formerly Limited English Proficient		36	1059	61	25	14	0	14	35	1103	26	17	40	17	57
Migrant		< 10							< 10						
Homeless		157	1077	52	14	32	2	34	154	1108	15	26	40	19	59
Accommodations															
Standard -- All		39	1021	85	5	10	0	10	38	1094	29	39	26	5	32
Nonstandard -- All **															
Standard -- ELL Only		21	998	95	5	0	0	0	21	1092	33	33	33	0	33
Nonstandard -- ELL Only **															

* Value might not equal the exact sum of Level 1 & Level 2 due to rounding.
** Students not included in Number of Students Assessed.

< 10 = No summary scores provided if fewer than 10 students.

Attachment 8.C

510

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 3
Fall 2010

	Accessing Print								Mathematics							
	No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	1820	2317	432	23.7	457	25.1	931	51.2	1573	2314	398	25.3	395	25.1	780	49.6
Gender																
Male	1229	2317	294	23.9	307	25.0	628	51.1	1025	2316	253	24.7	242	23.6	530	51.7
Female	591	2317	138	23.4	150	25.4	303	51.3	548	2312	145	26.5	153	27.9	250	45.6
Ethnicity																
American Indian or Alaska Native	21	2315	5	23.8	6	28.6	10	47.6	16	2317	3	18.8	5	31.3	8	50.0
Asian	12	2313	2	16.7	4	33.3	6	50.0	11	2307	4	36.4	3	27.3	4	36.4
Black or African American	414	2312	121	29.2	120	29.0	173	41.8	388	2309	133	34.3	89	22.9	166	42.8
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	1194	2318	265	22.2	280	23.5	649	54.4	1001	2316	229	22.9	253	25.3	519	51.8
Two or More Races	41	2324	9	22.0	7	17.1	25	61.0	37	2316	7	18.9	10	27.0	20	54.1
Hispanic of Any Race	135	2316	30	22.2	39	28.9	66	48.9	117	2316	22	18.8	34	29.1	61	52.1
Additional Reporting Groups																
Economically Disadvantaged: Yes	1329	2316	329	24.8	333	25.1	667	50.2	1150	2314	297	25.8	288	25.0	565	49.1
Economically Disadvantaged: No	491	2319	103	21.0	124	25.3	264	53.8	423	2315	101	23.9	107	25.3	215	50.8
English Language Learners: Yes	91	2311	26	28.6	29	31.9	36	39.6	79	2310	25	31.6	22	27.8	32	40.5
English Language Learners: No	1729	2317	406	23.5	428	24.8	895	51.8	1494	2315	373	25.0	373	25.0	748	50.1
Formerly Limited English Proficient	11	2317	2	18.2	3	27.3	6	54.5	11	2313	2	18.2	5	45.5	4	36.4
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	30	2320	3	10.0	5	16.7	22	73.3	26	2318	3	11.5	8	30.8	15	57.7
Accommodations																
Standard - All	1277	2318	287	22.5	298	23.3	692	54.2	1167	2314	285	24.4	303	26.0	579	49.6
Nonstandard - All †	(*)								(*)							
Standard ELL Only	68	2312	20	29.4	21	30.9	27	39.7	64	2310	20	31.3	18	28.1	26	40.6
Nonstandard ELL Only †	(*)								(*)							

* < 10 students assessed
† Results for these students are invalid and not reported.
() These students are not included in "All Students."

Note: See reverse for additional information

Attachment 8.C

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 4
Fall 2010

511

	Accessing Print								Mathematics							
	No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	2196	2416	532	24.2	575	26.2	1089	49.6	1888	2423	322	17.1	483	25.6	1083	57.4
Gender																
Male	1490	2416	367	24.6	374	25.1	749	50.3	1226	2424	192	15.7	305	24.9	729	59.5
Female	706	2415	165	23.4	201	28.5	340	48.2	662	2420	130	19.6	178	26.9	354	53.5
Ethnicity																
American Indian or Alaska Native	24	2419	5	20.8	8	33.3	11	45.8	21	2421	4	19.0	5	23.8	12	57.1
Asian	24	2410	5	20.8	9	37.5	10	41.7	22	2421	4	18.2	5	22.7	13	59.1
Black or African American	559	2412	171	30.6	154	27.5	234	41.9	502	2419	105	20.9	143	28.5	254	50.6
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	1400	2417	311	22.2	345	24.6	744	53.1	1188	2424	187	15.7	286	24.1	715	60.2
Two or More Races	43	2416	8	18.6	15	34.9	20	46.5	37	2419	6	16.2	12	32.4	19	51.4
Hispanic of Any Race	142	2415	31	21.8	44	31.0	67	47.2	115	2424	15	13.0	31	27.0	69	60.0
Additional Reporting Groups																
Economically Disadvantaged: Yes	1615	2415	419	25.9	417	25.8	779	48.2	1392	2423	232	16.7	358	25.7	802	57.6
Economically Disadvantaged: No	581	2418	113	19.4	158	27.2	310	53.4	496	2422	90	18.1	125	25.2	281	56.7
English Language Learners: Yes	90	2411	26	28.9	27	30.0	37	41.1	75	2419	16	21.3	18	24.0	41	54.7
English Language Learners: No	2106	2416	506	24.0	548	26.0	1052	50.0	1813	2423	306	16.9	465	25.6	1042	57.5
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	41	2415	7	17.1	14	34.1	20	48.8	35	2424	5	14.3	10	28.6	20	57.1
Accommodations																
Standard - All	1493	2417	320	21.4	401	26.9	772	51.7	1377	2423	222	16.1	354	25.7	801	58.2
Nonstandard - All †	(*)								(*)							
Standard ELL Only	60	2414	16	26.7	16	26.7	28	46.7	58	2420	12	20.7	14	24.1	32	55.2
Nonstandard ELL Only †	(*)								(*)							

* < 10 students assessed
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() These students are not included in "All Students."

Note: See reverse for additional information

Attachment 8.C

512

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 4
Fall 2010

	Expressing Ideas											
	No. of Students Assessed	Mean Earned Points	Earned Point 0		Earned Point 1		Earned Point 2		Earned Point 3		Earned Point 4	
			#	%	#	%	#	%	#	%	#	%
State												
All Students	2114	2.0	56	2.6	501	23.7	1098	51.9	352	16.7	107	5.1
Gender												
Male	1429	1.9	39	2.7	372	26.0	734	51.4	225	15.7	59	4.1
Female	685	2.1	17	2.5	129	18.8	364	53.1	127	18.5	48	7.0
Ethnicity												
American Indian or Alaska Native	24	1.8	1	4.2	4	16.7	18	75.0	1	4.2	0	0.0
Asian	23	2.3	0	0.0	2	8.7	14	60.9	4	17.4	3	13.0
Black or African American	529	2.0	6	1.1	140	26.5	268	50.7	97	18.3	18	3.4
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*
White	1355	2.0	46	3.4	319	23.5	699	51.6	219	16.2	72	5.3
Two or More Races	42	2.1	0	0.0	11	26.2	20	47.6	8	19.0	3	7.1
Hispanic of Any Race	138	2.1	3	2.2	25	18.1	76	55.1	23	16.7	11	8.0
Additional Reporting Groups												
Economically Disadvantaged: Yes	1554	2.0	39	2.5	380	24.5	818	52.6	238	15.3	79	5.1
Economically Disadvantaged: No	560	2.0	17	3.0	121	21.6	280	50.0	114	20.4	28	5.0
English Language Learners: Yes	90	2.3	3	3.3	8	8.9	51	56.7	18	20.0	10	11.1
English Language Learners: No	2024	2.0	53	2.6	493	24.4	1047	51.7	334	16.5	97	4.8
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	39	2.0	0	0.0	8	20.5	25	64.1	5	12.8	1	2.6
Accommodations												
Standard - All	1444	2.0	36	2.5	354	24.5	749	51.9	235	16.3	70	4.8
Nonstandard - All †	*	*	*	*	*	*	*	*	*	*	*	*
Standard ELL Only	60	2.2	3	5.0	6	10.0	33	55.0	13	21.7	5	8.3
Nonstandard ELL Only †	*	*	*	*	*	*	*	*	*	*	*	*

* < 10 students assessed
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() These students are not included in "All Students."

Note: See reverse for additional information

Attachment 8.C

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 5
Fall 2010

513

	Accessing Print								Mathematics							
	No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	2183	2520	448	20.5	338	15.5	1397	64.0	1984	2512	564	28.4	578	29.1	842	42.4
Gender																
Male	1454	2521	298	20.5	218	15.0	938	64.5	1284	2514	329	25.6	369	28.7	586	45.6
Female	729	2520	150	20.6	120	16.5	459	63.0	700	2509	235	33.6	209	29.9	256	36.6
Ethnicity																
American Indian or Alaska Native	35	2520	6	17.1	5	14.3	24	68.6	29	2505	11	37.9	8	27.6	10	34.5
Asian	31	2522	5	16.1	5	16.1	21	67.7	25	2513	7	28.0	8	32.0	10	40.0
Black or African American	526	2517	136	25.9	90	17.1	300	57.0	498	2508	177	35.5	154	30.9	167	33.5
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	1407	2522	264	18.8	203	14.4	940	66.8	1264	2514	334	26.4	356	28.2	574	45.4
Two or More Races	52	2521	7	13.5	11	21.2	34	65.4	51	2516	8	15.7	20	39.2	23	45.1
Hispanic of Any Race	131	2517	29	22.1	24	18.3	78	59.5	116	2514	27	23.3	31	26.7	58	50.0
Additional Reporting Groups																
Economically Disadvantaged: Yes	1593	2521	317	19.9	257	16.1	1019	64.0	1427	2513	375	26.3	423	29.6	629	44.1
Economically Disadvantaged: No	590	2520	131	22.2	81	13.7	378	64.1	557	2510	189	33.9	155	27.8	213	38.2
English Language Learners: Yes	72	2517	14	19.4	14	19.4	44	61.1	62	2513	18	29.0	15	24.2	29	46.8
English Language Learners: No	2111	2521	434	20.6	324	15.3	1353	64.1	1922	2512	546	28.4	563	29.3	813	42.3
Formerly Limited English Proficient	15	2519	0	0.0	6	40.0	9	60.0	14	2523	0	0.0	6	42.9	8	57.1
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	37	2515	7	18.9	7	18.9	23	62.2	31	2515	7	22.6	9	29.0	15	48.4
Accommodations																
Standard - All	1446	2522	259	17.9	214	14.8	973	67.3	1437	2512	391	27.2	441	30.7	605	42.1
Nonstandard - All †	(*)								(*)							
Standard ELL Only	52	2519	8	15.4	11	21.2	33	63.5	47	2514	11	23.4	12	25.5	24	51.1
Nonstandard ELL Only †	(*)								(*)							

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Note: See reverse for additional information

Attachment 8.C

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 5
Fall 2010

514

	Science							
	No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed	
			#	%	#	%	#	%
State								
All Students	1816	2502	784	43.2	510	28.1	522	28.7
Gender								
Male	1188	2504	480	40.4	331	27.9	377	31.7
Female	628	2500	304	48.4	179	28.5	145	23.1
Ethnicity								
American Indian or Alaska Native	30	2501	15	50.0	6	20.0	9	30.0
Asian	26	2503	11	42.3	8	30.8	7	26.9
Black or African American	478	2497	253	52.9	119	24.9	106	22.2
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*
White	1123	2504	435	38.7	329	29.3	359	32.0
Two or More Races	45	2507	15	33.3	17	37.8	13	28.9
Hispanic of Any Race	113	2501	54	47.8	31	27.4	28	24.8
Additional Reporting Groups								
Economically Disadvantaged: Yes	1324	2503	555	41.9	375	28.3	394	29.8
Economically Disadvantaged: No	492	2500	229	46.5	135	27.4	128	26.0
English Language Learners: Yes	63	2501	28	44.4	18	28.6	17	27.0
English Language Learners: No	1753	2502	756	43.1	492	28.1	505	28.8
Formerly Limited English Proficient	14	2494	7	50.0	6	42.9	1	7.1
Migrant	*	*	*	*	*	*	*	*
Homeless	29	2503	10	34.5	9	31.0	10	34.5
Accommodations								
Standard - All	1354	2503	551	40.7	393	29.0	410	30.3
Nonstandard - All †	(*)							
Standard ELL Only	53	2503	20	37.7	16	30.2	17	32.1
Nonstandard ELL Only †	(*)							

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Note: See reverse for additional information

Attachment 8.C

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 6
Fall 2010

515

	Accessing Print								Mathematics							
	No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	2176	2627	283	13.0	411	18.9	1482	68.1	2056	2617	404	19.6	744	36.2	908	44.2
Gender																
Male	1415	2627	191	13.5	263	18.6	961	67.9	1296	2619	228	17.6	434	33.5	634	48.9
Female	761	2627	92	12.1	148	19.4	521	68.5	760	2613	176	23.2	310	40.8	274	36.1
Ethnicity																
American Indian or Alaska Native	24	2625	4	16.7	6	25.0	14	58.3	24	2613	6	25.0	9	37.5	9	37.5
Asian	18	2616	3	16.7	5	27.8	10	55.6	15	2610	5	33.3	5	33.3	5	33.3
Black or African American	589	2623	93	15.8	122	20.7	374	63.5	580	2612	147	25.3	227	39.1	206	35.5
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	1396	2628	173	12.4	249	17.8	974	69.8	1296	2619	222	17.1	455	35.1	619	47.8
Two or More Races	34	2630	2	5.9	7	20.6	25	73.5	35	2616	5	14.3	14	40.0	16	45.7
Hispanic of Any Race	113	2631	8	7.1	22	19.5	83	73.5	104	2618	19	18.3	34	32.7	51	49.0
Additional Reporting Groups																
Economically Disadvantaged: Yes	1560	2627	190	12.2	288	18.5	1082	69.4	1496	2617	267	17.8	543	36.3	686	45.9
Economically Disadvantaged: No	616	2626	93	15.1	123	20.0	400	64.9	560	2614	137	24.5	201	35.9	222	39.6
English Language Learners: Yes	57	2628	5	8.8	12	21.1	40	70.2	48	2618	4	8.3	21	43.8	23	47.9
English Language Learners: No	2119	2627	278	13.1	399	18.8	1442	68.1	2008	2616	400	19.9	723	36.0	885	44.1
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	44	2625	7	15.9	8	18.2	29	65.9	46	2615	6	13.0	24	52.2	16	34.8
Accommodations																
Standard - All	1295	2628	142	11.0	251	19.4	902	69.7	1289	2616	283	22.0	438	34.0	568	44.1
Nonstandard - All †	(*)								(*)							
Standard ELL Only	32	2630	3	9.4	7	21.9	22	68.8	27	2622	3	11.1	6	22.2	18	66.7
Nonstandard ELL Only †	(*)								(*)							

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Note: See reverse for additional information

Attachment 8.C

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 7
Fall 2010

516

	Accessing Print								Mathematics							
	No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	2184	2730	178	8.2	330	15.1	1676	76.7	2138	2712	621	29.0	596	27.9	921	43.1
Gender																
Male	1402	2729	132	9.4	221	15.8	1049	74.8	1355	2712	384	28.3	359	26.5	612	45.2
Female	782	2732	46	5.9	109	13.9	627	80.2	783	2710	237	30.3	237	30.3	309	39.5
Ethnicity																
American Indian or Alaska Native	19	2741	0	0.0	1	5.3	18	94.7	20	2717	3	15.0	5	25.0	12	60.0
Asian	17	2725	3	17.6	2	11.8	12	70.6	15	2715	4	26.7	5	33.3	6	40.0
Black or African American	625	2725	73	11.7	117	18.7	435	69.6	617	2707	237	38.4	184	29.8	196	31.8
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	1359	2732	92	6.8	185	13.6	1082	79.6	1322	2714	327	24.7	356	26.9	639	48.3
Two or More Races	50	2731	2	4.0	8	16.0	40	80.0	52	2712	16	30.8	11	21.2	25	48.1
Hispanic of Any Race	114	2728	8	7.0	17	14.9	89	78.1	112	2709	34	30.4	35	31.3	43	38.4
Additional Reporting Groups																
Economically Disadvantaged: Yes	1563	2730	128	8.2	228	14.6	1207	77.2	1523	2712	430	28.2	429	28.2	664	43.6
Economically Disadvantaged: No	621	2731	50	8.1	102	16.4	469	75.5	615	2711	191	31.1	167	27.2	257	41.8
English Language Learners: Yes	60	2726	6	10.0	8	13.3	46	76.7	54	2708	18	33.3	19	35.2	17	31.5
English Language Learners: No	2124	2730	172	8.1	322	15.2	1630	76.7	2084	2712	603	28.9	577	27.7	904	43.4
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	33	2733	3	9.1	3	9.1	27	81.8	33	2714	10	30.3	9	27.3	14	42.4
Accommodations																
Standard - All	1300	2730	90	6.9	200	15.4	1010	77.7	1270	2711	361	28.4	370	29.1	539	42.4
Nonstandard - All †	(*)								(*)							
Standard ELL Only	38	2728	3	7.9	5	13.2	30	78.9	32	2710	9	28.1	13	40.6	10	31.3
Nonstandard ELL Only †	(*)								(*)							

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Note: See reverse for additional information

Attachment 8.C

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 7
Fall 2010

517

	Expressing Ideas											
	No. of Students Assessed	Mean Earned Points	Earned Point 0		Earned Point 1		Earned Point 2		Earned Point 3		Earned Point 4	
			#	%	#	%	#	%	#	%	#	%
State												
All Students	2103	2.0	72	3.4	375	17.8	1225	58.3	357	17.0	74	3.5
Gender												
Male	1350	1.9	53	3.9	277	20.5	790	58.5	202	15.0	28	2.1
Female	753	2.1	19	2.5	98	13.0	435	57.8	155	20.6	46	6.1
Ethnicity												
American Indian or Alaska Native	19	2.1	1	5.3	2	10.5	10	52.6	6	31.6	0	0.0
Asian	15	2.0	1	6.7	1	6.7	10	66.7	3	20.0	0	0.0
Black or African American	595	1.9	21	3.5	119	20.0	348	58.5	84	14.1	23	3.9
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*
White	1315	2.0	45	3.4	220	16.7	762	57.9	241	18.3	47	3.6
Two or More Races	50	1.9	2	4.0	11	22.0	30	60.0	6	12.0	1	2.0
Hispanic of Any Race	109	2.0	2	1.8	22	20.2	65	59.6	17	15.6	3	2.8
Additional Reporting Groups												
Economically Disadvantaged: Yes	1518	2.0	54	3.6	265	17.5	907	59.7	245	16.1	47	3.1
Economically Disadvantaged: No	585	2.0	18	3.1	110	18.8	318	54.4	112	19.1	27	4.6
English Language Learners: Yes	59	2.2	0	0.0	9	15.3	35	59.3	12	20.3	3	5.1
English Language Learners: No	2044	2.0	72	3.5	366	17.9	1190	58.2	345	16.9	71	3.5
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	33	2.0	0	0.0	8	24.2	17	51.5	7	21.2	1	3.0
Accommodations												
Standard - All	1250	2.0	39	3.1	226	18.1	752	60.2	195	15.6	38	3.0
Nonstandard - All †	*	*	*	*	*	*	*	*	*	*	*	*
Standard ELL Only	37	2.1	0	0.0	5	13.5	24	64.9	6	16.2	2	5.4
Nonstandard ELL Only †	*	*	*	*	*	*	*	*	*	*	*	*

* < 10 students assessed
† Results for these students are invalid and not reported.
() These students are not included in "All Students."

Note: See reverse for additional information

Attachment 8.C

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 8
Fall 2010

518

	Accessing Print								Mathematics							
	No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	2165	2833	181	8.4	488	22.5	1496	69.1	2082	2816	438	21.0	660	31.7	984	47.3
Gender																
Male	1412	2833	139	9.8	322	22.8	951	67.4	1318	2817	255	19.3	391	29.7	672	51.0
Female	753	2834	42	5.6	166	22.0	545	72.4	764	2813	183	24.0	269	35.2	312	40.8
Ethnicity																
American Indian or Alaska Native	26	2838	2	7.7	2	7.7	22	84.6	22	2816	5	22.7	5	22.7	12	54.5
Asian	19	2830	0	0.0	6	31.6	13	68.4	20	2817	2	10.0	6	30.0	12	60.0
Black or African American	616	2829	75	12.2	153	24.8	388	63.0	597	2812	163	27.3	198	33.2	236	39.5
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	1368	2836	89	6.5	292	21.3	987	72.1	1313	2817	235	17.9	417	31.8	661	50.3
Two or More Races	26	2839	1	3.8	5	19.2	20	76.9	25	2816	5	20.0	8	32.0	12	48.0
Hispanic of Any Race	108	2829	14	13.0	29	26.9	65	60.2	103	2814	28	27.2	26	25.2	49	47.6
Additional Reporting Groups																
Economically Disadvantaged: Yes	1467	2833	127	8.7	330	22.5	1010	68.8	1399	2815	279	19.9	458	32.7	662	47.3
Economically Disadvantaged: No	698	2834	54	7.7	158	22.6	486	69.6	683	2816	159	23.3	202	29.6	322	47.1
English Language Learners: Yes	57	2826	6	10.5	14	24.6	37	64.9	55	2811	18	32.7	12	21.8	25	45.5
English Language Learners: No	2108	2834	175	8.3	474	22.5	1459	69.2	2027	2816	420	20.7	648	32.0	959	47.3
Formerly Limited English Proficient	10	2839	1	10.0	2	20.0	7	70.0	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	27	2835	4	14.8	3	11.1	20	74.1	28	2812	6	21.4	12	42.9	10	35.7
Accommodations																
Standard - All	1181	2833	86	7.3	276	23.4	819	69.3	1126	2815	232	20.6	361	32.1	533	47.3
Nonstandard - All †	(*)								(*)							
Standard ELL Only	35	2827	3	8.6	9	25.7	23	65.7	35	2813	13	37.1	3	8.6	19	54.3
Nonstandard ELL Only †	(*)								(*)							

* < 10 students assessed
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Note: See reverse for additional information

Attachment 8.C

STATE DEMOGRAPHIC REPORT

Functional Independence
Grade 8
Fall 2010

519

	Science							
	No. of Students Assessed	Mean Scale Score	Emerging		Attained		Surpassed	
			#	%	#	%	#	%
State								
All Students	1956	2799	1077	55.1	316	16.2	563	28.8
Gender								
Male	1247	2800	650	52.1	187	15.0	410	32.9
Female	709	2796	427	60.2	129	18.2	153	21.6
Ethnicity								
American Indian or Alaska Native	21	2801	11	52.4	5	23.8	5	23.8
Asian	19	2793	11	57.9	4	21.1	4	21.1
Black or African American	569	2790	386	67.8	72	12.7	111	19.5
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*
White	1223	2803	589	48.2	213	17.4	421	34.4
Two or More Races	25	2804	9	36.0	9	36.0	7	28.0
Hispanic of Any Race	97	2792	69	71.1	13	13.4	15	15.5
Additional Reporting Groups								
Economically Disadvantaged: Yes	1315	2798	736	56.0	206	15.7	373	28.4
Economically Disadvantaged: No	641	2799	341	53.2	110	17.2	190	29.6
English Language Learners: Yes	48	2786	36	75.0	5	10.4	7	14.6
English Language Learners: No	1908	2799	1041	54.6	311	16.3	556	29.1
Formerly Limited English Proficient	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*
Homeless	23	2794	14	60.9	2	8.7	7	30.4
Accommodations								
Standard - All	1140	2799	621	54.5	188	16.5	331	29.0
Nonstandard - All †	(*)							
Standard ELL Only	31	2785	23	74.2	5	16.1	3	9.7
Nonstandard ELL Only †	(*)							

* < 10 students assessed
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Note: See reverse for additional information

Attachment 8.D

STATE DEMOGRAPHIC REPORT

Supported Independence
Grade 3
Fall 2010

520

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	513	37	76	14.8	225	43.9	212	41.3	511	36	64	12.5	231	45.2	216	42.3
Gender																
Male	360	37	54	15.0	167	46.4	139	38.6	360	35	49	13.6	175	48.6	136	37.8
Female	153	39	22	14.4	58	37.9	73	47.7	151	39	15	9.9	56	37.1	80	53.0
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black or African American	120	37	18	15.0	51	42.5	51	42.5	118	37	16	13.6	48	40.7	54	45.8
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	348	38	49	14.1	157	45.1	142	40.8	348	36	41	11.8	163	46.8	144	41.4
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	28	38	6	21.4	8	28.6	14	50.0	28	37	3	10.7	13	46.4	12	42.9
Additional Reporting Groups																
Economically Disadvantaged: Yes	282	38	38	13.5	113	40.1	131	46.5	280	37	36	12.9	113	40.4	131	46.8
Economically Disadvantaged: No	231	36	38	16.5	112	48.5	81	35.1	231	35	28	12.1	118	51.1	85	36.8
English Language Learners: Yes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
English Language Learners: No	504	37	75	14.9	221	43.8	208	41.3	502	36	64	12.7	226	45.0	212	42.2
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

* < 10 students assessed
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Note: See reverse for additional information

Attachment 8.D

STATE DEMOGRAPHIC REPORT

Supported Independence
Grade 4
Fall 2010

521

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	513	40	114	22.2	210	40.9	189	36.8	511	38	85	16.6	217	42.5	209	40.9
Gender																
Male	351	40	77	21.9	146	41.6	128	36.5	350	38	62	17.7	153	43.7	135	38.6
Female	162	40	37	22.8	64	39.5	61	37.7	161	39	23	14.3	64	39.8	74	46.0
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	12	44	2	16.7	3	25.0	7	58.3	12	40	2	16.7	3	25.0	7	58.3
Black or African American	126	39	32	25.4	48	38.1	46	36.5	125	39	23	18.4	47	37.6	55	44.0
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	333	40	74	22.2	143	42.9	116	34.8	332	37	56	16.9	152	45.8	124	37.3
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	31	42	5	16.1	12	38.7	14	45.2	31	40	4	12.9	11	35.5	16	51.6
Additional Reporting Groups																
Economically Disadvantaged: Yes	283	40	57	20.1	118	41.7	108	38.2	282	39	44	15.6	114	40.4	124	44.0
Economically Disadvantaged: No	230	39	57	24.8	92	40.0	81	35.2	229	37	41	17.9	103	45.0	85	37.1
English Language Learners: Yes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
English Language Learners: No	505	40	113	22.4	206	40.8	186	36.8	503	38	84	16.7	213	42.3	206	41.0
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

* < 10 students assessed
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Note: See reverse for additional information

Attachment 8.D

STATE DEMOGRAPHIC REPORT

Supported Independence
Grade 5
Fall 2010

522

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	488	42	121	24.8	195	40.0	172	35.2	486	40	75	15.4	235	48.4	176	36.2
Gender																
Male	338	42	82	24.3	135	39.9	121	35.8	336	41	52	15.5	161	47.9	123	36.6
Female	150	42	39	26.0	60	40.0	51	34.0	150	40	23	15.3	74	49.3	53	35.3
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black or African American	132	42	34	25.8	51	38.6	47	35.6	131	41	20	15.3	56	42.7	55	42.0
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	311	42	82	26.4	121	38.9	108	34.7	310	40	51	16.5	156	50.3	103	33.2
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	31	45	3	9.7	16	51.6	12	38.7	31	45	2	6.5	14	45.2	15	48.4
Additional Reporting Groups																
Economically Disadvantaged: Yes	267	44	52	19.5	107	40.1	108	40.4	266	43	32	12.0	121	45.5	113	42.5
Economically Disadvantaged: No	221	39	69	31.2	88	39.8	64	29.0	220	37	43	19.5	114	51.8	63	28.6
English Language Learners: Yes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
English Language Learners: No	479	42	120	25.1	189	39.5	170	35.5	477	40	75	15.7	230	48.2	172	36.1
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

* < 10 students assessed
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Note: See reverse for additional information

Attachment 8.D

STATE DEMOGRAPHIC REPORT

Supported Independence
Grade 5
Fall 2010

523

	Science							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%
State								
All Students	468	47	102	21.8	284	60.7	82	17.5
Gender								
Male	320	47	72	22.5	188	58.8	60	18.8
Female	148	48	30	20.3	96	64.9	22	14.9
Ethnicity								
American Indian or Alaska Native	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*
Black or African American	126	46	32	25.4	68	54.0	26	20.6
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*
White	299	48	64	21.4	184	61.5	51	17.1
Two or More Races	*	*	*	*	*	*	*	*
Hispanic of Any Race	31	49	3	9.7	24	77.4	4	12.9
Additional Reporting Groups								
Economically Disadvantaged: Yes	258	50	37	14.3	162	62.8	59	22.9
Economically Disadvantaged: No	210	44	65	31.0	122	58.1	23	11.0
English Language Learners: Yes	*	*	*	*	*	*	*	*
English Language Learners: No	459	47	101	22.0	277	60.3	81	17.6
Formerly Limited English Proficient	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

Attachment 8.D

STATE DEMOGRAPHIC REPORT

Supported Independence
Grade 6
Fall 2010

524

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	469	36	104	22.2	164	35.0	201	42.9	468	32	66	14.1	227	48.5	175	37.4
Gender																
Male	298	36	67	22.5	107	35.9	124	41.6	298	32	39	13.1	148	49.7	111	37.2
Female	171	37	37	21.6	57	33.3	77	45.0	170	31	27	15.9	79	46.5	64	37.6
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	16	36	2	12.5	10	62.5	4	25.0	16	37	0	0.0	7	43.8	9	56.3
Black or African American	98	34	24	24.5	39	39.8	35	35.7	98	30	20	20.4	44	44.9	34	34.7
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	318	37	65	20.4	103	32.4	150	47.2	318	32	38	11.9	157	49.4	123	38.7
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	27	33	8	29.6	12	44.4	7	25.9	27	29	7	25.9	14	51.9	6	22.2
Additional Reporting Groups																
Economically Disadvantaged: Yes	264	36	54	20.5	95	36.0	115	43.6	264	32	41	15.5	121	45.8	102	38.6
Economically Disadvantaged: No	205	35	50	24.4	69	33.7	86	42.0	204	31	25	12.3	106	52.0	73	35.8
English Language Learners: Yes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
English Language Learners: No	461	36	102	22.1	160	34.7	199	43.2	460	32	63	13.7	225	48.9	172	37.4
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

* < 10 students assessed
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Note: See reverse for additional information

Attachment 8.D

STATE DEMOGRAPHIC REPORT

Supported Independence
Grade 7
Fall 2010

525

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	488	39	104	21.3	190	38.9	194	39.8	485	34	80	16.5	232	47.8	173	35.7
Gender																
Male	322	38	74	23.0	130	40.4	118	36.6	320	35	53	16.6	146	45.6	121	37.8
Female	166	41	30	18.1	60	36.1	76	45.8	165	33	27	16.4	86	52.1	52	31.5
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black or African American	117	39	26	22.2	44	37.6	47	40.2	117	34	21	17.9	55	47.0	41	35.0
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	324	39	67	20.7	129	39.8	128	39.5	323	35	48	14.9	155	48.0	120	37.2
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	27	40	6	22.2	7	25.9	14	51.9	27	33	6	22.2	11	40.7	10	37.0
Additional Reporting Groups																
Economically Disadvantaged: Yes	265	41	51	19.2	95	35.8	119	44.9	265	36	33	12.5	120	45.3	112	42.3
Economically Disadvantaged: No	223	37	53	23.8	95	42.6	75	33.6	220	32	47	21.4	112	50.9	61	27.7
English Language Learners: Yes	10	39	0	0.0	8	80.0	2	20.0	*	*	*	*	*	*	*	*
English Language Learners: No	478	39	104	21.8	182	38.1	192	40.2	476	34	80	16.8	227	47.7	169	35.5
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

* < 10 students assessed
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Note: See reverse for additional information

Attachment 8.D

STATE DEMOGRAPHIC REPORT

Supported Independence
Grade 8
Fall 2010

526

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	511	41	100	19.6	197	38.6	214	41.9	512	37	61	11.9	240	46.9	211	41.2
Gender																
Male	320	41	70	21.9	119	37.2	131	40.9	320	37	36	11.3	152	47.5	132	41.3
Female	191	42	30	15.7	78	40.8	83	43.5	192	36	25	13.0	88	45.8	79	41.1
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	10	34	3	30.0	6	60.0	1	10.0	10	34	1	10.0	7	70.0	2	20.0
Black or African American	112	42	18	16.1	44	39.3	50	44.6	113	38	13	11.5	45	39.8	55	48.7
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	353	41	69	19.5	135	38.2	149	42.2	353	37	41	11.6	170	48.2	142	40.2
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	25	37	9	36.0	6	24.0	10	40.0	25	32	6	24.0	10	40.0	9	36.0
Additional Reporting Groups																
Economically Disadvantaged: Yes	273	43	43	15.8	101	37.0	129	47.3	273	39	20	7.3	127	46.5	126	46.2
Economically Disadvantaged: No	238	39	57	23.9	96	40.3	85	35.7	239	35	41	17.2	113	47.3	85	35.6
English Language Learners: Yes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
English Language Learners: No	502	41	100	19.9	194	38.6	208	41.4	503	37	61	12.1	235	46.7	207	41.2
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

* < 10 students assessed
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Note: See reverse for additional information

STATE DEMOGRAPHIC REPORT

Supported Independence
Grade 8
Fall 2010

	Science							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%
State								
All Students	498	46	132	26.5	231	46.4	135	27.1
Gender								
Male	311	46	86	27.7	133	42.8	92	29.6
Female	187	46	46	24.6	98	52.4	43	23.0
Ethnicity								
American Indian or Alaska Native	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*
Black or African American	108	46	24	22.2	58	53.7	26	24.1
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*
White	346	47	89	25.7	159	46.0	98	28.3
Two or More Races	*	*	*	*	*	*	*	*
Hispanic of Any Race	24	40	10	41.7	7	29.2	7	29.2
Additional Reporting Groups								
Economically Disadvantaged: Yes	262	49	54	20.6	124	47.3	84	32.1
Economically Disadvantaged: No	236	44	78	33.1	107	45.3	51	21.6
English Language Learners: Yes	*	*	*	*	*	*	*	*
English Language Learners: No	489	46	129	26.4	227	46.4	133	27.2
Formerly Limited English Proficient	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

Attachment 8.E

STATE DEMOGRAPHIC REPORT

Participation
Grade 3
Fall 2010

528

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	389	25	150	38.6	182	46.8	57	14.7	389	27	130	33.4	124	31.9	135	34.7
Gender																
Male	257	25	102	39.7	125	48.6	30	11.7	258	27	84	32.6	84	32.6	90	34.9
Female	132	27	48	36.4	57	43.2	27	20.5	131	28	46	35.1	40	30.5	45	34.4
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	10	17	7	70.0	2	20.0	1	10.0	10	17	6	60.0	3	30.0	1	10.0
Black or African American	89	27	31	34.8	41	46.1	17	19.1	89	29	28	31.5	29	32.6	32	36.0
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	260	25	105	40.4	119	45.8	36	13.8	260	26	86	33.1	85	32.7	89	34.2
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	25	32	5	20.0	17	68.0	3	12.0	25	31	8	32.0	6	24.0	11	44.0
Additional Reporting Groups																
Economically Disadvantaged: Yes	203	27	75	36.9	96	47.3	32	15.8	203	28	64	31.5	68	33.5	71	35.0
Economically Disadvantaged: No	186	24	75	40.3	86	46.2	25	13.4	186	26	66	35.5	56	30.1	64	34.4
English Language Learners: Yes	11	28	4	36.4	6	54.5	1	9.1	11	31	3	27.3	3	27.3	5	45.5
English Language Learners: No	378	25	146	38.6	176	46.6	56	14.8	378	27	127	33.6	121	32.0	130	34.4
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

STATE DEMOGRAPHIC REPORT

Participation
Grade 4
Fall 2010

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	338	27	122	36.1	155	45.9	61	18.0	338	29	112	33.1	120	35.5	106	31.4
Gender																
Male	228	27	86	37.7	99	43.4	43	18.9	228	30	73	32.0	83	36.4	72	31.6
Female	110	28	36	32.7	56	50.9	18	16.4	110	28	39	35.5	37	33.6	34	30.9
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black or African American	77	30	26	33.8	33	42.9	18	23.4	77	30	26	33.8	26	33.8	25	32.5
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	223	27	80	35.9	107	48.0	36	16.1	222	29	69	31.1	83	37.4	70	31.5
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	25	25	10	40.0	10	40.0	5	20.0	25	29	10	40.0	7	28.0	8	32.0
Additional Reporting Groups																
Economically Disadvantaged: Yes	176	29	59	33.5	80	45.5	37	21.0	175	31	54	30.9	54	30.9	67	38.3
Economically Disadvantaged: No	162	26	63	38.9	75	46.3	24	14.8	163	27	58	35.6	66	40.5	39	23.9
English Language Learners: Yes	13	35	3	23.1	5	38.5	5	38.5	13	33	5	38.5	2	15.4	6	46.2
English Language Learners: No	325	27	119	36.6	150	46.2	56	17.2	325	29	107	32.9	118	36.3	100	30.8
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

Attachment 8.E

530

STATE DEMOGRAPHIC REPORT

Participation
Grade 5
Fall 2010

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	325	25	140	43.1	138	42.5	47	14.5	324	26	145	44.8	108	33.3	71	21.9
Gender																
Male	214	25	90	42.1	94	43.9	30	14.0	214	26	92	43.0	73	34.1	49	22.9
Female	111	26	50	45.0	44	39.6	17	15.3	110	26	53	48.2	35	31.8	22	20.0
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black or African American	85	27	33	38.8	36	42.4	16	18.8	84	27	39	46.4	22	26.2	23	27.4
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	209	25	92	44.0	88	42.1	29	13.9	209	26	90	43.1	76	36.4	43	20.6
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	19	18	12	63.2	6	31.6	1	5.3	19	23	11	57.9	5	26.3	3	15.8
Additional Reporting Groups																
Economically Disadvantaged: Yes	170	25	74	43.5	69	40.6	27	15.9	169	26	74	43.8	60	35.5	35	20.7
Economically Disadvantaged: No	155	26	66	42.6	69	44.5	20	12.9	155	26	71	45.8	48	31.0	36	23.2
English Language Learners: Yes	12	28	4	33.3	7	58.3	1	8.3	12	30	5	41.7	4	33.3	3	25.0
English Language Learners: No	313	25	136	43.5	131	41.9	46	14.7	312	26	140	44.9	104	33.3	68	21.8
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

Attachment 8.E

STATE DEMOGRAPHIC REPORT

Participation
Grade 5
Fall 2010

531

	Science							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%
State								
All Students	311	38	106	34.1	177	56.9	28	9.0
Gender								
Male	201	37	76	37.8	113	56.2	12	6.0
Female	110	40	30	27.3	64	58.2	16	14.5
Ethnicity								
American Indian or Alaska Native	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*
Black or African American	83	42	24	28.9	47	56.6	12	14.5
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*
White	199	37	73	36.7	111	55.8	15	7.5
Two or More Races	*	*	*	*	*	*	*	*
Hispanic of Any Race	18	33	7	38.9	10	55.6	1	5.6
Additional Reporting Groups								
Economically Disadvantaged: Yes	165	39	54	32.7	95	57.6	16	9.7
Economically Disadvantaged: No	146	38	52	35.6	82	56.2	12	8.2
English Language Learners: Yes	12	48	1	8.3	9	75.0	2	16.7
English Language Learners: No	299	38	105	35.1	168	56.2	26	8.7
Formerly Limited English Proficient	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*

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Attachment 8.E

STATE DEMOGRAPHIC REPORT

Participation
Grade 6
Fall 2010

532

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	302	25	119	39.4	124	41.1	59	19.5	301	27	126	41.9	104	34.6	71	23.6
Gender																
Male	183	26	67	36.6	79	43.2	37	20.2	182	28	75	41.2	59	32.4	48	26.4
Female	119	24	52	43.7	45	37.8	22	18.5	119	26	51	42.9	45	37.8	23	19.3
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black or African American	69	27	24	34.8	30	43.5	15	21.7	68	28	27	39.7	22	32.4	19	27.9
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	208	25	85	40.9	84	40.4	39	18.8	208	28	82	39.4	77	37.0	49	23.6
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	12	16	6	50.0	5	41.7	1	8.3	12	17	8	66.7	3	25.0	1	8.3
Additional Reporting Groups																
Economically Disadvantaged: Yes	142	28	50	35.2	61	43.0	31	21.8	141	30	51	36.2	53	37.6	37	26.2
Economically Disadvantaged: No	160	23	69	43.1	63	39.4	28	17.5	160	25	75	46.9	51	31.9	34	21.3
English Language Learners: Yes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
English Language Learners: No	299	25	118	39.5	122	40.8	59	19.7	298	27	124	41.6	103	34.6	71	23.8
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

STATE DEMOGRAPHIC REPORT

Participation
Grade 7
Fall 2010

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	287	27	113	39.4	112	39.0	62	21.6	288	26	139	48.3	95	33.0	54	18.8
Gender																
Male	177	26	70	39.5	68	38.4	39	22.0	178	27	82	46.1	64	36.0	32	18.0
Female	110	27	43	39.1	44	40.0	23	20.9	110	26	57	51.8	31	28.2	22	20.0
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black or African American	63	22	31	49.2	24	38.1	8	12.7	63	22	34	54.0	21	33.3	8	12.7
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	200	27	73	36.5	84	42.0	43	21.5	201	27	97	48.3	67	33.3	37	18.4
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	12	32	4	33.3	4	33.3	4	33.3	12	32	4	33.3	5	41.7	3	25.0
Additional Reporting Groups																
Economically Disadvantaged: Yes	127	26	52	40.9	49	38.6	26	20.5	127	26	61	48.0	38	29.9	28	22.0
Economically Disadvantaged: No	160	27	61	38.1	63	39.4	36	22.5	161	26	78	48.4	57	35.4	26	16.1
English Language Learners: Yes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
English Language Learners: No	283	27	111	39.2	111	39.2	61	21.6	284	26	137	48.2	93	32.7	54	19.0
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

STATE DEMOGRAPHIC REPORT

Participation
Grade 8
Fall 2010

	English Language Arts								Mathematics							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed		No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%			#	%	#	%	#	%
State																
All Students	266	27	104	39.1	117	44.0	45	16.9	265	27	126	47.5	105	39.6	34	12.8
Gender																
Male	167	29	60	35.9	79	47.3	28	16.8	167	29	71	42.5	71	42.5	25	15.0
Female	99	25	44	44.4	38	38.4	17	17.2	98	24	55	56.1	34	34.7	9	9.2
Ethnicity																
American Indian or Alaska Native	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Black or African American	62	27	24	38.7	29	46.8	9	14.5	61	26	28	45.9	26	42.6	7	11.5
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
White	174	27	69	39.7	76	43.7	29	16.7	174	27	88	50.6	63	36.2	23	13.2
Two or More Races	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Hispanic of Any Race	18	26	9	50.0	4	22.2	5	27.8	18	28	7	38.9	8	44.4	3	16.7
Additional Reporting Groups																
Economically Disadvantaged: Yes	127	28	45	35.4	56	44.1	26	20.5	126	28	60	47.6	50	39.7	16	12.7
Economically Disadvantaged: No	139	26	59	42.4	61	43.9	19	13.7	139	27	66	47.5	55	39.6	18	12.9
English Language Learners: Yes	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
English Language Learners: No	261	27	102	39.1	115	44.1	44	16.9	260	27	125	48.1	102	39.2	33	12.7
Formerly Limited English Proficient	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

Attachment 8.E

STATE DEMOGRAPHIC REPORT

Participation
Grade 8
Fall 2010

535

	Science							
	No. of Students Assessed	Mean Earned Points	Emerging		Attained		Surpassed	
			#	%	#	%	#	%
State								
All Students	253	42	78	30.8	149	58.9	26	10.3
Gender								
Male	158	45	42	26.6	97	61.4	19	12.0
Female	95	37	36	37.9	52	54.7	7	7.4
Ethnicity								
American Indian or Alaska Native	*	*	*	*	*	*	*	*
Asian	*	*	*	*	*	*	*	*
Black or African American	59	42	20	33.9	32	54.2	7	11.9
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*	*	*
White	166	42	51	30.7	99	59.6	16	9.6
Two or More Races	*	*	*	*	*	*	*	*
Hispanic of Any Race	16	42	5	31.3	10	62.5	1	6.3
Additional Reporting Groups								
Economically Disadvantaged: Yes	120	43	43	35.8	60	50.0	17	14.2
Economically Disadvantaged: No	133	42	35	26.3	89	66.9	9	6.8
English Language Learners: Yes	*	*	*	*	*	*	*	*
English Language Learners: No	248	42	77	31.0	146	58.9	25	10.1
Formerly Limited English Proficient	*	*	*	*	*	*	*	*
Migrant	*	*	*	*	*	*	*	*
Homeless	*	*	*	*	*	*	*	*

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Note: See reverse for additional information

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	1	School	1	XXXXXXXXXXXX	BTO		
District	2	School	1	XXXXXXXXXXXX		C	
District	3	School	1	XXXXXXXXXXXX			F
District	4	School	1	XXXXXXXXXXXX		E	
District	5	School	1	XXXXXXXXXXXX			F
District 6	6	School	1	XXXXXXXXXXXX		C	
District 7	7	School	1	XXXXXXXXXXXX		E	
District	8	School	1	XXXXXXXXXXXX	B, BTO		
District	9	School	1	XXXXXXXXXXXX	B		
District	10	School	1	XXXXXXXXXXXX	B		
District	11	School	1	XXXXXXXXXXXX			F
District	12	School	1	XXXXXXXXXXXX	A		
District	13	School	1	XXXXXXXXXXXX			F
District	14	School	1	XXXXXXXXXXXX			F
District	14	School	2	XXXXXXXXXXXX			F
District	14	School	3	XXXXXXXXXXXX	A		
District	14	School	4	XXXXXXXXXXXX			F
District	14	School	5	XXXXXXXXXXXX			F
District	14	School	6	XXXXXXXXXXXX			F
District	14	School	7	XXXXXXXXXXXX			F
District	14	School	8	XXXXXXXXXXXX			F
District	14	School	9	XXXXXXXXXXXX	A		
District	14	School	10	XXXXXXXXXXXX			F
District	14	School	11	XXXXXXXXXXXX			F
District	14	School	12	XXXXXXXXXXXX			F
District	14	School	13	XXXXXXXXXXXX			F
District	14	School	14	XXXXXXXXXXXX			F
District	14	School	15	XXXXXXXXXXXX			F
District	14	School	16	XXXXXXXXXXXX			F
District	14	School	17	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	14	School	18	XXXXXXXXXXXX			F
District	14	School	19	XXXXXXXXXXXX			F
District	14	School	20	XXXXXXXXXXXX			F
District	14	School	21	XXXXXXXXXXXX			F
District	14	School	22	XXXXXXXXXXXX			F
District	14	School	23	XXXXXXXXXXXX			F
District	14	School	24	XXXXXXXXXXXX			F
District	14	School	25	XXXXXXXXXXXX			F
District	14	School	26	XXXXXXXXXXXX			F
District	14	School	27	XXXXXXXXXXXX			F
District	14	School	28	XXXXXXXXXXXX			F
District	14	School	29	XXXXXXXXXXXX			F
District	15	School	1	XXXXXXXXXXXX	B		
District	16	School	1	XXXXXXXXXXXX	B		
District	17	School	1	XXXXXXXXXXXX	BTO		
District	18	School	1	XXXXXXXXXXXX			F
District	18	School	2	XXXXXXXXXXXX			F
District	18	School	3	XXXXXXXXXXXX			F
District	19	School	1	XXXXXXXXXXXX		C	
District	20	School	1	XXXXXXXXXXXX			F
District	21	School	1	XXXXXXXXXXXX			F
District	21	School	2	XXXXXXXXXXXX		C	
District	21	School	3	XXXXXXXXXXXX	BTO		
District	21	School	4	XXXXXXXXXXXX			F
District	21	School	5	XXXXXXXXXXXX		C	
District	22	School	1	XXXXXXXXXXXX			F
District	22	School	2	XXXXXXXXXXXX			F
District	22	School	3	XXXXXXXXXXXX	A, B, BTO		
District	23	School	1	XXXXXXXXXXXX		C	
District	24	School	1	XXXXXXXXXXXX		C	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	24	School	2	XXXXXXXXXXXX		C	
District	25	School	1	XXXXXXXXXXXX			F
District	26	School	1	XXXXXXXXXXXX	B		
District	27	School	1	XXXXXXXXXXXX			F
District	28	School	1	XXXXXXXXXXXX		C	
District	28	School	2	XXXXXXXXXXXX		C	
District	28	School	3	XXXXXXXXXXXX	BTO		
District	28	School	4	XXXXXXXXXXXX		C	
District	28	School	5	XXXXXXXXXXXX		C	
District	28	School	6	XXXXXXXXXXXX		C	
District	29	School	1	XXXXXXXXXXXX	B		
District	29	School	2	XXXXXXXXXXXX	B, BTO		
District	29	School	3	XXXXXXXXXXXX	BTO		
District	30	School	1	XXXXXXXXXXXX	A, BTO		
District	30	School	2	XXXXXXXXXXXX			F
District	30	School	3	XXXXXXXXXXXX			F
District	31	School	1	XXXXXXXXXXXX			F
District	32	School	1	XXXXXXXXXXXX			F
District	33	School	1	XXXXXXXXXXXX			F
District	34	School	1	XXXXXXXXXXXX			F
District	35	School	1	XXXXXXXXXXXX			F
District	35	School	2	XXXXXXXXXXXX	A, BTO		
District	35	School	3	XXXXXXXXXXXX	A		
District	35	School	4	XXXXXXXXXXXX	A		
District	35	School	5	XXXXXXXXXXXX	A		
District	35	School	6	XXXXXXXXXXXX			F
District	35	School	7	XXXXXXXXXXXX	A,B		
District	35	School	8	XXXXXXXXXXXX	A		
District	36	School	1	XXXXXXXXXXXX			F
District	37	School	1	XXXXXXXXXXXX	B		

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	38	School	1	XXXXXXXXXXXX		C	
District	39	School	1	XXXXXXXXXXXX			F
District	39	School	2	XXXXXXXXXXXX			F
District	40	School	1	XXXXXXXXXXXX	A		
District	40	School	2	XXXXXXXXXXXX	A		
District	41	School	1	XXXXXXXXXXXX			F
District	41	School	2	XXXXXXXXXXXX			F
District	42	School	1	XXXXXXXXXXXX		E	
District	42	School	2	XXXXXXXXXXXX			F
District	42	School	3	XXXXXXXXXXXX			F
District	42	School	4	XXXXXXXXXXXX			F
District	43	School	1	XXXXXXXXXXXX		C	
District	43	School	2	XXXXXXXXXXXX		C,E	
District	43	School	3	XXXXXXXXXXXX		C	
District	44	School	1	XXXXXXXXXXXX	B, BTO		
District	45	School	1	XXXXXXXXXXXX			F
District	45	School	2	XXXXXXXXXXXX	A, BTO		
District	45	School	3	XXXXXXXXXXXX	A, BTO		
District	46	School	1	XXXXXXXXXXXX	A, BTO		
District	46	School	2	XXXXXXXXXXXX	A		
District	46	School	3	XXXXXXXXXXXX	A		
District	47	School	1	XXXXXXXXXXXX	A		
District	48	School	1	XXXXXXXXXXXX		C	
District	49	School	1	XXXXXXXXXXXX			F
District	50	School	1	XXXXXXXXXXXX	BTO		
District	51	School	1	XXXXXXXXXXXX	BTO		
District	52	School	1	XXXXXXXXXXXX		C	
District	53	School	1	XXXXXXXXXXXX			F
District	54	School	1	XXXXXXXXXXXX			F
District	55	School	1	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	55	School	2	XXXXXXXXXXXX	BTO		
District	55	School	3	XXXXXXXXXXXX			F
District	55	School	4	XXXXXXXXXXXX			F
District	56	School	1	XXXXXXXXXXXX	B, BTO		
District	57	School	1	XXXXXXXXXXXX		E	
District	58	School	1	XXXXXXXXXXXX			F
District	59	School	1	XXXXXXXXXXXX			F
District	59	School	2	XXXXXXXXXXXX	A		
District	59	School	3	XXXXXXXXXXXX			F
District	59	School	4	XXXXXXXXXXXX			F
District	59	School	5	XXXXXXXXXXXX	A		
District	60	School	1	XXXXXXXXXXXX			F
District	61	School	1	XXXXXXXXXXXX			F
District	61	School	2	XXXXXXXXXXXX			F
District	61	School	3	XXXXXXXXXXXX			F
District	61	School	4	XXXXXXXXXXXX			F
District	62	School	1	XXXXXXXXXXXX			F
District	63	School	1	XXXXXXXXXXXX	A, BTO		
District	64	School	1	XXXXXXXXXXXX			F
District	65	School	1	XXXXXXXXXXXX			F
District	66	School	1	XXXXXXXXXXXX	A, B, BTO		
District	66	School	2	XXXXXXXXXXXX	B		
District	67	School	1	XXXXXXXXXXXX	B		
District	68	School	1	XXXXXXXXXXXX	BTO		
District	69	School	1	XXXXXXXXXXXX	BTO		
District	70	School	1	XXXXXXXXXXXX	BTO		
District	70	School	2	XXXXXXXXXXXX	BTO		
District	71	School	1	XXXXXXXXXXXX	A		
District	72	School	1	XXXXXXXXXXXX	BTO		
District	73	School	1	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	73	School	2	XXXXXXXXXXXX	A, BTO		
District	74	School	1	XXXXXXXXXXXX			F
District	74	School	2	XXXXXXXXXXXX			F
District	74	School	3	XXXXXXXXXXXX			F
District	74	School	4	XXXXXXXXXXXX			F
District	74	School	5	XXXXXXXXXXXX			F
District	74	School	6	XXXXXXXXXXXX	B, BTO		
District	74	School	7	XXXXXXXXXXXX	BTO		
District	74	School	8	XXXXXXXXXXXX			F
District	74	School	9	XXXXXXXXXXXX	BTO		
District	74	School	10	XXXXXXXXXXXX			F
District	75	School	1	XXXXXXXXXXXX			F
District	75	School	2	XXXXXXXXXXXX			F
District	76	School	1	XXXXXXXXXXXX	BTO		
District	77	School	1	XXXXXXXXXXXX	A, B, BTO		
District	78	School	1	XXXXXXXXXXXX		C	
District	79	School	1	XXXXXXXXXXXX		C	
District	79	School	2	XXXXXXXXXXXX		C	
District	79	School	3	XXXXXXXXXXXX		C	
District	79	School	4	XXXXXXXXXXXX		C,E	
District	79	School	5	XXXXXXXXXXXX		C,E	
District	79	School	6	XXXXXXXXXXXX		C	
District	79	School	7	XXXXXXXXXXXX			F
District	79	School	8	XXXXXXXXXXXX		C	
District	79	School	9	XXXXXXXXXXXX		C	
District	79	School	10	XXXXXXXXXXXX		C,E	
District	79	School	11	XXXXXXXXXXXX	BTO		
District	79	School	12	XXXXXXXXXXXX		C	
District	79	School	13	XXXXXXXXXXXX		C	
District	79	School	14	XXXXXXXXXXXX		C	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	79	School	15	XXXXXXXXXXXX		E	
District	79	School	16	XXXXXXXXXXXX		C	
District	79	School	17	XXXXXXXXXXXX		C	
District	79	School	18	XXXXXXXXXXXX		C	
District	79	School	19	XXXXXXXXXXXX		C	
District	79	School	20	XXXXXXXXXXXX		C	
District	79	School	21	XXXXXXXXXXXX		C,E	
District	79	School	22	XXXXXXXXXXXX		C	
District	79	School	23	XXXXXXXXXXXX		C	
District	79	School	24	XXXXXXXXXXXX		C	
District	79	School	25	XXXXXXXXXXXX		C	
District	79	School	26	XXXXXXXXXXXX		C	
District	79	School	27	XXXXXXXXXXXX		C	
District	79	School	28	XXXXXXXXXXXX		C	
District	79	School	29	XXXXXXXXXXXX		C	
District	79	School	30	XXXXXXXXXXXX		C	
District	79	School	31	XXXXXXXXXXXX		C,E	
District	79	School	32	XXXXXXXXXXXX		C	
District	79	School	33	XXXXXXXXXXXX		C	
District	79	School	34	XXXXXXXXXXXX			F
District	79	School	35	XXXXXXXXXXXX		C	
District	79	School	36	XXXXXXXXXXXX	A,B		
District	79	School	37	XXXXXXXXXXXX		C,E	
District	79	School	38	XXXXXXXXXXXX		C	
District	79	School	39	XXXXXXXXXXXX		E	
District	79	School	40	XXXXXXXXXXXX	BTO		
District	79	School	41	XXXXXXXXXXXX		C	
District	79	School	42	XXXXXXXXXXXX		C,E	
District	79	School	43	XXXXXXXXXXXX		C	
District	79	School	44	XXXXXXXXXXXX		C	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	79	School	45	XXXXXXXXXXXX		C	
District	79	School	46	XXXXXXXXXXXX		C,E	
District	79	School	47	XXXXXXXXXXXX		C,E	
District	79	School	48	XXXXXXXXXXXX		C	
District	79	School	49	XXXXXXXXXXXX		C	
District	79	School	50	XXXXXXXXXXXX		E	
District	79	School	51	XXXXXXXXXXXX		C	
District	79	School	52	XXXXXXXXXXXX		C,D	
District	79	School	53	XXXXXXXXXXXX		C	
District	79	School	54	XXXXXXXXXXXX		C	
District	79	School	55	XXXXXXXXXXXX		C	
District	79	School	56	XXXXXXXXXXXX	BTO		
District	79	School	57	XXXXXXXXXXXX		C,E	
District	79	School	58	XXXXXXXXXXXX		C,E	
District	79	School	59	XXXXXXXXXXXX		E	
District	79	School	60	XXXXXXXXXXXX		C	
District	79	School	61	XXXXXXXXXXXX		C,E	
District	79	School	62	XXXXXXXXXXXX		C	
District	79	School	63	XXXXXXXXXXXX		C	
District	79	School	64	XXXXXXXXXXXX		C	
District	79	School	65	XXXXXXXXXXXX		C,D	
District	79	School	66	XXXXXXXXXXXX		E	
District	79	School	67	XXXXXXXXXXXX		E	
District	79	School	68	XXXXXXXXXXXX		C	
District	79	School	69	XXXXXXXXXXXX		C	
District	79	School	70	XXXXXXXXXXXX		C	
District	80	School	1	XXXXXXXXXXXX		C	
District	81	School	1	XXXXXXXXXXXX	BTO		
District	82	School	1	XXXXXXXXXXXX		C	
District	83	School	1	XXXXXXXXXXXX	A		

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	83	School	2	XXXXXXXXXXXX			F
District	84	School	1	XXXXXXXXXXXX	B		
District	85	School	1	XXXXXXXXXXXX	BTO		
District	86	School	1	XXXXXXXXXXXX			F
District	86	School	2	XXXXXXXXXXXX	A		
District	86	School	3	XXXXXXXXXXXX	A, BTO		
District	87	School	1	XXXXXXXXXXXX			F
District	87	School	2	XXXXXXXXXXXX			F
District	87	School	3	XXXXXXXXXXXX			F
District	87	School	4	XXXXXXXXXXXX			F
District	87	School	5	XXXXXXXXXXXX			F
District	87	School	6	XXXXXXXXXXXX			F
District	87	School	7	XXXXXXXXXXXX			F
District	88	School	1	XXXXXXXXXXXX	BTO		
District	89	School	1	XXXXXXXXXXXX		C	
District	89	School	1	XXXXXXXXXXXX		C	
District	90	School	1	XXXXXXXXXXXX	BTO		
District	91	School	1	XXXXXXXXXXXX	BTO		
District	92	School	1	XXXXXXXXXXXX			F
District	92	School	2	XXXXXXXXXXXX	B		
District	93	School	1	XXXXXXXXXXXX			F
District	94	School	1	XXXXXXXXXXXX			F
District	95	School	1	XXXXXXXXXXXX			F
District	95	School	2	XXXXXXXXXXXX			F
District	95	School	3	XXXXXXXXXXXX			F
District	95	School	4	XXXXXXXXXXXX			F
District	95	School	5	XXXXXXXXXXXX			F
District	95	School	6	XXXXXXXXXXXX	A, BTO		
District	95	School	7	XXXXXXXXXXXX			F
District	95	School	8	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	95	School	9	XXXXXXXXXXXX			F
District	95	School	10	XXXXXXXXXXXX			F
District	95	School	11	XXXXXXXXXXXX			F
District	95	School	12	XXXXXXXXXXXX			F
District	96	School	1	XXXXXXXXXXXX			F
District	96	School	2	XXXXXXXXXXXX			F
District	96	School	3	XXXXXXXXXXXX		C	
District	97	School	1	XXXXXXXXXXXX		E	
District	98	School	1	XXXXXXXXXXXX	B		
District	99	School	1	XXXXXXXXXXXX		C	
District	99	School	2	XXXXXXXXXXXX		C	
District	99	School	3	XXXXXXXXXXXX			F
District	99	School	4	XXXXXXXXXXXX		C	
District	99	School	5	XXXXXXXXXXXX		C	
District	99	School	6	XXXXXXXXXXXX		C	
District	99	School	7	XXXXXXXXXXXX		E	
District	100	School	1	XXXXXXXXXXXX			F
District	101	School	1	XXXXXXXXXXXX	A, BTO		
District	101	School	2	XXXXXXXXXXXX	A		
District	101	School	3	XXXXXXXXXXXX	A, BTO		
District	101	School	4	XXXXXXXXXXXX	A, B, BTO		
District	101	School	5	XXXXXXXXXXXX	A		
District	101	School	6	XXXXXXXXXXXX	A, BTO		
District	101	School	7	XXXXXXXXXXXX	A		
District	101	School	8	XXXXXXXXXXXX	A, B, BTO		
District	101	School	9	XXXXXXXXXXXX	A		
District	101	School	10	XXXXXXXXXXXX	A		
District	101	School	11	XXXXXXXXXXXX	A		
District	101	School	12	XXXXXXXXXXXX	A		
District	101	School	13	XXXXXXXXXXXX	A		

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	101	School	14	XXXXXXXXXXXX	A		
District	102	School	1	XXXXXXXXXXXX			F
District	103	School	1	XXXXXXXXXXXX	A, BTO		
District	104	School	1	XXXXXXXXXXXX	BTO		
District	105	School	1	XXXXXXXXXXXX			F
District	106	School	1	XXXXXXXXXXXX		C	
District	107	School	1	XXXXXXXXXXXX	BTO		
District	108	School	1	XXXXXXXXXXXX			F
District	108	School	2	XXXXXXXXXXXX	B		
District	109	School	1	XXXXXXXXXXXX			F
District	110	School	1	XXXXXXXXXXXX	A, BTO		
District	111	School	1	XXXXXXXXXXXX	BTO		
District	111	School	2	XXXXXXXXXXXX		E	
District	112	School	1	XXXXXXXXXXXX	BTO		
District	113	School	1	XXXXXXXXXXXX			F
District	114	School	1	XXXXXXXXXXXX	A, B, BTO		
District	114	School	2	XXXXXXXXXXXX	BTO		
District	114	School	3	XXXXXXXXXXXX	A		
District	115	School	1	XXXXXXXXXXXX	BTO		
District	115	School	2	XXXXXXXXXXXX	BTO		
District	115	School	3	XXXXXXXXXXXX	A		
District	115	School	4	XXXXXXXXXXXX	A, BTO		
District	116	School	1	XXXXXXXXXXXX			F
District	117	School	1	XXXXXXXXXXXX		C,E	
District	117	School	2	XXXXXXXXXXXX	A, B, BTO		
District	117	School	3	XXXXXXXXXXXX		C	
District	117	School	4	XXXXXXXXXXXX	A, BTO		
District	117	School	5	XXXXXXXXXXXX		C	
District	117	School	6	XXXXXXXXXXXX		C	
District	117	School	7	XXXXXXXXXXXX		E	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	117	School	8	XXXXXXXXXXXX	A, B, BTO		
District	117	School	9	XXXXXXXXXXXX		C	
District	117	School	10	XXXXXXXXXXXX		C	
District	117	School	11	XXXXXXXXXXXX			F
District	117	School	12	XXXXXXXXXXXX		E	
District	117	School	13	XXXXXXXXXXXX			F
District	117	School	14	XXXXXXXXXXXX		C	
District	117	School	15	XXXXXXXXXXXX		C,E	
District	117	School	16	XXXXXXXXXXXX		E	
District	118	School	1	XXXXXXXXXXXX	B		
District	119	School	1	XXXXXXXXXXXX			F
District	119	School	2	XXXXXXXXXXXX	A, BTO		
District	119	School	3	XXXXXXXXXXXX	BTO		
District	120	School	1	XXXXXXXXXXXX		E	
District	121	School	1	XXXXXXXXXXXX	A		
District	121	School	2	XXXXXXXXXXXX			F
District	121	School	3	XXXXXXXXXXXX			F
District	121	School	4	XXXXXXXXXXXX	BTO		
District	121	School	5	XXXXXXXXXXXX	A		
District	121	School	6	XXXXXXXXXXXX	A		
District	121	School	7	XXXXXXXXXXXX			F
District	121	School	8	XXXXXXXXXXXX	A		
District	122	School	1	XXXXXXXXXXXX			F
District	123	School	1	XXXXXXXXXXXX	BTO		
District	124	School	1	XXXXXXXXXXXX	A, BTO		
District	124	School	2	XXXXXXXXXXXX	BTO		
District	125	School	1	XXXXXXXXXXXX			F
District	125	School	2	XXXXXXXXXXXX		C	
District	126	School	1	XXXXXXXXXXXX	BTO		
District	127	School	1	XXXXXXXXXXXX	BTO		

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	128	School	1	XXXXXXXXXXXX			F
District	129	School	1	XXXXXXXXXXXX			F
District	130	School	1	XXXXXXXXXXXX	A		
District	131	School	1	XXXXXXXXXXXX			F
District	132	School	1	XXXXXXXXXXXX	BTO		
District	133	School	1	XXXXXXXXXXXX		C	
District	134	School	1	XXXXXXXXXXXX			F
District	135	School	1	XXXXXXXXXXXX			F
District	136	School	1	XXXXXXXXXXXX		C,E	
District	137	School	1	XXXXXXXXXXXX	BTO		
District	137	School	2	XXXXXXXXXXXX			F
District	138	School	1	XXXXXXXXXXXX	A		
District	139	School	1	XXXXXXXXXXXX	BTO		
District	140	School	1	XXXXXXXXXXXX			F
District	140	School	2	XXXXXXXXXXXX			F
District	140	School	3	XXXXXXXXXXXX			F
District	140	School	4	XXXXXXXXXXXX			F
District	140	School	5	XXXXXXXXXXXX			F
District	141	School	1	XXXXXXXXXXXX			F
District	142	School	1	XXXXXXXXXXXX	A, BTO		
District	142	School	2	XXXXXXXXXXXX			F
District	143	School	1	XXXXXXXXXXXX			F
District	144	School	1	XXXXXXXXXXXX	BTO		
District	144	School	2	XXXXXXXXXXXX	A		
District	144	School	3	XXXXXXXXXXXX	A, BTO		
District	144	School	4	XXXXXXXXXXXX	A, BTO		
District	144	School	5	XXXXXXXXXXXX			F
District	144	School	6	XXXXXXXXXXXX			F
District	145	School	1	XXXXXXXXXXXX			F
District	145	School	2	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	145	School	3	XXXXXXXXXXXX	BTO		
District	145	School	4	XXXXXXXXXXXX			F
District	146	School	1	XXXXXXXXXXXX	BTO		
District	147	School	1	XXXXXXXXXXXX			F
District	148	School	1	XXXXXXXXXXXX			F
District	148	School	2	XXXXXXXXXXXX			F
District	148	School	3	XXXXXXXXXXXX			F
District	148	School	4	XXXXXXXXXXXX			F
District	148	School	5	XXXXXXXXXXXX			F
District	149	School	1	XXXXXXXXXXXX	A		
District	149	School	2	XXXXXXXXXXXX			F
District	150	School	1	XXXXXXXXXXXX			F
District	151	School	1	XXXXXXXXXXXX			F
District	151	School	2	XXXXXXXXXXXX			F
District	151	School	3	XXXXXXXXXXXX			F
District	151	School	4	XXXXXXXXXXXX		C	
District	151	School	5	XXXXXXXXXXXX			F
District	151	School	6	XXXXXXXXXXXX		E	
District	151	School	7	XXXXXXXXXXXX		E	
District	151	School	8	XXXXXXXXXXXX			F
District	151	School	9	XXXXXXXXXXXX			F
District	151	School	10	XXXXXXXXXXXX		C	
District	151	School	11	XXXXXXXXXXXX			F
District	151	School	12	XXXXXXXXXXXX		C	
District	152	School	1	XXXXXXXXXXXX			F
District	153	School	1	XXXXXXXXXXXX	B, BTO		
District	154	School	1	XXXXXXXXXXXX			F
District	155	School	1	XXXXXXXXXXXX		D	
District	156	School	1	XXXXXXXXXXXX			F
District	156	School	2	XXXXXXXXXXXX	BTO		

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	157	School	1	XXXXXXXXXXXX			F
District	157	School	2	XXXXXXXXXXXX			F
District	157	School	3	XXXXXXXXXXXX			F
District	157	School	4	XXXXXXXXXXXX	BTO		
District	157	School	5	XXXXXXXXXXXX			F
District	157	School	6	XXXXXXXXXXXX	BTO		
District	157	School	7	XXXXXXXXXXXX	BTO		
District	158	School	1	XXXXXXXXXXXX			F
District	159	School	1	XXXXXXXXXXXX	BTO		
District	160	School	1	XXXXXXXXXXXX	BTO		
District	161	School	1	XXXXXXXXXXXX			F
District	161	School	2	XXXXXXXXXXXX	A, BTO		
District	161	School	3	XXXXXXXXXXXX			F
District	161	School	4	XXXXXXXXXXXX			F
District	161	School	5	XXXXXXXXXXXX	A		
District	161	School	6	XXXXXXXXXXXX	A		
District	161	School	7	XXXXXXXXXXXX			F
District	162	School	1	XXXXXXXXXXXX			F
District	163	School	1	XXXXXXXXXXXX	B		
District	164	School	1	XXXXXXXXXXXX			F
District	165	School	1	XXXXXXXXXXXX	B		
District	166	School	1	XXXXXXXXXXXX			F
District	166	School	2	XXXXXXXXXXXX			F
District	166	School	3	XXXXXXXXXXXX			F
District	167	School	1	XXXXXXXXXXXX			F
District	167	School	2	XXXXXXXXXXXX			F
District	167	School	3	XXXXXXXXXXXX			F
District	167	School	4	XXXXXXXXXXXX			F
District	168	School	1	XXXXXXXXXXXX		C	
District	168	School	2	XXXXXXXXXXXX		C	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	168	School	3	XXXXXXXXXXXX		C	
District	168	School	4	XXXXXXXXXXXX		C	
District	168	School	5	XXXXXXXXXXXX		C	
District	168	School	6	XXXXXXXXXXXX			F
District	168	School	7	XXXXXXXXXXXX			F
District	168	School	8	XXXXXXXXXXXX			F
District	168	School	9	XXXXXXXXXXXX		C	
District	168	School	10	XXXXXXXXXXXX		C	
District	168	School	11	XXXXXXXXXXXX		C	
District	169	School	1	XXXXXXXXXXXX			F
District	170	School	1	XXXXXXXXXXXX			F
District	171	School	1	XXXXXXXXXXXX			F
District	171	School	2	XXXXXXXXXXXX			F
District	172	School	1	XXXXXXXXXXXX		E	
District	173	School	1	XXXXXXXXXXXX	A,B		
District	174	School	1	XXXXXXXXXXXX			F
District	174	School	2	XXXXXXXXXXXX			F
District	174	School	3	XXXXXXXXXXXX			F
District	174	School	4	XXXXXXXXXXXX	B		
District	174	School	5	XXXXXXXXXXXX			F
District	174	School	6	XXXXXXXXXXXX	A, B, BTO		
District	175	School	1	XXXXXXXXXXXX			F
District	175	School	2	XXXXXXXXXXXX	B		
District	176	School	1	XXXXXXXXXXXX		C	
District	176	School	2	XXXXXXXXXXXX			F
District	176	School	3	XXXXXXXXXXXX		C	
District	177	School	1	XXXXXXXXXXXX	BTO		
District	178	School	1	XXXXXXXXXXXX	BTO		
District	179	School	1	XXXXXXXXXXXX			F
District	180	School	1	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	181	School	1	XXXXXXXXXXXX			F
District	182	School	1	XXXXXXXXXXXX	B, BTO		
District	183	School	1	XXXXXXXXXXXX			F
District	184	School	1	XXXXXXXXXXXX			F
District	185	School	1	XXXXXXXXXXXX	B		
District	186	School	1	XXXXXXXXXXXX	BTO		
District	186	School	2	XXXXXXXXXXXX			F
District	186	School	3	XXXXXXXXXXXX			F
District	186	School	4	XXXXXXXXXXXX			F
District	186	School	5	XXXXXXXXXXXX	B		
District	186	School	6	XXXXXXXXXXXX	A		
District	187	School	1	XXXXXXXXXXXX			F
District	187	School	2	XXXXXXXXXXXX			F
District	187	School	3	XXXXXXXXXXXX			F
District	188	School	1	XXXXXXXXXXXX		C	
District	189	School	1	XXXXXXXXXXXX	BTO		
District	190	School	1	XXXXXXXXXXXX		C	
District	191	School	1	XXXXXXXXXXXX	B		
District	192	School	1	XXXXXXXXXXXX		C,E	
District	192	School	2	XXXXXXXXXXXX			F
District	193	School	1	XXXXXXXXXXXX		E	
District	194	School	1	XXXXXXXXXXXX			F
District	194	School	2	XXXXXXXXXXXX	BTO		
District	194	School	3	XXXXXXXXXXXX			F
District	195	School	1	XXXXXXXXXXXX			F
District	196	School	1	XXXXXXXXXXXX		C	
District	196	School	2	XXXXXXXXXXXX		C	
District	197	School	1	XXXXXXXXXXXX		C	
District	197	School	2	XXXXXXXXXXXX		C	
District	197	School	3	XXXXXXXXXXXX		C	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	197	School	4	XXXXXXXXXXXX		C	
District	198	School	1	XXXXXXXXXXXX	B		
District	199	School	1	XXXXXXXXXXXX		C	
District	200	School	1	XXXXXXXXXXXX	B		
District	201	School	1	XXXXXXXXXXXX			F
District	201	School	2	XXXXXXXXXXXX	B		
District	202	School	1	XXXXXXXXXXXX	BTO		
District	203	School	1	XXXXXXXXXXXX	BTO		
District	204	School	1	XXXXXXXXXXXX			F
District	204	School	2	XXXXXXXXXXXX	A, BTO		
District	205	School	1	XXXXXXXXXXXX		C	
District	206	School	1	XXXXXXXXXXXX			F
District	206	School	2	XXXXXXXXXXXX	A		
District	206	School	3	XXXXXXXXXXXX			F
District	206	School	4	XXXXXXXXXXXX	A		
District	206	School	5	XXXXXXXXXXXX	A		
District	206	School	6	XXXXXXXXXXXX	A		
District	206	School	7	XXXXXXXXXXXX	A		
District	206	School	8	XXXXXXXXXXXX	A		
District	207	School	1	XXXXXXXXXXXX	A		
District	207	School	2	XXXXXXXXXXXX			F
District	207	School	3	XXXXXXXXXXXX			F
District	207	School	4	XXXXXXXXXXXX	A		
District	207	School	5	XXXXXXXXXXXX			F
District	207	School	6	XXXXXXXXXXXX			F
District	207	School	7	XXXXXXXXXXXX			F
District	208	School	1	XXXXXXXXXXXX		C,E	
District	209	School	1	XXXXXXXXXXXX			F
District	209	School	2	XXXXXXXXXXXX			F
District	209	School	3	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	209	School	4	XXXXXXXXXXXX			F
District	209	School	5	XXXXXXXXXXXX			F
District	209	School	6	XXXXXXXXXXXX			F
District	209	School	7	XXXXXXXXXXXX			F
District	209	School	8	XXXXXXXXXXXX			F
District	209	School	9	XXXXXXXXXXXX			F
District	210	School	1	XXXXXXXXXXXX			F
District	211	School	1	XXXXXXXXXXXX			F
District	211	School	2	XXXXXXXXXXXX		C	
District	211	School	3	XXXXXXXXXXXX			F
District	212	School	1	XXXXXXXXXXXX	A,B		
District	213	School	1	XXXXXXXXXXXX			F
District	213	School	2	XXXXXXXXXXXX	BTO		
District	214	School	1	XXXXXXXXXXXX			F
District	215	School	1	XXXXXXXXXXXX	A		
District	216	School	1	XXXXXXXXXXXX			F
District	217	School	1	XXXXXXXXXXXX			F
District	218	School	1	XXXXXXXXXXXX			F
District	219	School	1	XXXXXXXXXXXX	BTO		
District	220	School	1	XXXXXXXXXXXX	B		
District	221	School	1	XXXXXXXXXXXX	BTO		
District	221	School	2	XXXXXXXXXXXX			F
District	222	School	1	XXXXXXXXXXXX	A,B		
District	222	School	2	XXXXXXXXXXXX			F
District	222	School	3	XXXXXXXXXXXX			F
District	222	School	4	XXXXXXXXXXXX	A		
District	222	School	5	XXXXXXXXXXXX			F
District	222	School	6	XXXXXXXXXXXX	A		
District	223	School	1	XXXXXXXXXXXX			F
District	224	School	1	XXXXXXXXXXXX		C	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	224	School	2	XXXXXXXXXXXX		C	
District	224	School	3	XXXXXXXXXXXX		C	
District	224	School	4	XXXXXXXXXXXX		C	
District	224	School	5	XXXXXXXXXXXX		C	
District	225	School	1	XXXXXXXXXXXX		C	
District	225	School	2	XXXXXXXXXXXX			F
District	225	School	3	XXXXXXXXXXXX			F
District	226	School	1	XXXXXXXXXXXX	A		
District	226	School	2	XXXXXXXXXXXX			F
District	226	School	3	XXXXXXXXXXXX			F
District	226	School	4	XXXXXXXXXXXX	BTO		
District	227	School	1	XXXXXXXXXXXX			F
District	228	School	1	XXXXXXXXXXXX	BTO		
District	229	School	1	XXXXXXXXXXXX			F
District	230	School	1	XXXXXXXXXXXX			F
District	230	School	2	XXXXXXXXXXXX			F
District	231	School	1	XXXXXXXXXXXX			F
District	232	School	1	XXXXXXXXXXXX		C	
District	232	School	2	XXXXXXXXXXXX		C,E	
District	233	School	1	XXXXXXXXXXXX			F
District	233	School	2	XXXXXXXXXXXX	A, BTO		
District	233	School	3	XXXXXXXXXXXX			F
District	233	School	4	XXXXXXXXXXXX	A,B		
District	233	School	5	XXXXXXXXXXXX			F
District	233	School	6	XXXXXXXXXXXX			F
District	233	School	7	XXXXXXXXXXXX	A		
District	233	School	8	XXXXXXXXXXXX	A,B		
District	233	School	9	XXXXXXXXXXXX			F
District	233	School	10	XXXXXXXXXXXX			F
District	233	School	11	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	233	School	12	XXXXXXXXXXXX	A, B, BTO		
District	233	School	13	XXXXXXXXXXXX	A, B, BTO		
District	233	School	14	XXXXXXXXXXXX			F
District	233	School	15	XXXXXXXXXXXX	BTO		
District	233	School	16	XXXXXXXXXXXX	A,B		
District	233	School	17	XXXXXXXXXXXX	A, BTO		
District	233	School	18	XXXXXXXXXXXX			F
District	234	School	1	XXXXXXXXXXXX	A		
District	234	School	2	XXXXXXXXXXXX	A,B		
District	234	School	3	XXXXXXXXXXXX	A		
District	235	School	1	XXXXXXXXXXXX		E	
District	236	School	1	XXXXXXXXXXXX			F
District	237	School	1	XXXXXXXXXXXX		E	
District	237	School	2	XXXXXXXXXXXX		E	
District	238	School	1	XXXXXXXXXXXX		E	
District	238	School	2	XXXXXXXXXXXX		C	
District	238	School	3	XXXXXXXXXXXX	A, BTO		
District	238	School	4	XXXXXXXXXXXX		C	
District	238	School	5	XXXXXXXXXXXX		E	
District	238	School	6	XXXXXXXXXXXX	A, BTO		
District	238	School	7	XXXXXXXXXXXX		C	
District	238	School	8	XXXXXXXXXXXX		E	
District	239	School	1	XXXXXXXXXXXX		C	
District	240	School	1	XXXXXXXXXXXX	BTO		
District	241	School	1	XXXXXXXXXXXX	A		
District	242	School	1	XXXXXXXXXXXX			F
District	242	School	2	XXXXXXXXXXXX			F
District	242	School	3	XXXXXXXXXXXX	BTO		
District	243	School	1	XXXXXXXXXXXX	BTO		
District	244	School	1	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	245	School	1	XXXXXXXXXXXX	A		
District	245	School	2	XXXXXXXXXXXX	A, BTO		
District	245	School	3	XXXXXXXXXXXX	A		
District	245	School	4	XXXXXXXXXXXX	A		
District	245	School	5	XXXXXXXXXXXX	A		
District	245	School	6	XXXXXXXXXXXX	A		
District	245	School	7	XXXXXXXXXXXX	A		
District	246	School	1	XXXXXXXXXXXX			F
District	246	School	2	XXXXXXXXXXXX		E	
District	246	School	3	XXXXXXXXXXXX			F
District	247	School	1	XXXXXXXXXXXX			F
District	247	School	2	XXXXXXXXXXXX			F
District	248	School	1	XXXXXXXXXXXX		C	
District	248	School	2	XXXXXXXXXXXX			F
District	248	School	3	XXXXXXXXXXXX			F
District	249	School	1	XXXXXXXXXXXX			F
District	250	School	1	XXXXXXXXXXXX	A, BTO		
District	251	School	1	XXXXXXXXXXXX			F
District	252	School	1	XXXXXXXXXXXX			F
District	252	School	2	XXXXXXXXXXXX		C	
District	253	School	1	XXXXXXXXXXXX	A		
District	253	School	2	XXXXXXXXXXXX			F
District	253	School	3	XXXXXXXXXXXX	A		
District	253	School	4	XXXXXXXXXXXX			F
District	253	School	5	XXXXXXXXXXXX			F
District	253	School	6	XXXXXXXXXXXX			F
District	253	School	7	XXXXXXXXXXXX	A		
District	253	School	8	XXXXXXXXXXXX	A		
District	254	School	1	XXXXXXXXXXXX		C	
District	254	School	2	XXXXXXXXXXXX		C	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	254	School	3	XXXXXXXXXXXX			F
District	255	School	1	XXXXXXXXXXXX	A, B, BTO		
District	255	School	2	XXXXXXXXXXXX	A, B, BTO		
District	255	School	3	XXXXXXXXXXXX	A		
District	256	School	1	XXXXXXXXXXXX		E	
District	257	School	1	XXXXXXXXXXXX	A		
District	258	School	1	XXXXXXXXXXXX	B		
District	259	School	1	XXXXXXXXXXXX	A, BTO		
District	260	School	1	XXXXXXXXXXXX	BTO		
District	261	School	1	XXXXXXXXXXXX	BTO		
District	262	School	1	XXXXXXXXXXXX	BTO		
District	263	School	1	XXXXXXXXXXXX	B		
District	264	School	1	XXXXXXXXXXXX			F
District	265	School	1	XXXXXXXXXXXX			F
District	265	School	2	XXXXXXXXXXXX	B		
District	266	School	1	XXXXXXXXXXXX	BTO		
District	267	School	1	XXXXXXXXXXXX			F
District	268	School	1	XXXXXXXXXXXX	BTO		
District	269	School	1	XXXXXXXXXXXX		C	
District	270	School	1	XXXXXXXXXXXX		C	
District	271	School	1	XXXXXXXXXXXX	BTO		
District	272	School	1	XXXXXXXXXXXX			F
District	272	School	2	XXXXXXXXXXXX	A,B		
District	272	School	3	XXXXXXXXXXXX			F
District	272	School	4	XXXXXXXXXXXX			F
District	272	School	5	XXXXXXXXXXXX	A		
District	272	School	6	XXXXXXXXXXXX			F
District	272	School	7	XXXXXXXXXXXX	A		
District	272	School	8	XXXXXXXXXXXX			F
District	272	School	9	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	272	School	10	XXXXXXXXXXXX	A		
District	272	School	11	XXXXXXXXXXXX			F
District	272	School	12	XXXXXXXXXXXX	A, B, BTO		
District	272	School	13	XXXXXXXXXXXX			F
District	272	School	14	XXXXXXXXXXXX			F
District	272	School	15	XXXXXXXXXXXX			F
District	272	School	16	XXXXXXXXXXXX			F
District	273	School	1	XXXXXXXXXXXX		C	
District	274	School	1	XXXXXXXXXXXX			F
District	275	School	1	XXXXXXXXXXXX	B		
District	276	School	1	XXXXXXXXXXXX	BTO		
District	276	School	2	XXXXXXXXXXXX	BTO		
District	277	School	1	XXXXXXXXXXXX			F
District	277	School	2	XXXXXXXXXXXX			F
District	277	School	3	XXXXXXXXXXXX	B		
District	277	School	4	XXXXXXXXXXXX	B		
District	277	School	5	XXXXXXXXXXXX			F
District	277	School	6	XXXXXXXXXXXX			F
District	277	School	7	XXXXXXXXXXXX	A		
District	278	School	1	XXXXXXXXXXXX			F
District	279	School	1	XXXXXXXXXXXX			F
District	279	School	2	XXXXXXXXXXXX			F
District	279	School	3	XXXXXXXXXXXX			F
District	280	School	1	XXXXXXXXXXXX			F
District	280	School	2	XXXXXXXXXXXX		C,E	
District	280	School	3	XXXXXXXXXXXX		C	
District	281	School	1	XXXXXXXXXXXX		C	
District	282	School	1	XXXXXXXXXXXX			F
District	283	School	1	XXXXXXXXXXXX			F
District	283	School	2	XXXXXXXXXXXX		E	

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	284	School	1	XXXXXXXXXXXX	A		
District	284	School	2	XXXXXXXXXXXX	A		
District	284	School	3	XXXXXXXXXXXX			F
District	284	School	4	XXXXXXXXXXXX			F
District	284	School	5	XXXXXXXXXXXX	A,B		
District	284	School	6	XXXXXXXXXXXX			F
District	284	School	7	XXXXXXXXXXXX			F
District	284	School	8	XXXXXXXXXXXX	A,B		
District	284	School	9	XXXXXXXXXXXX			F
District	284	School	10	XXXXXXXXXXXX			F
District	284	School	11	XXXXXXXXXXXX			F
District	285	School	1	XXXXXXXXXXXX			F
District	285	School	2	XXXXXXXXXXXX			F
District	285	School	3	XXXXXXXXXXXX			F
District	285	School	4	XXXXXXXXXXXX			F
District	286	School	1	XXXXXXXXXXXX			F
District	287	School	1	XXXXXXXXXXXX			F
District	288	School	1	XXXXXXXXXXXX		E	
District	288	School	2	XXXXXXXXXXXX			F
District	289	School	1	XXXXXXXXXXXX			F
District	290	School	1	XXXXXXXXXXXX			F
District	290	School	2	XXXXXXXXXXXX			F
District	290	School	3	XXXXXXXXXXXX			F
District	290	School	4	XXXXXXXXXXXX			F
District	290	School	5	XXXXXXXXXXXX		C	
District	291	School	1	XXXXXXXXXXXX			F
District	291	School	2	XXXXXXXXXXXX			F
District	291	School	3	XXXXXXXXXXXX			F
District	291	School	4	XXXXXXXXXXXX			F
District	291	School	5	XXXXXXXXXXXX			F

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

Table 2: Reward, Priority, and Focus Schools

Michigan Department of Education

LEA Name	Deidentified District Number (Counter)	School Name	Deidentified School Number (Counter)	School NCES ID#	Reward School	Priority School	Focus School
District	291	School	6	XXXXXXXXXXXX			F
District	292	School	1	XXXXXXXXXXXX			F
District	293	School	1	XXXXXXXXXXXX			F
District	293	School	2	XXXXXXXXXXXX			F
District	293	School	3	XXXXXXXXXXXX			F
District	293	School	4	XXXXXXXXXXXX			F
District	293	School	5	XXXXXXXXXXXX			F
District	294	School	1	XXXXXXXXXXXX	B, BTO		
District	294	School	2	XXXXXXXXXXXX			F
District	295	School	1	XXXXXXXXXXXX		E	
District	296	School	1	XXXXXXXXXXXX			F
District	296	School	2	XXXXXXXXXXXX			F
District	297	School	1	XXXXXXXXXXXX	BTO		
District	298	School	1	XXXXXXXXXXXX		C	
District	298	School	2	XXXXXXXXXXXX		C	
District	298	School	3	XXXXXXXXXXXX		D	
District	299	School	1	XXXXXXXXXXXX			F
District	299	School	2	XXXXXXXXXXXX	B		
Total Number of Schools:					243	185	340
Title I Schools:					109	141	206

Total Number of Title I Schools in the State: 2006

Total Number of Title I Participating High Schools in the State with Graduation Rates Less than 60%: 5

Based on 2010-2011 Accountability Data

Does not reflect changes in school status since August 2011

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Academy for Business and Technology	82921	Academy for Business and Technology High School	08435	260016601035		C		2012
Academy of Southfield	63903	Academy of Southfield	08292	260010800690		C		2014
Academy of Waterford	63916	Academy of Waterford	09293	260029001645	B			2012
Achieve Charter Academy	82717	Achieve Charter Academy	00110	260096307974	A			2013
Adrian, School District of the City of	46010	Adrian High School	00027	260195003927	B			2014
Adrian, School District of the City of	46010	Adrian Middle School 5/6 Building	00028	260195003928	B			2014
Adrian, School District of the City of	46010	Alexander Elementary School	00046	260195003929			F	2014
Adrian, School District of the City of	46010	Prairie Elementary School	09675	260195001965	B			2013
Airport Community Schools	58020	Airport Senior High School	01086	260198003939	B, BTO			2014
Airport Community Schools	58020	Loren Eyler Elementary School	02262	260198003942	B			2014
Akron-Fairgrove Schools	79010	Akron-Fairgrove Elem. School	00033	260201003945			F	2014
Albion Public Schools	13010	Albion Community School	01581	260207003950			F	2013
Algonac Community School District	74030	Algonac Elementary School	00053	260219003959	BTO			2013
Algonac Community School District	74030	Algonquin Middle School	01053	260219003961	BTO			2014
Algonac Community School District	74030	Fair Haven Elementary School	01179	260219003962	B			2013
Algonac Community School District	74030	Millside Elementary School	07827	260219000103	B			2014
Allegan Public Schools	03030	Allegan High School	00062	260222003966			F	2014
Allen Park Public Schools	82020	Allen Park High School	00065	260252003971	B			2013
Allen Park Public Schools	82020	Lindemann Elementary School	02229	260252003973	B			2014
Allendale Public Schools	70040	Oakwood Intermediate	09937	260255007943			F	2013
Alma Public Schools	29010	Pine Avenue Elementary School	03042	260264003978			F	2014
Alma Public Schools	29010	Alma Senior High School	05774	260264003980			F	2014
Alma Public Schools	29010	Donald L. Pavlik Middle School	05801	260264003981			F	2013
Almont Community Schools	44020	Almont High School	00073	260267003982	B			2012
Almont Community Schools	44020	Orchard Primary School	08657	260267001137	A, BTO			2012
Alpena Public Schools	04010	Alpena High School	00075	260273003984			F	2014
Alpena Public Schools	04010	Ella M. White School	01110	260273003985	B			2014
Alpena Public Schools	04010	Thunder Bay Junior High School	05507	260273003995			F	2014
American International Academy	82730	American International Academy	00899	260098608231		C		2014
American Montessori Academy	82981	American Montessori Academy	09457	260031201763	A, BTO			2014
Anchor Bay School District	50040	Ashley Elementary School	00091	260279003998	A			2012
Anchor Bay School District	50040	Lottie M. Schmidt Elem. School	06262	260279004001	B			2014
Anchor Bay School District	50040	Great Oaks Elementary School	06766	260279000198	A, BTO			2013
Anchor Bay School District	50040	Francois Maconce Elem. School	08623	260279001069	B			2013
Ann Arbor Learning Community	81904	Ann Arbor Learning Community	08655	260022201181			F	2014
Ann Arbor Public Schools	81010	Abbot School	00006	260282004004			F	2014
Ann Arbor Public Schools	81010	Angell School	00099	260282004005	A, BTO			2014
Ann Arbor Public Schools	81010	Ann Arbor Open at Mack School	00163	260282004006	A			2014
Ann Arbor Public Schools	81010	Burns Park Elementary School	00455	260282004008	A			2013
Ann Arbor Public Schools	81010	Carpenter School	00533	260282004009	B			2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Ann Arbor Public Schools	81010	Dicken Elementary School	00915	260282004010			F	2014
Ann Arbor Public Schools	81010	Eberwhite School	01064	260282004012			F	2012
Ann Arbor Public Schools	81010	Forsythe Middle School	01271	260282004013	A			2014
Ann Arbor Public Schools	81010	Haisley Elementary School	01534	260282004014			F	2014
Ann Arbor Public Schools	81010	John Allen School	01939	260282004015			F	2014
Ann Arbor Public Schools	81010	Uriah H. Lawton School	02143	260282004017	A			2014
Ann Arbor Public Schools	81010	Bach Elementary School	02303	260282004018	A			2014
Ann Arbor Public Schools	81010	Mary D. Mitchell School	02582	260282004019			F	2013
Ann Arbor Public Schools	81010	Northside Elementary School	02766	260282004021			F	2014
Ann Arbor Public Schools	81010	Pattengill School	02973	260282004022			F	2014
Ann Arbor Public Schools	81010	Pittsfield School	03060	260282004023			F	2014
Ann Arbor Public Schools	81010	Slauson Middle School	03488	260282004024			F	2014
Ann Arbor Public Schools	81010	Tappan Middle School	04131	260282004026			F	2014
Ann Arbor Public Schools	81010	Thurston Elementary School	04182	260282004027			F	2014
Ann Arbor Public Schools	81010	Wines Elementary School	04562	260282004028	A			2014
Ann Arbor Public Schools	81010	Pioneer High School	04882	260282004029			F	2014
Ann Arbor Public Schools	81010	Scarlett Middle School	05641	260282004031			F	2014
Ann Arbor Public Schools	81010	Huron High School	05671	260282004032			F	2014
Ann Arbor Public Schools	81010	Community High School	05745	260282004033	A			2014
Ann Arbor Public Schools	81010	Martin Luther King Elem. School	05760	260282004034	A, BTO			2014
Ann Arbor Public Schools	81010	Clague Middle School	06304	260282004035			F	2014
Ann Arbor Public Schools	81010	Clifford E. Bryant Comm. School	06336	260282004036			F	2014
Ann Arbor Public Schools	81010	Logan Elementary School	06697	260282004038			F	2014
Ann Arbor Public Schools	81010	Lakewood Elementary School	08895	260282001418			F	2014
Ann Arbor Public Schools	81010	Skyline High School	09840	260282007761			F	2014
Arbor Academy	13901	Arbor Academy	08615	260018101053			F	2014
Arenac Eastern School District	06010	Arenac Eastern High School	06950	260306004041		C		2014
Arenac Eastern School District	06010	Arenac Eastern Elementary/Middle School	09267	260306001623	BTO			2014
Armada Area Schools	50050	Orville C. Krause Early Elementary School	00120	260324004043	B			2012
Ashley Community Schools	29020	Ashley Middle School	09698	260348001954	BTO			2014
Au Gres-Sims School District	06020	Au Gres-Sims Elementary School	00146	260360004058	BTO			2014
AuTrain-Onota Public Schools	02010	AuTrain-Onota Public School	04959	260366004061			F	2014
Avondale School District	63070	Auburn Elementary School	00148	260369004062			F	2012
Avondale School District	63070	Avondale High School	05976	260369004067			F	2014
Avondale School District	63070	Deerfield Elementary School	07446	260369007667	A			2013
Avondale School District	63070	Avondale Middle School	07856	260369000231			F	2014
Bad Axe Public Schools	32010	Bad Axe High School	00165	260001703918			F	2014
Bad Axe Public Schools	32010	Bad Axe Middle School	00166	260001703919			F	2012
Baldwin Community Schools	43040	Baldwin Junior High School	05565	260381004070			F	2013
Baraga Area Schools	07020	Baraga Area High School	00198	260399004084	B, BTO			2014
Bath Community Schools	19100	Bath High School	00218	260417004090			F	2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Bath Community Schools	19100	Bath Elementary School	00219	260417004091			F	2013
Bath Community Schools	19100	Bath Middle School	04880	260417004092			F	2014
Battle Creek Public Schools	13020	Battle Creek Central High School	00223	260000503830			F	2012
Battle Creek Public Schools	13020	Dudley School	00965	260000503832		C		2014
Battle Creek Public Schools	13020	Fremont School	01326	260000503834		C		2014
Battle Creek Public Schools	13020	Valley View Elementary School	04274	260000503847		C		2014
Battle Creek Public Schools	13020	Verona Elementary School	04294	260000503848		C		2014
Battle Creek Public Schools	13020	Ann J. Kellogg School	09351	260000501683		C		2014
Bay City Academy	09903	Bay City Academy - Madison Arts Campus	00694	260100008285		C		2014
Bay City School District	09010	Mackensen Elementary School	02309	260426004101	A, BTO			2012
Bay City School District	09010	Kolb Elementary School	06966	260426004114			F	2014
Bay City School District	09010	MacGregor Elementary School	06967	260426004115		C		2014
Bay County PSA	09902	Bay County PSA	08856	260026401327			F	2014
Bay-Arenac ISD	09000	ISD-Local Programs	09735	268050407773	BTO			2012
Beal City Public Schools	37040	Beal City Elementary School	05862	260429004117	B			2013
Beaver Island Community School	15010	Beaver Island Community School	00241	260435004123	A, BTO			2013
Beecher Community School District	25240	Beecher High School	00253	260450004133		C		2013
Beecher Community School District	25240	Tucker Elementary School	00439	260450004135		C		2012
Beecher Community School District	25240	Dailey Elementary School	00862	260450004136	B			2014
Belding Area School District	34080	Ellis Elementary School	01115	260453004143	B			2014
Belding Area School District	34080	Belding Middle School	06426	260453004146		C		2014
Belding Area School District	34080	Woodview Elementary School	08458	260453000854			F	2012
Bellaire Public Schools	05040	John R Rodger Elementary School	05894	260462004148	B			2013
Bellevue Community Schools	23010	Bellevue Elementary School	00265	260465004149	B			2012
Bendle Public Schools	25060	South Bendle Elementary School	03503	260474004155			F	2013
Benton Harbor Area Schools	11010	Benton Harbor High School	00286	260483004162		C		2012
Benton Harbor Area Schools	11010	Montessori Academy at Henry C Morton	00373	260483004163		C		2014
Benton Harbor Area Schools	11010	STEAM Academy at MLK	01629	260483004170		C		2014
Benton Harbor Area Schools	11010	Arts & Communications Academy at Fair Plain	02068	260483004173	BTO			2012
Benton Harbor Area Schools	11010	International Academy at Hull	03502	260483004175		C		2014
Benzie County Central Schools	10015	Crystal Lake Elementary School	00848	260495004183	B, BTO			2014
Benzie County Central Schools	10015	Benzie Central Middle School	06952	260495000801			F	2014
Benzie County Central Schools	10015	Lake Ann Elementary School	08846	260495001328	BTO			2014
Berkley School District	63050	Berkley High School	00291	260501004187			F	2014
Berkley School District	63050	Burton Elementary School	00464	260501004188	A			2014
Berkley School District	63050	Norup International School	01959	260501004191			F	2014
Berkley School District	63050	Pattengill School	02974	260501004193	A, BTO			2012
Berrien RESA	11000	Blossomland Learning Center	06922	268016000466	BTO			2012
Berrien Springs Public Schools	11240	Berrien Springs Middle School	00296	260543004198			F	2012
Berrien Springs Public Schools	11240	Berrien Springs High School	00297	260543004199	B, BTO			2013

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Berrien Springs Public Schools	11240	Mars Elementary School	00298	260543004200	B, BTO			2013
Berrien Springs Public Schools	11240	Sylvester Elementary School	00299	260543004201			F	2012
Bessemer Area School District	27010	Washington School	04360	260000603855			F	2012
Big Rapids Public Schools	54010	Big Rapids High School	00322	260578004205			F	2014
Big Rapids Public Schools	54010	Brookside Elementary School	00415	260578004206	BTO			2014
Bingham Arts Academy	04901	Bingham Arts Academy	09444	260031901780			F	2014
Birmingham Public Schools	63010	Beverly Elementary School	00316	260585004214	A			2014
Birmingham Public Schools	63010	Birmingham Covington School	00818	260585004215	A			2014
Birmingham Public Schools	63010	Derby Middle School	00904	260585004216	A			2013
Birmingham Public Schools	63010	Ernest W. Seaholm High School	01154	260585004217	A			2014
Birmingham Public Schools	63010	Harlan Elementary School	01571	260585004219	A			2013
Birmingham Public Schools	63010	Pierce Elementary School	03030	260585004223	A			2013
Birmingham Public Schools	63010	Quarton Elementary	03133	260585004224	A			2012
Birmingham Public Schools	63010	Wylie E. Groves High School	04608	260585004226			F	2014
Birmingham Public Schools	63010	Bingham Farms Elementary School	05670	260585004227	A			2012
Birmingham Public Schools	63010	West Maple Elementary School	05686	260585004228	A			2012
Black River Public School	70904	Black River Public School	08331	260011400705	A			2014
Blissfield Community Schools	46040	Blissfield High School	00353	260600004229	B			2014
Bloomfield Hills Schools	63080	Conant Elementary School	04830	260609004233	A			2013
Bloomfield Hills Schools	63080	West Hills Middle School	04900	260609004234	A			2013
Bloomfield Hills Schools	63080	East Hills Middle School	05071	260609004236			F	2012
Bloomfield Hills Schools	63080	Eastover Elementary School	05076	260609004237	A			2012
Bloomfield Hills Schools	63080	Way Elementary School	05538	260609004240	A			2014
Bloomfield Hills Schools	63080	Bloomfield Hills Middle School	05594	260609004242	A			2014
Bloomingdale Public School District	80090	Bloomingdale Middle and High School	00357	260627004247	B			2013
Boyne City Public Schools	15020	Boyne City Elementary School	00595	260650004253	B			2014
Boyne City Public Schools	15020	Boyne City Middle School	06486	260650004254			F	2014
Bradford Academy	63917	Bradford Academy	09292	260028401644	B			2013
Brandon School District in the Counties of Oakland and Lapeer	63180	Oakwood Elementary School	05180	260657004258	B			2013
Brandywine Community Schools	11210	Brandywine Senior High School	00387	260660004262	B			2012
Brandywine Community Schools	11210	Merritt Elementary School	08303	260660000470			F	2014
Breckenridge Community Schools	29040	Breckenridge High School	00388	260663004263			F	2014
Bridgeport-Spaulding Community School District	73180	Martin G. Atkins Elementary School	09552	260678001834		C		2014
Bridgman Public Schools	11340	Bridgman Elementary School	00400	260684004280	BTO			2014
Bridgman Public Schools	11340	Bridgman High School	00401	260684004281	B, BTO			2014
Brighton Area Schools	47010	Spencer Road Elementary School	06397	260687004288	A, BTO			2014
Brighton Area Schools	47010	Hornung Elementary School	06872	260687004289	A, BTO			2014
Brighton Area Schools	47010	Hilton Road Elementary School	07564	260687007677	A			2014
Brimley Area Schools	17140	Brimley Jr./Sr. High	00404	260690004291	B, BTO			2012

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Bronson Community School District	12020	Anderson Elementary School	00092	260696004293	B, BTO			2013
Bronson Community School District	12020	Bronson Jr/Sr High School	00408	260696004294	B			2012
Brown City Community Schools	76060	Brown City High School	00421	260704004301	B, BTO			2014
Buchanan Community Schools	11310	Moccasin Elementary School	02583	260714004310			F	2014
Buchanan Community Schools	11310	Buchanan Middle School	06444	260714004312			F	2014
Bullock Creek School District	56020	Bullock Creek High School	00443	260732004320	B			2014
Bullock Creek School District	56020	Floyd School	01255	260732004322			F	2014
Burr Oak Community School District	75020	Burr Oak Elementary School	00458	260741004326			F	2014
Byron Area Schools	78020	Byron Area High School	00472	260753004329	B			2012
Byron Center Public Schools	41040	Brown Elementary School	00476	260756004333	A, BTO			2014
Byron Center Public Schools	41040	Byron Center West Middle School	04906	260756004334	B			2014
Byron Center Public Schools	41040	Marshall Elementary School	05260	260756004335	B			2013
Byron Center Public Schools	41040	Countryside Elementary School	09170	260756001549	A			2014
Cadillac Area Public Schools	83010	Cadillac Junior High School	00487	260759004339			F	2014
Cadillac Area Public Schools	83010	Cadillac Senior High School	00488	260759004340	B			2012
Cadillac Area Public Schools	83010	Franklin Elementary School	01307	260759004341			F	2013
Cadillac Area Public Schools	83010	Kenwood Elementary School	02024	260759004342		C		2014
Cadillac Area Public Schools	83010	Lincoln Elementary School	02210	260759004343			F	2014
Cadillac Area Public Schools	83010	Mackinaw Trail Middle School	08628	260759001220			F	2013
Caledonia Community Schools	41050	Paris Ridge Elementary	00259	260762008102	B			2013
Caledonia Community Schools	41050	Kettle Lake Elementary School	05212	260762004350	A			2012
Canton Charter Academy	82968	Canton Charter Academy	08816	260026301273	A			2014
Capac Community Schools	74040	Capac Middle School	00521	260780004359			F	2014
Carman-Ainsworth Community Schools	25080	Gladys Dillon Elementary School	01414	260789004366			F	2013
Carman-Ainsworth Community Schools	25080	Rankin Elementary School	03149	260789004370			F	2014
Carman-Ainsworth Community Schools	25080	Genesee Early College	09774	260474007793	A, BTO			2014
Carrollton Public Schools	73030	Carrollton High School	00536	260807004379	B			2014
Cass City Public Schools	79030	Cass City Elementary	00509	260840004390	B, BTO			2013
Cass City Public Schools	79030	Cass City Jr. and Sr. High School	00552	260840004391			F	2013
Cedar Springs Public Schools	41070	Beach Elementary School	09956	260852008092			F	2014
Center Line Public Schools	50010	Crothers Elementary School	00842	260858004405			F	2012
Center Line Public Schools	50010	May V. Peck Elementary School	02445	260858004408			F	2014
Center Line Public Schools	50010	Wolfe Middle School	04575	260858004409			F	2014
Central Academy	81902	Central Academy	08333	260016301004	B			2013
Centreville Public Schools	75030	Centreville Jr. /Sr. High School	00627	260867004417	B			2013
Cesar Chavez Academy	82918	Cesar Chavez Academy Elementary	08347	260013900789		C		2014
Chandler Park Academy	82923	Chandler Park Academy - Elementary	08915	260016801441	BTO			2013
Chandler Park Academy	82923	Chandler Park Academy - High School	09825	260016807800	B, BTO			2014
Chandler Woods Charter Academy	41920	Chandler Woods Charter Academy	08719	260020901136	B			2014
Charlotte Public Schools	23030	Charlotte Middle School	00649	260877004423			F	2014
Charlotte Public Schools	23030	Charlotte Upper Elementary	00774	260877008247			F	2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Charlotte Public Schools	23030	Washington Elementary School	04386	260877004426			F	2014
Charlotte Public Schools	23030	Parkview Elementary School	05797	260877004427			F	2014
Charyl Stockwell Academy	47902	Charyl Stockwell Academy	08327	260010000613	B			2013
Cheboygan Area Schools	16015	Cheboygan Area High School	00655	260891004432	B			2014
Chelsea School District	81040	Beach Middle School	00657	260894004438			F	2012
Chelsea School District	81040	North Creek Elementary School	02720	260894004439	B			2014
Chelsea School District	81040	South Meadows Elementary School	03507	260894004440	B			2014
Chesaning Union Schools	73110	Chesaning Union High School	00666	260915004444	B			2012
Chesaning Union Schools	73110	Chesaning Middle School	06774	260915004446	BTO			2013
Chippewa Hills School District	54025	Mecosta Elementary School	02503	260956004447	BTO			2014
Chippewa Hills School District	54025	Barryton Elementary School	05902	260956004451	BTO			2014
Chippewa Hills School District	54025	Chippewa Hills High School	06178	260956004452	B, BTO			2012
Chippewa Valley Schools	50080	Ottawa Elementary School	05326	260957004459	BTO			2013
Chippewa Valley Schools	50080	Cherokee Elementary School	07986	260957000200	B			2012
Clarenceville School District	63090	Clarenceville High School	00700	260984004469		C		2014
Clarkston Community School District	63190	Andersonville Elementary School	00095	260990004471			F	2014
Clarkston Community School District	63190	Pine Knob Elementary School	03054	260990004476	B, BTO			2014
Clarkston Community School District	63190	Sashabaw Middle School	05692	260990004479			F	2013
Clarkston Community School District	63190	Independence Elementary School	08714	260990001160	A			2012
Clawson Public Schools	63270	Clawson Middle School	00711	260993004482			F	2014
Clawson Public Schools	63270	Kenwood Elementary School	02023	260993004483			F	2014
Clawson Public Schools	63270	Paul A. Schalm School	02978	260993004484	B			2012
Clinton Community Schools	46060	Clinton Elementary School	00724	261005004488			F	2014
Clinton Community Schools	46060	Clinton Middle School	00725	261005004489	B			2012
Clinton Community Schools	46060	Clinton High School	06184	261005004490	A, BTO			2013
Clintondale Community Schools	50070	Charles C. McGlinnen School	04103	261008004493			F	2014
Clintondale Community Schools	50070	Clintondale Middle School	05031	261008004494			F	2013
Clintondale Community Schools	50070	Rainbow Elementary School	06183	261008004495		C		2013
Clio Area School District	25150	George R. Carter Middle School	01391	261011004500			F	2014
Coldwater Community Schools	12010	Coldwater High School	00744	261014004502			F	2014
Coldwater Community Schools	12010	Larsen Elementary School	01080	261014004503			F	2014
Coldwater Community Schools	12010	Lakeland Elementary School	02091	261014004506			F	2014
Coloma Community Schools	11330	Coloma High School	00753	261038004515	B			2012
Colon Community School District	75040	Colon High School	05036	261041004521	B			2014
Colon Community School District	75040	Leonidas School	05231	261041004522	BTO			2014
Columbia School District	38040	Columbia Central High School	05884	260699004300	B			2014
Commonwealth Community Development Academy	82919	Commonwealth Community Development Academy	08656	260014001192		C		2013
Comstock Public Schools	39030	Comstock High School	00765	261059004525			F	2014
Conner Creek Academy East	50902	Conner Creek Academy East - MI Collegiate High	09089	260021001494	B, BTO			2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Constantine Public School District	75050	Constantine High School	00775	261075004540	B			2012
Coopersville Area Public School District	70120	Coopersville Middle School	04802	261083004547			F	2013
Coopersville Area Public School District	70120	Coopersville East Elementary	09939	261083007862	B			2012
Countryside Academy	11901	Countryside Academy - Elementary	09427	260014201700	BTO			2012
Covert Public Schools	80040	Covert Elementary School	00816	261098004555	BTO			2014
Covert Public Schools	80040	Covert Middle School	07237	261098007452	BTO			2012
Crawford AuSable Schools	20015	Grayling High School	01482	261103004561	B, BTO			2013
Crawford AuSable Schools	20015	Grayling Middle School	06355	261103004562	BTO			2012
Creative Technologies Academy	41918	Creative Technologies Academy	08633	260020701134			F	2014
Crescent Academy	63921	Crescent Academy Middle School	09445	260029501726	BTO			2013
Crestwood School District	82230	Crestwood Accelerated Program	00042	260001607978	A, BTO			2014
Crestwood School District	82230	Kinloch Elementary School	02046	260001603914	BTO			2013
Crestwood School District	82230	Riverside Middle School	03216	260001603915	BTO			2013
Cross Creek Charter Academy	41916	Cross Creek Charter Academy	08515	260015000911	A			2012
Crossroads Charter Academy	54901	Crossroads Charter Academy (PK-6)	08599	260018601073			F	2014
Crossroads Charter Academy	54901	Crossroads Charter Academy (7-12)	09187	260018601543			F	2014
Croswell-Lexington Community Schools	76080	Croswell-Lexington High School	00841	261114004565	B			2012
Croswell-Lexington Community Schools	76080	Frostick School	01335	261114004566	BTO			2014
Croswell-Lexington Community Schools	76080	Meyer Elementary School	02533	261114004567	BTO			2014
David Ellis Academy	82947	David Ellis Academy	08670	260023401204	B, BTO			2012
Davison Community Schools	25140	Davison High School	00878	261143004574	BTO			2012
Davison Community Schools	25140	Gates Elementary School	03511	261143004578			F	2012
Davison Community Schools	25140	Central Elementary School	06315	261143004580			F	2012
Davison Community Schools	25140	Hahn Intermediate School	08619	261143001055	BTO			2012
Dearborn City School District	82030	Bryant Middle School	00432	261160004585			F	2012
Dearborn City School District	82030	Charles A. Lindbergh Elementary School	00639	261160004586	B			2014
Dearborn City School District	82030	Dearborn High School	00886	261160004587			F	2014
Dearborn City School District	82030	Duvall Elementary School	00977	261160004589			F	2012
Dearborn City School District	82030	Edsel Ford High School	01092	261160004590		C		2013
Dearborn City School District	82030	Fordson High School	01261	261160004591			F	2012
Dearborn City School District	82030	Haigh Elementary School	01637	261160004593			F	2014
Dearborn City School District	82030	Howard Elementary School	01974	261160004594	A			2014
Dearborn City School District	82030	Maples Elementary School	02356	261160004595	B, BTO			2014
Dearborn City School District	82030	Salina Intermediate 4 - 8	03383	261160004600			F	2014
Dearborn City School District	82030	Whitmore-Bolles Elementary School	04514	261160004602	B			2012
Dearborn City School District	82030	William Ford Elementary School	04536	261160004603			F	2014
Dearborn City School District	82030	Nowlin Elementary School	04541	261160004604			F	2014
Dearborn City School District	82030	Lowrey Elementary School	04837	261160004606			F	2013
Dearborn City School District	82030	Long Elementary School	05396	261160004607	B			2013
Dearborn City School District	82030	Woodworth Middle School	05847	261160000290			F	2013
Dearborn City School District	82030	Lowrey Middle School	05850	261160000291	B, BTO			2012

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Dearborn City School District	82030	Howe Trainable Center and Montessori	06384	261160004612	B, BTO			2014
Dearborn City School District	82030	Iris Becker Elementary School	07818	261160000104	B, BTO			2014
Dearborn City School District	82030	Salina Elementary P - 3	09251	261160001500			F	2014
Dearborn City School District	82030	McCollough Elementary School	09400	261160001739	B			2014
Dearborn City School District	82030	Geer Park Elementary	09529	261160001818	BTO			2013
Dearborn City School District	82030	Henry Ford Early College	09775	261160007810	A, BTO			2014
Dearborn Heights School District #7	82040	Bedford School	00249	261161004615			F	2014
Dearborn Heights School District #7	82040	Polk Elementary School	05357	261161004619			F	2013
Decatur Public Schools	80050	Decatur High School	00888	261167004624		C		2013
Decatur Public Schools	80050	Davis Elementary School	05055	261167004625		C		2013
Decatur Public Schools	80050	Decatur Middle School	05056	261167004626	B			2014
Deckerville Community School District	76090	Deckerville Elementary School	00890	261170004627	BTO			2013
DeTour Area Schools	17050	Drummond Island Elem. School	05065	261197004636	A, BTO			2014
DeTour Arts and Technology Academy	17903	DeTour Arts and Technology Academy	00489	260098008109	B			2013
Detroit Academy of Arts and Sciences	82929	Detroit Academy of Arts and Sciences	08489	260017401043		C		2013
Detroit City School District	82010	Henderson Academy	00004	261200008041		C		2014
Detroit City School District	82010	Holmes, A.L. Elementary-Middle School	00005	261200004637	B			2013
Detroit City School District	82010	Detroit Institute of Technology at Cody	00022	261200008040		C		2014
Detroit City School District	82010	Osborn College Preparatory Academy	00030	261200008073		C		2014
Detroit City School District	82010	Osborn Academy of Mathematics	00032	261200008084		C		2014
Detroit City School District	82010	Osborn Evergreen Academy of Design and Alternative Energy	00035	261200008006		C		2014
Detroit City School District	82010	Ann Arbor Trail Magnet School	00103	261200004641		C		2014
Detroit City School District	82010	Burton International School	00468	261200004663		C		2012
Detroit City School District	82010	Carstens Elementary-Middle School	00542	261200004667		C		2014
Detroit City School District	82010	Carver Elementary-Middle School	00546	261200004668		C		2013
Detroit City School District	82010	Cass Technical High School	00554	261200004669	BTO			2014
Detroit City School District	82010	Chrysler Elementary School	00689	261200004675	BTO			2014
Detroit City School District	82010	Cooke Elementary School	00781	261200004683	B, BTO			2013
Detroit City School District	82010	Marshall, Thurgood Elementary School	00857	261200004691		C		2013
Detroit City School District	82010	Earhart Elementary-Middle School	00860	261200008245		C		2014
Detroit City School District	82010	Davison Elementary-Middle School	00880	261200004692			F	2014
Detroit City School District	82010	Dixon Elementary School	00925	261200004695		C		2012
Detroit City School District	82010	Dossin Elementary-Middle School	00939	261200004696		C		2013
Detroit City School District	82010	Durfee Elementary-Middle School	00975	261200004701		C		2014
Detroit City School District	82010	King High School	01043	261200004703		C		2013
Detroit City School District	82010	Gardner Elementary School	01362	261200004717		C		2014
Detroit City School District	82010	Gompers Elementary-Middle School	01438	261200004719		C		2014
Detroit City School District	82010	Greenfield Union Elementary-Middle School	01493	261200004722		C		2012
Detroit City School District	82010	Palmer Park Preparatory Academy	01552	261200001293		C		2012

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Detroit City School District	82010	Harms Elementary School	01574	261200004732	BTO			2012
Detroit City School District	82010	King, John R. Academic and Performing Arts Academy	02036	261200004756		C		2013
Detroit City School District	82010	Blackwell Institute	02058	261200001298		C		2012
Detroit City School District	82010	Mann Elementary School	02341	261200004772		C		2013
Detroit City School District	82010	Marquette Elementary-Middle School	02390	261200004775		C		2014
Detroit City School District	82010	Mason Elementary School	02431	261200004778		C		2014
Detroit City School District	82010	Neinas Elementary School	02669	261200004796		C		2012
Detroit City School District	82010	Nichols Elementary-Middle School	02703	261200004799		C		2012
Detroit City School District	82010	Detroit Collegiate Preparatory High School @ Northwestern	02778	261200004802		C		2014
Detroit City School District	82010	Bates Academy	02882	261200007481	BTO			2014
Detroit City School District	82010	Pasteur Elementary School	02969	261200004809			F	2012
Detroit City School District	82010	Pulaski Elementary-Middle School	03130	261200004817		C		2013
Detroit City School District	82010	Ludington Magnet Middle School	03703	261200004834	BTO			2013
Detroit City School District	82010	Young, Coleman A. Elementary	03717	261200004835		C		2014
Detroit City School District	82010	Brown, Ronald Academy	04062	261200004841		C		2014
Detroit City School District	82010	Thirkell Elementary School	04156	261200004845		C		2014
Detroit City School District	82010	Bow Elementary-Middle School	04319	261200004851		C		2014
Detroit City School District	82010	Wayne Elementary School	04406	261200004853		C		2012
Detroit City School District	82010	Sampson Academy	04413	261200004855		C		2014
Detroit City School District	82010	Carleton Elementary School	05553	261200004880		C		2013
Detroit City School District	82010	Noble Elementary-Middle School	06103	261200004892		C		2012
Detroit City School District	82010	Renaissance High School	06971	261200004906	A, BTO			2014
Detroit City School District	82010	Douglass Academy for Young Men	07135	261200007415		C		2013
Detroit City School District	82010	Clippert Academy	07500	261200007754	BTO			2013
Detroit City School District	82010	Communication and Media Arts HS	07654	261200000079	B, BTO			2014
Detroit City School District	82010	Field, Moses	08951	261200001299		C		2012
Detroit City School District	82010	Fisher Magnet Lower Academy	09121	261200001611		C		2014
Detroit City School District	82010	Wright, Charles School	09125	261200001609		C		2013
Detroit City School District	82010	Fisher Magnet Upper Academy	09345	261200001679		C		2014
Detroit City School District	82010	Diann Banks-Williamson Educational Center	09475	261200001703	BTO			2012
Detroit City School District	82010	Jerry L White Center High School	09592	261200001920			F	2012
Detroit City School District	82010	Keidan Special Education School	09594	261200001922			F	2012
Detroit City School District	82010	Brewer Elementary-Middle School	09991	261200008081		C		2012
Detroit City School District	82010	Clark, J.E. Preparatory Academy	09992	261200008052		C		2014
Detroit Community Schools	82925	Detroit Community Schools - High School	08456	260017001039	B			2013
Detroit Edison Public School Academy	82945	Detroit Edison Public School Academy	08651	260023201202	B, BTO			2013
Detroit Leadership Academy	82722	Detroit Leadership Academy Elementary	00334	260097408187		C		2014
Detroit Merit Charter Academy	82974	Detroit Merit Charter Academy	09102	260027801484	BTO			2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Detroit Premier Academy	82985	Detroit Premier Academy	09600	260030701943	BTO			2013
DeWitt Public Schools	19010	DeWitt High School	00912	261155004582	B			2014
Dexter Community School District	81050	Mill Creek Middle School	08039	261203000738	A			2014
Dexter Community School District	81050	Cornerstone Elementary School	08040	261203000739	B			2012
Dexter Community School District	81050	Bates Elementary School	08989	261203001465	B			2012
Dollar Bay-Tamarack City Area Schools	31100	T.R. Davis Elementary School	06189	262694006309	B			2014
Dowagiac Union School District	14020	Patrick Hamilton Elementary	02464	261215004921	BTO			2014
Dowagiac Union School District	14020	Sister Lakes Elementary School	03484	261215004923	BTO			2014
Dream Academy	11905	Dream Academy	09912	260095407861		C		2014
East Arbor Charter Academy	81910	East Arbor Charter Academy	00838	260099608237			F	2014
East China School District	74050	Pine River Elementary School	01051	261242004937	A			2014
East China School District	74050	Gearing Elementary School	02120	261242004939	B			2013
East China School District	74050	Marine City High School	02376	261242004941	B			2013
East China School District	74050	Palms Elementary School	02934	261242004942	A, BTO			2014
East China School District	74050	St. Clair High School	03664	261242004943	BTO			2012
East Detroit Public Schools	50020	Bellview Elementary School	00268	261245004948		C		2014
East Detroit Public Schools	50020	East Detroit High School	01003	261245004950		C		2014
East Detroit Public Schools	50020	Kelly Middle School	02009	261245004953		C		2014
East Detroit Public Schools	50020	Pleasantview Elementary School	03074	261245004955		C		2014
East Grand Rapids Public Schools	41090	Breton Downs School	00393	261248004959	A, BTO			2014
East Grand Rapids Public Schools	41090	East Grand Rapids Middle School	01012	261248004960	A			2014
East Grand Rapids Public Schools	41090	East Grand Rapids High School	01013	261248004961	A, BTO			2014
East Grand Rapids Public Schools	41090	Lakeside School	02100	261248004962	A, BTO			2014
East Grand Rapids Public Schools	41090	Wealthy School	04409	261248004963	A, BTO			2014
East Jackson Community Schools	38090	East Jackson High School	01017	261254004967	B			2014
East Jordan Public Schools	15060	East Jordan High School	01018	261256004969			F	2013
East Lansing School District	33010	East Lansing High School	01025	261260004971			F	2014
East Lansing School District	33010	Glencairn School	01418	261260004972			F	2014
East Lansing School District	33010	Pinecrest School	03052	261260004973			F	2014
East Lansing School District	33010	Whitehills Elementary School	04511	261260004976			F	2014
East Lansing School District	33010	Marble School	05416	261260004977	A			2014
East Lansing School District	33010	Donley Elementary School	05554	261260004978			F	2014
East Lansing School District	33010	MacDonald Middle School	05798	261260004979			F	2014
Eaton Rapids Public Schools	23050	Eaton Rapids High School	01060	261269004981			F	2013
Eau Claire Public Schools	11250	Eau Claire High School	01061	261281004986			F	2012
Eau Claire Public Schools	11250	Lybrook Elementary School	02288	261281004987	B, BTO			2012
Ecorse Public Schools	82250	Ecorse Community High School	01069	261293004988		C		2012
Ecorse Public Schools	82250	Ralph J. Bunche Academy	03144	261293004990		C		2014
Education Achievement Authority of Michigan	84060	Burns Elementary-Middle School	00456	261200004660		C		2014

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Education Achievement Authority of Michigan	84060	Central Collegiate Academy	00617	261200004670		C		2013
Education Achievement Authority of Michigan	84060	Denby High School	00902	261200004693		C		2014
Education Achievement Authority of Michigan	84060	Mary McLeod Bethune Elementary-Middle School	01518	261200004724		C		2014
Education Achievement Authority of Michigan	84060	Ford High School	01634	261200004734		C		2014
Education Achievement Authority of Michigan	84060	Law Elementary School	02377	261200004773		C		2014
Education Achievement Authority of Michigan	84060	Mumford High School	02644	261200004793		C		2014
Education Achievement Authority of Michigan	84060	Nolan Elementary-Middle School	02708	261200004800		C		2014
Education Achievement Authority of Michigan	84060	Pershing High School	03015	261200004813		C		2014
Education Achievement Authority of Michigan	84060	Southeastern High School	03540	261200004830		C		2014
Education Achievement Authority of Michigan	84060	Phoenix Elementary-Middle School	04554	261200004862		C		2014
Education Achievement Authority of Michigan	84060	Brenda Scott Academy for Theatre Arts	09341	261200001676		C		2013
Edwardsburg Public Schools	14030	Eagle Lake Elementary School	00995	261299004998	B, BTO			2012
Edwardsburg Public Schools	14030	Edwardsburg Middle School	01095	261299005000	B, BTO			2014
Edwardsburg Public Schools	14030	Edwardsburg High School	01096	261299005001	BTO			2014
Elk Rapids Schools	05060	Elk Rapids High School	00662	261305005002			F	2012
Elk Rapids Schools	05060	Lakeland Elementary School	02090	261305005004	A			2012
Elk Rapids Schools	05060	Mill Creek Elementary School	07458	261305007651	A, BTO			2012
Ellsworth Community School	05065	Ellsworth Community School	05859	261311005011	BTO			2013
Endeavor Charter Academy	13902	Endeavor Charter Academy	08643	260019201100			F	2014
Engadine Consolidated Schools	49055	Engadine Schools	00490	261560008159			F	2014
Escanaba Area Public Schools	21010	Escanaba Area Public High School	01155	261350005014	B			2014
Excel Charter Academy	41905	Excel Charter Academy	08246	260009300597			F	2012
Excelsior Township S/D #1	40060	Crawford School	00827	261368005031	B, BTO			2013
Fairview Area School District	68030	Fairview Elementary School	01178	261056004523			F	2013
Farmington Public School District	63200	Beechview Elementary School	00255	261407005033			F	2014
Farmington Public School District	63200	East Middle School	01022	261407005036			F	2014
Farmington Public School District	63200	Farmington High School	01204	261407005039			F	2014
Farmington Public School District	63200	Gill Elementary School	01404	261407005041			F	2013
Farmington Public School District	63200	Kenbrook Elementary School	02012	261407005042			F	2013
Farmington Public School District	63200	Longacre Elementary School	02252	261407005044			F	2014

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Farmington Public School District	63200	North Farmington High School	02729	261407005045			F	2014
Farmington Public School District	63200	O.E. Dunckel Middle School	02791	261407005046			F	2014
Farmington Public School District	63200	Power Upper Elementary School	04818	261407005051			F	2014
Farmington Public School District	63200	Forest Elementary School	05100	261407005052			F	2014
Farmington Public School District	63200	Wood Creek Elementary School	05865	261407005053			F	2013
Farmington Public School District	63200	Harrison High School	05880	261407005054			F	2014
Farmington Public School District	63200	Warner Upper Elementary School	06368	261407005055			F	2014
Farmington Public School District	63200	Highmeadow Common Campus School	07251	261407007528			F	2012
Farmington Public School District	63200	Hillside Elementary School	07444	261407007669			F	2013
Farwell Area Schools	18020	Farwell High School	01210	261410005058			F	2012
Fenton Area Public Schools	25100	Tomek-Eastern Elem. School	01041	261425005064			F	2014
Fenton Area Public Schools	25100	State Road Elementary School	04059	261425005067	B			2014
Ferndale Public Schools	63020	Ferndale High School	01222	261428005072	B			2012
Ferndale Public Schools	63020	John F. Kennedy School	02979	261428005075			F	2014
Ferndale Public Schools	63020	Roosevelt Primary School	04155	261428005076	B			2013
Ferndale Public Schools	63020	Ferndale Middle School	09074	261428001282			F	2014
Fitzgerald Public Schools	50090	Fitzgerald Senior High School	01242	261446005082	B			2013
Flat Rock Community Schools	82180	John M. Barnes Elem. School	05233	260708004307	B			2013
Flint, School District of the City of	25010	Cummings School	00789	261452005095		C		2014
Flint, School District of the City of	25010	Durant Tuuri Mott School	00974	261452005099			F	2013
Flint, School District of the City of	25010	Eisenhower School	01098	261452005100		C		2013
Flint, School District of the City of	25010	Neithercut Elementary School	02670	261452005112		C		2013
Flint, School District of the City of	25010	Southwestern Classical Academy	03554	261452005122		C		2014
Flushing Community Schools	25120	Flushing Middle School	01257	261455005146			F	2014
Flushing Community Schools	25120	Springview Elementary School	03575	261455005148	B			2014
Forest Area Community Schools	40020	Fife Lake Elementary School	05097	261457005150	B			2014
Forest Hills Public Schools	41110	Ada Elementary School	00014	261461005152	A			2014
Forest Hills Public Schools	41110	Collins Elementary School	00751	261461005153	A			2012
Forest Hills Public Schools	41110	Central Middle School	01264	261461005154	A			2014
Forest Hills Public Schools	41110	Orchard View Elementary School	02849	261461005156	A			2012
Forest Hills Public Schools	41110	Thornapple Elementary School	04175	261461005157	A			2014
Forest Hills Public Schools	41110	Northern High School	06294	261461005158			F	2014
Forest Hills Public Schools	41110	Northern Hills Middle School	06762	261461005160	A			2014
Forest Hills Public Schools	41110	Northern Trails 5/6 School	08541	261461000900	A			2012
Forest Hills Public Schools	41110	Central Woodlands 5/6 School	08542	261461000901	A			2014
Forest Hills Public Schools	41110	Goodwillie Environmental School	08911	261461001366	A, BTO			2014
Forest Hills Public Schools	41110	Knapp Forest Elementary School	09181	261461001550	A			2014
Forest Hills Public Schools	41110	Eastern Middle School	09315	261461001661	A			2013
Forest Hills Public Schools	41110	Eastern High School	09316	261461001662	A, BTO			2013
Fortis Academy	81906	Fortis Academy	09447	260031401765			F	2014
Fowler Public Schools	19070	Waldron Elementary and Middle School	01283	261470005167	A			2012

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Frankenmuth School District	73190	Frankenmuth High School	01297	261476005172	A			2012
Frankfort-Elberta Area Schools	10025	Frankfort High School	01299	261479005176			F	2014
Fremont Public School District	62040	Fremont High School	01324	261515005194	B			2012
Fremont Public School District	62040	Fremont Middle School	01977	261515005195	BTO			2014
Frontier International Academy	82987	Frontier International Academy	09609	260030101945	B			2014
Fruitport Community Schools	61080	Beach Elementary School	00232	261539007455	B			2013
Fulton Schools	29050	Fulton Middle School	08281	261542000532	BTO			2013
Galesburg-Augusta Community Schools	39050	Galesburg-Augusta Primary School	01351	261545005204	B			2013
Galesburg-Augusta Community Schools	39050	Galesburg-Augusta Middle School	06953	261545005207			F	2012
Garden City Public Schools	82050	Memorial Elementary 1-2 Campus	00523	261554008200			F	2013
Gaudior Academy	82911	Gaudior Academy	07597	260013200782		C		2014
Gaylord Community Schools	69020	Gaylord Middle School	01374	261573005224	BTO			2012
Gaylord Community Schools	69020	North Ohio Elementary School	06125	261573005227			F	2013
Gaylord Community Schools	69020	Gaylord Intermediate School	07965	261573000251	B, BTO			2013
GEE White Academy	82732	GEE White Academy	04500	260099904858		C		2014
Genesee ISD	25000	Marion D. Crouse Instr. Center	03691	268040000130			F	2012
Genesee ISD	25000	Elmer A. Knopf Learning Center	06156	268040000131			H	2012
Gibraltar School District	82290	Chapman Elementary School	00637	261587005237	B			2012
Gladwin Community Schools	26040	Gladwin Junior High School	01411	261599005249			F	2012
Gladwin Community Schools	26040	Gladwin Elementary School	01412	261599005250			F	2014
Gladwin Community Schools	26040	Gladwin Intermediate School	01413	261599005251	B			2013
Gladwin Community Schools	26040	Gladwin High School	07249	261599007485			F	2014
Glen Lake Community Schools	45010	Glen Lake Elementary School	05119	261602005254	A, BTO			2012
Global Heights Academy	82725	Global Heights Academy	00442	260097308141	B			2013
Global Preparatory Academy	50904	Global Preparatory Academy	08737	260021201146	BTO			2013
Godfrey-Lee Public Schools	41120	Lee High School	02148	261608005260	B, BTO			2012
Godfrey-Lee Public Schools	41120	Godfrey-Lee Early Childhood Ctr.	08709	261608001131	BTO			2012
Godwin Heights Public Schools	41020	Godwin Heights Senior High School	01434	261611005261		C		2014
Godwin Heights Public Schools	41020	North Godwin Elementary School	02730	261611005262	BTO			2014
Godwin Heights Public Schools	41020	Godwin Heights Middle School	04004	261611005265	BTO			2014
Goodrich Area Schools	25050	Reid Elementary School	03179	261632005268	A			2014
Goodrich Area Schools	25050	Oaktree Elementary School	08352	261632000511			F	2013
Grand Blanc Community Schools	25030	Indian Hill Elementary School	01833	261635005273	A			2012
Grand Blanc Community Schools	25030	Myers Elementary School	02654	261635005274	A			2013
Grand Blanc Community Schools	25030	Anderson Elementary School	08375	261635000509	B			2014
Grand Blanc Community Schools	25030	City School	08963	261635001469	A, BTO			2014
Grand Haven Area Public Schools	70010	Grand Haven High School	01455	261638005282	BTO			2014
Grand Haven Area Public Schools	70010	Mary A. White School	02407	261638005283	BTO			2014
Grand Haven Area Public Schools	70010	Peach Plains School	02985	261638005284	A			2014
Grand Haven Area Public Schools	70010	Rosy Mound School	03297	261638005286	A			2014
Grand Haven Area Public Schools	70010	Lake Hills Elementary School	06271	261638005289			F	2014

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Grand Haven Area Public Schools	70010	Lakeshore Middle School	08457	261638000977			F	2012
Grand Ledge Public Schools	23060	Grand Ledge High School	01457	261641005293			F	2014
Grand Ledge Public Schools	23060	Leon W. Hayes Middle School	05818	261641005297			F	2012
Grand Rapids Child Discovery Center	41921	Grand Rapids Child Discovery Center	08793	260025201235			F	2014
Grand Rapids Public Schools	41010	Brookside School	00417	261644005303		C		2012
Grand Rapids Public Schools	41010	Dickinson School	00917	261644005314		C		2014
Grand Rapids Public Schools	41010	Martin Luther King Leadership Academy	01630	261644005320		C		2014
Grand Rapids Public Schools	41010	Ken-O-Sha Park Elementary	02011	261644005324		C		2014
Grand Rapids Public Schools	41010	Kent Hills School	02021	261644005326		C		2013
Grand Rapids Public Schools	41010	Ottawa Hills High School	03197	261644005338		C		2013
Grand Rapids Public Schools	41010	Shawmut Hills School	03450	261644005341			F	2012
Grand Rapids Public Schools	41010	Union High School	04251	261644005350		C		2012
Grand Rapids Public Schools	41010	Westwood Middle School	04489	261644005354		C		2012
Grand Rapids Public Schools	41010	City Middle/High School	05156	261644005355	A, BTO			2014
Grand Rapids Public Schools	41010	Grand Rapids Montessori Public School	08361	261644000881			F	2014
Grand Rapids Public Schools	41010	Blandford Nature Center	08554	261644000892	A, BTO			2014
Grand Rapids Public Schools	41010	John Ball Park Zoo School	08555	261644000893	A, BTO			2014
Grand Rapids Public Schools	41010	Coit Arts Academy	09061	261644001453		C		2014
Grand Rapids Public Schools	41010	Center for Economicology	09899	261644007875	A, BTO			2014
Grand Traverse Academy	28902	Grand Traverse Academy	08703	260026501343	B			2012
Grandville Public Schools	41130	Grandville Central Elementary School	00594	261647005377	BTO			2014
Grandville Public Schools	41130	Grandville High School	01463	261647005381			F	2014
Grandville Public Schools	41130	Grandville South Elementary School	01466	261647005382	A			2012
Grandville Public Schools	41130	Grandville West Elementary School	04450	261647005383	BTO			2012
Grandville Public Schools	41130	Grandville Grand View Elementary School	07388	261647007681	A			2013
Grandville Public Schools	41130	Grandville Century Park Learning Center	08880	261647001367	A			2014
Grant Public School District	62050	Grant Elementary School	01469	261650005385			F	2013
Grant Public School District	62050	Grant High School	01475	261650005387	B			2014
Greenville Public Schools	59070	Baldwin Heights School	00179	261716005392			F	2014
Grosse Ile Township Schools	82300	Parke Lane Elementary School	02948	261722005402	A			2014
Grosse Pointe Public Schools	82055	Brownell Middle School	00424	262574006217	A			2014
Grosse Pointe Public Schools	82055	Ferry Elementary School	01226	262574006218			F	2014
Grosse Pointe Public Schools	82055	George Defer Elementary School	01386	262574006219			F	2014
Grosse Pointe Public Schools	82055	Kerby Elementary School	02026	262574006221	A			2014
Grosse Pointe Public Schools	82055	Lewis Maire Elementary School	02172	262574006222	A, BTO			2014
Grosse Pointe Public Schools	82055	Stevens T. Mason Elementary School	02430	262574006223	A			2014
Grosse Pointe Public Schools	82055	John Monteith Elementary School	02597	262574006224	A			2014
Grosse Pointe Public Schools	82055	Parcells Middle School	02937	262574006225			F	2014
Grosse Pointe Public Schools	82055	Richard Elementary School	03007	262574006226	A			2014
Grosse Pointe Public Schools	82055	Pierce Middle School	03031	262574006227			F	2013
Grosse Pointe Public Schools	82055	Robert Trombly Elementary School	03237	262574006228			F	2012

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Grosse Pointe Public Schools	82055	Charles A. Poupard Elem. School	05019	262574006229			F	2014
Grosse Pointe Public Schools	82055	Grosse Pointe North High School	05142	262574006230			F	2014
Gull Lake Community Schools	39065	Gull Lake Middle School	01519	261725005405			F	2014
Gull Lake Community Schools	39065	Gull Lake High School	01520	261725005406	B			2012
Gull Lake Community Schools	39065	Richland Elementary School	03191	261725005408	B			2013
Gwinn Area Community Schools	52040	Gwinn High School	01527	261469005162			F	2013
Gwinn Area Community Schools	52040	K.I. Sawyer Elementary School	01984	261469005163	BTO			2012
Hale Area Schools	35020	Hale High School	01535	261737005412		C		2014
Hamilton Academy	82733	Hamilton Academy	09994	260098708093		C		2014
Hamilton Community Schools	03100	Hamilton High School	01547	261740005416			F	2013
Hamilton Community Schools	03100	Blue Star Elementary School	01548	261740005417	B			2013
Hamilton Community Schools	03100	Sandyview Elementary School	03403	261740005418	A, BTO			2014
Hamtramck Academy	82977	Hamtramck Academy	09307	260028701656	B, BTO			2014
Hamtramck, School District of the City of	82060	Hamtramck High School	01554	261752005421		C		2014
Hamtramck, School District of the City of	82060	Holbrook School	01689	261752005422		C		2012
Hamtramck, School District of the City of	82060	Kosciuszko School	02055	261752005423			F	2014
Hamtramck, School District of the City of	82060	Dickinson East Elementary School	07474	261752007713			F	2013
Hancock Public Schools	31010	Hancock Central High School	01555	261755005426	B			2013
Hancock Public Schools	31010	Barkell Elementary School	07366	261755007544	BTO			2014
Hanover-Horton School District	38100	Hanover-Horton High School	01561	261764005429	B			2014
Harbor Beach Community Schools	32060	Harbor Beach Elementary School	06115	260000703857	B, BTO			2014
Harbor Beach Community Schools	32060	Harbor Beach Middle School	08487	260000700848	B, BTO			2014
Harbor Springs School District	24020	Harbor Springs High School	01564	261770005432	A			2014
Harbor Springs School District	24020	Blackbird Elementary School	07741	261770000087	B			2014
Harper Creek Community Schools	13070	Beadle Lake Elementary School	00234	261773005435			F	2014
Harper Creek Community Schools	13070	Harper Creek High School	01576	261773005437			F	2014
Harper Creek Community Schools	13070	Wattles Park Elementary School	04400	261773005439	B			2012
Harper Woods, The School District of the City of	82320	Harper Woods High School	01578	261776005441		C		2013
Harrison Community Schools	18060	Harrison Middle School	05811	261782005446			F	2013
Harrison Community Schools	18060	Robert M. Larson Elementary School	06392	261782005447	B			2012
Hart Public School District	64040	Spitler Elementary School	03566	261786005452	B, BTO			2014
Hartford Public Schools	80120	Woodside Elementary School	01599	261788005454	BTO			2014
Hartford Public Schools	80120	Red Arrow Elementary School	02721	261788005455	B, BTO			2013
Hartland Consolidated Schools	47060	Hartland Farms Intermediate School	05789	261791005461	A			2012
Hartland Consolidated Schools	47060	Hartland Lakes Elementary School	06874	261791005462	B			2013
Hartland Consolidated Schools	47060	Creekside Elementary School	09048	261791001470	A			2012
Haslett Public Schools	33060	Murphy Elementary School	01530	261794005463	A, BTO			2014
Haslett Public Schools	33060	Haslett Middle School	01604	261794005464	A			2013
Hastings Area School District	08030	Northeastern Elementary School	00077	261797005468			F	2014
Hastings Area School District	08030	Hastings Middle School	01607	261797005470			F	2013

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Hastings Area School District	08030	Star Elementary School	08469	261797000796	BTO			2014
Hazel Park, School District of the City of	63130	Hazel Park High School	01616	261803005475	B, BTO			2014
Hazel Park, School District of the City of	63130	Hoover Elementary School	01753	261803005477			F	2014
Hazel Park, School District of the City of	63130	Hazel Park Adult Education	07680	261803001902		C		2013
Hemlock Public School District	73210	Hemlock Elementary School	01624	261818005486			F	2012
Hemlock Public School District	73210	Hemlock High School	01625	261818005487	A			2012
Hemlock Public School District	73210	Hemlock Middle School	05152	261818005489			F	2014
Hesperia Community Schools	62060	Hesperia High School	01655	261827005491	B			2012
Hesperia Community Schools	62060	Hesperia Middle School	06427	261827007697	B			2012
Highland Park Public School Academy System	82749	Highland Park Community H.S.	01666	261833005499		C		2013
Hillman Community Schools	60020	Hillman Elementary School	08495	261836000947	BTO			2013
Hillsdale Community Schools	30020	Hillsdale High School	01685	261839005507	B			2014
Holland City School District	70020	Holland High School	01697	261842005512			F	2014
Holland City School District	70020	East	07577	261842000026			F	2014
Holland City School District	70020	Holland Heights	09275	261842001628	B			2012
Holland City School District	70020	West	09964	261842008023			F	2014
Holland City School District	70020	Jefferson	09965	261842008028			F	2014
Holly Academy	63911	Holly Academy	08734	260021601165	A			2014
Holly Area School District	63210	Davisburg Elementary School	00877	261845005521	A, BTO			2013
Holly Area School District	63210	Holly Middle School	06398	261845005525			F	2013
Holt Public Schools	33070	Dimondale Elementary School	00918	261848005527			F	2014
Holt Public Schools	33070	Elliott Elementary School	01112	261848005528			F	2014
Holt Public Schools	33070	Midway Early Childhood Center	02557	261848005531			F	2013
Holt Public Schools	33070	Sycamore Elementary School	04118	261848005532			F	2014
Holt Public Schools	33070	Wilcox Elementary School	05669	261848005533			F	2014
Holt Public Schools	33070	Hope Middle School	06663	261848005534			F	2014
Holt Public Schools	33070	Washington Woods Middle School	07797	261848000095			F	2012
Holt Public Schools	33070	Holt Junior High School	09301	261848001651			F	2014
Holton Public Schools	61120	Holton Elementary School	01712	261851005535			F	2014
Homer Community School District	13080	Homer Community High School	01748	261854005538	B, BTO			2014
Honey Creek Community School	81901	Honey Creek Community School	08241	260012100740			F	2013
Hope Academy	82942	Hope Academy	08637	260022901199		C		2014
Hope Academy of West Michigan	41926	Hope Academy of West Michigan	00709	260098808264		C		2014
Hope of Detroit Academy	82957	Hope of Detroit Academy	08722	260024301213	B			2013
Hopkins Public Schools	03070	Hopkins High School	01757	261857005542	B			2013
Hopkins Public Schools	03070	Sycamore Elementary School	06025	261857005543	A			2013
Houghton Lake Community Schools	72020	Collins Elementary School	00750	261860005544			F	2012
Houghton Lake Community Schools	72020	Houghton Lake Middle School	06930	261860005548			F	2014
Houghton-Portage Township School District	31110	Houghton Central High School	01766	262889006482			F	2013

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Houghton-Portage Township School District	31110	Houghton Elementary School	06411	262889006483			F	2014
Houghton-Portage Township School District	31110	Houghton Middle School	08558	262889000846			F	2014
Howell Public Schools	47070	Three Fires Elementary	03158	261872005552	B			2013
Howell Public Schools	47070	Voyager Elementary School	08624	261872001067	BTO			2014
Hudson Area Schools	46080	Hudson Area High School	01782	261881005556	B			2014
Hudsonville Public School District	70190	Alward Elementary School	00079	261884005559	A			2014
Hudsonville Public School District	70190	Bauer Elementary School	00224	261884005560	A			2014
Hudsonville Public School District	70190	Forest Grove Elementary School	01263	261884005561	A, BTO			2014
Hudsonville Public School District	70190	Park Elemementary School	01787	261884005564	A			2014
Hudsonville Public School District	70190	Jamestown Elementary School	01886	261884005565	A, BTO			2014
Hudsonville Public School District	70190	South Elementary School	03510	261884005566	B			2014
Hudsonville Public School District	70190	Baldwin Street Middle School	08384	261884000700	A			2014
Hudsonville Public School District	70190	Georgetown Elementary School	09644	261884001907	A			2014
Huron School District	82340	Huron High School	01799	261893005567	B			2012
Huron School District	82340	Carl T. Renton Jr. High School	05184	261893005569			F	2014
Huron Valley Schools	63220	Kurtz Elementary School	05759	261899005580			F	2014
Huron Valley Schools	63220	Lakeland High School	06491	261899005584	B			2012
Huron Valley Schools	63220	Heritage Elementary School	08608	261899001079			F	2014
Ida Public School District	58070	Ida Elementary School	01806	261905005586	B			2012
International Academy of Flint	25905	International Academy of Flint (K-12)	08732	260019501104	BTO			2013
Ionia Public Schools	34010	Emerson School	01140	261925000852	B, BTO			2014
Ionia Public Schools	34010	Jefferson School	01914	261925005602			F	2013
Iron Mountain Public Schools	22010	Central Middle School	01978	261941005610	B, BTO			2014
Ironwood Area Schools of Gogebic County	27020	Luther L. Wright High School	02282	261947005612			F	2014
Ironwood Area Schools of Gogebic County	27020	Norrie Elementary School	02711	261947005614			F	2012
Ironwood Area Schools of Gogebic County	27020	Sleight Elementary School	03489	261947005615	B, BTO			2014
Ishpeming Public School District No. 1	52180	Ishpeming Middle School	00481	261953005617	B			2014
Ithaca Public Schools	29060	Ithaca High School	01859	261958005620			F	2014
Ithaca Public Schools	29060	South Elementary School	03509	261958005622			F	2012
Jackson Public Schools	38170	Bennett School	00278	261962005624		C		2014
Jackson Public Schools	38170	Cascades School	00550	261962005625		C		2014
Jackson Public Schools	38170	Dibble Elementary School	00914	261962007459			F	2014
Jackson Public Schools	38170	Frost Elementary School	01334	261962005626		C		2014
Jackson Public Schools	38170	Jackson High School	01870	261962005629			F	2014
Jackson Public Schools	38170	McCulloch School	02471	261962005630		C		2014
Jackson Public Schools	38170	Middle School at Parkside	02957	261962005631		C		2013

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Jackson Public Schools	38170	Sharp Park Academy	03449	261962005632			F	2013
Jackson Public Schools	38170	Northeast Elementary School	05802	261962005634		C		2013
Jefferson Schools (Monroe)	58080	Jefferson High School	01901	261980005636	B			2014
Jefferson Schools (Monroe)	58080	Jefferson Middle School	01905	261980005637			F	2014
Jefferson Schools (Monroe)	58080	Jefferson Elementary 5th/6th	06494	261980005638			F	2014
Jenison Public Schools	70175	Jenison High School	06127	261983005645			F	2014
Johannesburg-Lewiston Area Schools	69030	Johannesburg-Lewiston High School	01935	261989005647	BTO			2013
Johannesburg-Lewiston Area Schools	69030	Lewiston Elementary School	02174	261989005648	B, BTO			2014
Johannesburg-Lewiston Area Schools	69030	Johannesburg-Lewiston Elementary/Middle School	05867	261989005649	BTO			2014
Jonesville Community Schools	30030	Williams Elementary School	04542	261992005651			F	2013
Joseph K. Lumsden Bahweting Anishnabe Academy	17901	Joseph K. Lumsden Bahweting Anishnabe Academy	08063	260007100492			F	2014
Kalamazoo Public Schools	39010	Arcadia Elementary School	00113	261995005653			F	2014
Kalamazoo Public Schools	39010	Prairie Ridge Elementary School	00674	261995005655			F	2014
Kalamazoo Public Schools	39010	Greenwood Elementary School	01501	261995005657	B, BTO			2014
Kalamazoo Public Schools	39010	Hillside Middle School	01687	261995005658		C		2014
Kalamazoo Public Schools	39010	Loy Norrix High School	02275	261995005663			F	2014
Kalamazoo Public Schools	39010	Milwood Magnet School	02575	261995005665		C		2014
Kalamazoo Public Schools	39010	Northeastern Elementary School	02753	261995005666		C		2014
Kalamazoo Public Schools	39010	Northglade Montessori School	02762	261995005667		C		2014
Kalamazoo Public Schools	39010	Woods Lake Elementary:A Magnet Center For The Arts	02819	261995005669		C		2014
Kalamazoo Public Schools	39010	Parkwood-Upjohn Elementary School	02962	261995005670			F	2014
Kalamazoo Public Schools	39010	Maple Street Magnet School for the Arts	03518	261995005671			F	2012
Kalamazoo Public Schools	39010	Washington Writers' Academy	04358	261995005673		C		2014
Kalamazoo Public Schools	39010	King-Westwood Elementary School	04491	261995005674			F	2014
Kalamazoo Public Schools	39010	Winchell Elementary School	04558	261995005675			F	2014
Kalamazoo Public Schools	39010	Woodward School for Technology and Research	04600	261995005676		C		2014
Kalamazoo Public Schools	39010	Kalamazoo Central High School	06117	261995005677			F	2014
Kalamazoo Public Schools	39010	Linden Grove Middle School	09942	261995007864			F	2014
Kalkaska Public Schools	40040	Rapid City Elementary School	03150	262005005686			F	2014
Kearsley Community School District	25110	Kate Dowdall Elementary School	00949	262007005690	B			2013
Kent City Community Schools	41150	Kent City High School	02019	262031005708			F	2012
Kent City Community Schools	41150	Kent City Elementary School	06298	262031005711	B, BTO			2012
Kentwood Public Schools	41160	Bowen Elementary	00369	262034005713	B			2014
Kentwood Public Schools	41160	Brookwood Elementary	00419	262034005714			F	2012
Kentwood Public Schools	41160	Glenwood Elementary	01427	262034005715	BTO			2014
Kentwood Public Schools	41160	Crestwood Middle School	02022	262034005716			F	2014
Kentwood Public Schools	41160	Meadowlawn Elementary	02500	262034005717			F	2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Kentwood Public Schools	41160	Southwood Elementary	03556	262034005718	BTO			2012
Kentwood Public Schools	41160	Townline Elementary	04194	262034005719	BTO			2012
Kentwood Public Schools	41160	East Kentwood High School	05974	262034005721		C		2013
Kentwood Public Schools	41160	Discovery Elementary	09669	262034001874			F	2014
Keystone Academy	82976	Keystone Academy	09306	260028901655			F	2014
Kingsley Area Schools	28090	Kingsley Area High School	02041	262038005722	B			2014
Kingsley Area Schools	28090	Kingsley Area Elementary School	05896	262038005723	BTO			2014
Kingsley Area Schools	28090	Kingsley Area Middle School	07453	262038007655			F	2014
Kingston Community School District	79080	Kingston High School	02042	262040005724	B			2014
Laingsburg Community Schools	78040	Laingsburg High School	02071	262055005727			F	2014
Lake City Area School District	57020	Lake City High School	07483	262061007749	B			2013
Lake Fenton Community Schools	25200	West Shore Elementary School	05779	262067005731	B			2014
Lake Fenton Community Schools	25200	Lake Fenton Middle School	09550	262067001826	BTO			2013
Lake Linden-Hubbell School District	31130	Lake Linden-Hubbell Elem. School	02080	262070005733			F	2014
Lake Orion Community Schools	63230	Blanche Sims Elementary School	00347	262073005735			F	2012
Lake Orion Community Schools	63230	Scripps Middle School	02086	262073005738			F	2012
Lake Orion Community Schools	63230	Webber School	04414	262073005740	A			2014
Lake Orion Community Schools	63230	Pine Tree Elementary School	06280	262073005741	B			2013
Lake Orion Community Schools	63230	Stadium Drive Elementary School	06281	262073005742	A			2014
Lake Orion Community Schools	63230	Waldon Middle School	06405	262073005743			F	2012
Lake Orion Community Schools	63230	Orion Oaks Elementary School	08320	262073001080	A			2014
Lake Orion Community Schools	63230	Carpenter Year Round Elem. School	08443	262073000684	A			2014
Lake Orion Community Schools	63230	Paint Creek Elementary School	08811	262073001244	A			2014
Lake Orion Community Schools	63230	Oakview Middle School	09049	262073001283			F	2012
Lake Shore Public Schools (Macomb)	50120	Violet Elementary School	04304	263267006818	B			2013
Lakeshore School District (Berrien)	11030	Hollywood Elementary School	01700	262082005744			F	2014
Lakeshore School District (Berrien)	11030	Lakeshore High School	02095	262082005745	B			2014
Lakeshore School District (Berrien)	11030	Stewart Elementary School	02099	262082005748	B, BTO			2013
Lakeview Community Schools (Montcalm)	59090	Lakeview Middle School	02103	262091005761			F	2014
Lakeview Community Schools (Montcalm)	59090	Lakeview High School	05220	262091005764	B			2014
Lakeview Public Schools (Macomb)	50130	Lakeview High School	02105	262088005759	B, BTO			2014
Lakeview Public Schools (Macomb)	50130	Princeton Elementary School	03124	262088005760	B			2014
Lakeview Sch. District (Calhoun)	13090	Lakeview Middle School	04586	262085005754			F	2014
LakeVille Community School District	25280	LakeVille High School	02111	262094005766	B			2014
LakeVille Community School District	25280	LakeVille Middle School	02862	262094005768			F	2013
LakeVille Community School District	25280	Otter Lake Elementary School	02871	262094005769			F	2013
Lakewood Public Schools	34090	Lakewood High School	02113	262098005774	B			2012
Lakewood Public Schools	34090	Sunfield Elementary School	04102	262098005775	BTO			2014
Lakewood Public Schools	34090	West Elementary School	04451	262098005776	BTO			2013

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Lamphere Public Schools	63280	Hiller Elementary School	01682	262112005779			F	2014
Lamphere Public Schools	63280	Page Middle School	01960	262112005780			F	2012
Lamphere Public Schools	63280	Lamphere High School	02123	262112005781			F	2014
L'Anse Area Schools	07040	L'Anse High School	04149	260001805923	B			2014
L'Anse Creuse Public Schools	50140	Chesterfield Elementary School	00668	262187005909			F	2014
L'Anse Creuse Public Schools	50140	L'Anse Creuse Middle School - Central	02125	262187007736			F	2012
L'Anse Creuse Public Schools	50140	Marie C. Graham Elem. School	02374	262187005913			F	2012
L'Anse Creuse Public Schools	50140	South River Elementary School	03530	262187000627	B			2013
L'Anse Creuse Public Schools	50140	Green Elementary School	05223	262187005915			F	2014
L'Anse Creuse Public Schools	50140	Emma V. Lobbestael Elem. School	06360	262187005917	B			2014
L'Anse Creuse Public Schools	50140	Joseph M. Carkenord Elementary School	08879	262187001379	B			2013
Lansing Charter Academy	33910	Lansing Charter Academy	00111	260095908074		C		2013
Lansing Public School District	33020	Cavanaugh School	00561	262115005789		C		2014
Lansing Public School District	33020	Eastern High School	01044	262115005792		C		2014
Lansing Public School District	33020	Everett High School	01166	262115005794		C		2013
Lansing Public School District	33020	Forrest G. Averill School	01270	262115005797		C		2013
Lansing Public School District	33020	J.W. Sexton High School	01865	262115005803		C		2013
Lansing Public School District	33020	Reo School	03181	262115005814		C		2014
Lansing Public School District	33020	Willow School	04551	262115005820		C		2014
Lansing Public School District	33020	Wexford Montessori Magnet School	04650	262115005821			F	2014
Lansing Public School District	33020	North School	06662	262115005828		C		2014
Lansing Public School District	33020	Riddle Elementary	09564	262115001866		C		2014
Lapeer Community Schools	44010	Turrill Elementary School	04233	262118005837			F	2012
Laurus Academy	63918	Laurus Academy	09449	260029601728			F	2014
Lawton Community School District	80140	Lawton Elementary School	02141	262124005846			F	2012
Lawton Community School District	80140	Lawton Middle School	06370	262124005848			F	2014
Leland Public School District	45020	Leland Public School	02155	262139005849			F	2012
Les Cheneaux Community Schools	49040	Cedarville School	02163	262142005850	B, BTO			2014
Leslie Public Schools	33100	Leslie Middle School	01846	262145005851			F	2014
Leslie Public Schools	33100	Woodworth Elementary School	04602	262145005853			F	2013
Lincoln Consolidated School District	81070	Bishop Elementary School	00308	262157001000			F	2014
Lincoln Consolidated School District	81070	Lincoln Senior High School	02187	262157005855			F	2012
Lincoln Park, School District of the City of	82090	Raupp School	03153	262160005868		C		2014
Linden Community Schools	25250	Central Elementary School	04822	262169005872	B			2013
Litchfield Community Schools	30040	Litchfield High School	02237	262175005873		C		2014
Litchfield Community Schools	30040	Litchfield Elementary School	02238	262175005874		C		2014
Livonia Public Schools School District	82095	Franklin High School	01302	262184005882			F	2014
Livonia Public Schools School District	82095	Garfield Elementary School	01372	262184005883			F	2014
Livonia Public Schools School District	82095	Hayes Elementary School	01613	262184005885	B			2013
Livonia Public Schools School District	82095	Hoover Elementary School	01750	262184005887	B			2013
Livonia Public Schools School District	82095	Kennedy Elementary School	01947	262184005889	A			2012

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Livonia Public Schools School District	82095	Cass Elementary School	02171	262184005891			F	2014
Livonia Public Schools School District	82095	Randolph Elementary School	03148	262184005896			F	2012
Livonia Public Schools School District	82095	Frost Middle School	03229	262184005898			F	2014
Livonia Public Schools School District	82095	Churchill High School	04848	262184005903			F	2014
Livonia Public Schools School District	82095	Buchanan Elementary School	04992	262184005905			F	2012
Livonia Public Schools School District	82095	Webster Elementary School	07377	262184007549	A, BTO			2014
Livonia Public Schools School District	82095	Rosedale Elementary	09673	262184001958			F	2012
Lowell Area Schools	41170	Lowell Senior High School	02272	262205005926			F	2014
Lowell Area Schools	41170	Murray Lake Elementary	09370	262205001690	B			2014
Ludington Area School District	53040	Foster School	01275	262220005930			F	2013
Ludington Area School District	53040	Franklin Elementary School	01301	262220005931	A, BTO			2012
Ludington Area School District	53040	Lakeview Elementary School	02109	262220005932	BTO			2014
Ludington Area School District	53040	O.J. DeJonge Middle School	02792	262220005934			F	2014
Madison Academy	25911	Madison Academy Elementary/Middle School	09450	260031701771	B			2013
Madison School District (Lenawee)	46090	Madison Elementary School	02315	262232005946	BTO			2014
Madison School District (Lenawee)	46090	Madison Middle School	07262	262232007551	BTO			2014
Manchester Community Schools	81080	Luther C. Klager Elem. School	05816	262238005953	B			2014
Manistee Area Public Schools	51070	Thomas Jefferson Elem. School	01912	262241005954			F	2013
Manistee Area Public Schools	51070	Manistee Middle High School	02339	262241005957			F	2014
Manistique Area Schools	77010	Emerald Elementary School	05219	262247005964			F	2014
Manton Consolidated Schools	83060	Manton Consolidated High School	02343	262250005966	B			2014
Marcellus Community Schools	14050	Marcellus High School	05257	262274005973	B			2013
Marion Public Schools	67050	Marion High School	02378	262280005976	B			2013
Marlette Community Schools	76140	Marlette Jr./Sr. High School	02385	262286005980	B			2014
Marshall Academy	13903	Marshall Academy	08817	260025001225			F	2014
Marshall Public Schools	13110	Gordon Elementary School	01442	262297005981	B, BTO			2013
Marshall Public Schools	13110	Hughes Elementary School	01790	262297005982			F	2014
Marshall Public Schools	13110	Marshall Middle School	02318	262297005983			F	2014
Marshall Public Schools	13110	Marshall High School	06111	262297005985	B			2012
Martin Luther King, Jr. Education Center Academy	82910	Martin Luther King, Jr. Education Center Academy	07425	260013100781	BTO			2014
Martin Public Schools	03060	Martin High School	02402	262298005986	B			2013
Marvin L. Winans Academy of Performing Arts	82924	Winans Academy High School	08455	260016901038	B			2014
Marvin L. Winans Academy of Performing Arts	82924	Marvin L. Winans Academy of Performing Arts Elem.	09705	260016901951		C		2014
Marysville Public Schools	74100	Gardens Elementary School	02419	262304005991	A			2012
Mason County Central Schools	53010	Mason County Central H.S.	02424	262313006003			F	2014
Mason County Central Schools	53010	Scottville Elementary School	03426	262313006005			F	2014
Mason Public Schools (Ingham)	33130	Alaiedon Elementary School	00037	262307005992			F	2013

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Mattawan Consolidated School	80150	Mattawan Early Elem. School	02438	262325006010	A			2012
Mattawan Consolidated School	80150	Mattawan Later Elem. School	07495	262325007706	B			2014
Mayville Community School District	79090	Mayville High School	02452	262328006013			F	2014
McBain Rural Agricultural Schools	57030	McBain High School	02468	262331006016			F	2014
McBain Rural Agricultural Schools	57030	McBain Elementary School	05900	262331006017			F	2014
Memphis Community Schools	74120	Memphis Junior/Senior High School	05673	262349006025	B			2014
Meridian Public Schools	56050	Meridian Elementary School	02515	262358006035			F	2014
Meridian Public Schools	56050	Meridian Junior High School	02516	262358006036			F	2014
Meridian Public Schools	56050	Meridian High School	05814	262358006039	B			2013
Merrill Community Schools	73230	Merrill Elementary School	02520	262361006041	B, BTO			2014
Merrill Community Schools	73230	Merrill Middle School	06222	262361006042	BTO			2014
Merritt Academy	50906	Merritt Academy	09077	260028101598	B			2014
Mesick Consolidated Schools	83070	Floyd M. Jewett Elem. School	02527	262367006043	BTO			2014
Mesick Consolidated Schools	83070	Mesick Consolidated Jr/Sr High School	05866	262367006044			F	2013
Michigan Center School District	38120	Arnold Elementary School	00122	262379006045			F	2012
Michigan Center School District	38120	Michigan Center Jr/Sr High School	02544	262379006047	B			2013
Michigan Connections Academy	33911	Michigan Connections Academy	00469	260096908139			F	2014
Michigan Educational Choice Center	82751	Murphy Elementary	02648	261200004795		C		2014
Michigan Educational Choice Center	82751	Trix Elementary	04222	261200004846		C		2013
Michigan Educational Choice Center	82751	Stewart Elementary	06074	261200004889		C		2014
Michigan School for the Deaf	84050	Michigan School for the Deaf	02548	260028001809	B			2012
Michigan Technical Academy	82907	Michigan Technical Academy Elementary	09099	260012801506		C		2014
Michigan Virtual Charter Academy	41925	Michigan Virtual Charter Academy	00482	260097208180		C		2014
Midland County Educational Service Agency	56000	MCESA and Sugnet School Classroom Programs	08857	268080001387	BTO			2012
Midland Public Schools	56010	Adams Elementary School	00016	262382006050	A			2012
Midland Public Schools	56010	Carpenter School	00532	262382006051			F	2014
Midland Public Schools	56010	Chestnut Hill School	00669	262382006053	A			2013
Midland Public Schools	56010	Jefferson Middle School	01902	262382006057			F	2012
Midland Public Schools	56010	Midland High School	02555	262382006060			F	2014
Midland Public Schools	56010	Northeast Middle School	02750	262382006062			F	2013
Midland Public Schools	56010	Plymouth Elementary School	03081	262382006064	B			2012
Midland Public Schools	56010	Siebert School	03475	262382006065			F	2012
Midland Public Schools	56010	H.H. Dow High School	05157	262382006068			F	2013
Midland Public Schools	56010	Woodcrest Elementary School	05813	262382006069			F	2012
Mid-Michigan Leadership Academy	33904	Mid-Michigan Leadership Academy	08323	260008200546		C		2014
Milan Area Schools	81100	Milan High School	02558	262385006072	B			2013
Milan Area Schools	81100	Paddock Elementary School	02930	262385006073			F	2014
Milan Area Schools	81100	Milan Middle School	05691	262385006074			F	2014
Milan Area Schools	81100	Clayton H. Symons Elementary School	09182	262385001504	B			2014
Mildred C. Wells Preparatory Academy	11904	Mildred C. Wells Preparatory Academy	09608	260029701848		C		2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Millington Community Schools	79100	Millington High School	02570	262391006075	B			2014
Mona Shores Public School District	61060	Mona Shores Middle School	05815	262412006086			F	2014
Monroe ISD	58000	Monroe County Middle College	00070	268082008011	A			2014
Monroe Public Schools	58010	Custer Elementary School	00856	262415006090			F	2014
Monroe Public Schools	58010	Manor Elementary School	02342	262415006093			F	2014
Monroe Public Schools	58010	Waterloo School	04396	262415006098			F	2014
Montague Area Public Schools	61180	Oehrli Elementary School	03139	262418006102			F	2014
Montrose Community Schools	25260	Hill-McCloy High School	01671	262442006104	B, BTO			2013
Morey Montessori Public School Academy	37902	Morey Montessori Public School Academy	08507	260014400862	B			2014
Morley Stanwood Community Schools	54040	Morley Stanwood High School	02613	262460006111	B			2012
Mount Clemens Community School District	50160	Mount Clemens High School	02624	262469006118		C		2012
Mount Clemens Community School District	50160	Seminole Academy	09338	262469001673		C		2014
Mt. Clemens Montessori Academy	50908	Mt. Clemens Montessori Academy	09294	260028301646	B			2014
Mt. Morris Consolidated Schools	25040	Moore Elementary School	01863	262472006123			F	2013
Mt. Morris Consolidated Schools	25040	E.A. Johnson Memorial H.S.	05763	262472006128	B			2012
Mt. Pleasant City School District	37010	Ganiard School	01357	262475006131			F	2013
Mt. Pleasant City School District	37010	West Intermediate School	02635	262475006134			F	2014
Mt. Pleasant City School District	37010	Mt. Pleasant Senior High School	02636	262475006135			F	2014
Mt. Pleasant City School District	37010	Vowles School	04315	262475006138	B			2012
Munising Public Schools	02070	William G. Mather Elementary School	00597	262481006139			F	2012
Muskegon Heights Public School Academy System	61905	Muskegon Heights Academy	02651	262487006170		C		2014
Muskegon, Public Schools of the City of	61010	Nelson Elementary School	02675	262484006153		C		2014
Nah Tah Wahsh Public School Academy	55901	Nah Tah Wahsh Public School Academy	08221	260010300646		C		2013
Napoleon Community Schools	38130	Ezra Eby Elementary School	01065	262496006173			F	2014
New Bedford Academy	58901	New Bedford Academy	08632	260021301149			F	2014
New Beginnings Academy	82962	New Beginnings Academy	08742	260024801218	B			2013
New Buffalo Area Schools	11200	New Buffalo Senior High School	02677	262514006181	A, BTO			2014
New Buffalo Area Schools	11200	New Buffalo Middle School	08503	262514000803	BTO			2014
New Haven Community Schools	50170	Endeavour Middle School	00986	262523006183			F	2014
New Haven Community Schools	50170	New Haven High School	02683	262523006184	B			2014
New Lothrop Area Public Schools	78070	New Lothrop High School	02685	262529006186	B			2014
New Paradigm Glazer Academy	82734	New Paradigm Glazer Academy	05675	260099404881		C		2013
Newaygo Public School District	62070	Vera Wilsie Elementary School	04289	262532006191	BTO			2013
Niles Community Schools	11300	Ballard Elementary School	00184	262556006203			F	2014
Niles Community Schools	11300	Ring Lardner Middle School	03204	262556006208	BTO			2012
Noor International Academy	50913	Noor International Academy	00757	260099508260	B			2014
North Branch Area Schools	44090	Ruth Fox Elementary School	06185	262568006216	BTO			2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
North Central Area Schools	55115	North Central Area Junior/Senior High School	03114	262922006506	BTO			2014
North Central Area Schools	55115	North Central Elementary School	05987	262922000645	BTO			2014
North Muskegon Public Schools	61230	North Muskegon Elementary School	02741	262580006236			F	2012
North Muskegon Public Schools	61230	North Muskegon Middle School	08648	262580001152	B, BTO			2014
North Star Academy	52901	North Star Academy	08476	260015300934			F	2013
Northport Public School District	45040	Northport Public School	02764	262592006237	BTO			2012
Northridge Academy	25904	Northridge Academy	08721	260019401103	B, BTO			2014
Northview Public Schools	41025	West Oakview Elementary School	04461	262595006242	B, BTO			2012
Northville Public Schools	82390	Amerman Elementary School	00083	262598006244	A			2014
Northville Public Schools	82390	Northville High School	02772	262598006245	A			2014
Northville Public Schools	82390	Moraine Elementary School	05283	262598007560	A			2014
Northville Public Schools	82390	Meads Mill Middle School	06591	262598006248	A			2014
Northville Public Schools	82390	Silver Springs Elementary School	06592	262598006249	A			2012
Northville Public Schools	82390	Winchester Elementary School	06593	262598006250	A			2014
Northville Public Schools	82390	Thornton Creek Elementary School	07964	262598000294	A			2014
Northville Public Schools	82390	Hillside Middle School	08803	262598001266	A			2014
Northville Public Schools	82390	Ridge Wood Elementary School	09171	262598001505	A			2012
Northwest Community Schools	38140	Parnall Elementary School	02966	262601006254			F	2014
Northwest Community Schools	38140	Northwest High School	05625	262601006255	B			2012
Nottawa Community School	75100	Nottawa Community School	02787	262610006260			F	2013
Novi Community School District	63100	Novi Woods Elementary School	02788	262613006261	A			2014
Novi Community School District	63100	Orchard Hills Elementary School	02843	262613006262			F	2014
Novi Community School District	63100	Novi High School	05315	262613006263			F	2014
Novi Community School District	63100	Novi Middle School	06172	262613006264			F	2014
Novi Community School District	63100	Novi Meadows School	07042	262613006266			F	2014
Novi Community School District	63100	Parkview Elementary School	07349	262613007562			F	2014
Novi Community School District	63100	Deerfield Elementary School	08804	262613001243	A			2013
Oak Park, School District of the City of	63250	Oak Park Alternative Education Center	00658	262619008174		C		2014
Oak Park, School District of the City of	63250	Oak Park High School	02798	262619006271		C		2012
Oakland International Academy	63912	Oakland International Academy - K-1	08743	260021701166		C		2013
Oakridge Public Schools	61065	Oakridge High School	02814	262622006276	B			2013
Okemos Public Schools	33170	Cornell Elementary School	00801	262628006280	A			2014
Okemos Public Schools	33170	Okemos High School	02822	262628006282			F	2014
Okemos Public Schools	33170	Kinawa School	04881	262628006284	A			2014
Okemos Public Schools	33170	Hiawatha Elementary School	07347	262628007563	A			2012
Okemos Public Schools	33170	Bennett Woods Elementary School	07828	262628000541			F	2014
Okemos Public Schools	33170	Chippewa Middle School	08214	262628000542	A, BTO			2014
Okemos Public Schools	33170	Okemos Public Montessori-Central	09348	262628001681	A, BTO			2014
Old Redford Academy	82956	Old Redford Academy - Middle	09480	260024201698	BTO			2013
Olivet Community Schools	23080	Fern Persons Elementary School	01221	262637007433			F	2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Olivet Community Schools	23080	Olivet High School	02828	262637006285	B			2013
Onekama Consolidated Schools	51060	Onekama Elementary School	02831	262649006293			F	2013
Onsted Community Schools	46110	Onsted Community High School	02832	262652006295	B			2013
Onsted Community Schools	46110	Onsted Elementary	08660	262652001139	B			2013
Oscoda Area Schools	35010	Oscoda Area High School	02856	262697006312	B			2014
Otsego Public Schools	03020	Dix Street Elementary School	00922	262706006316	B			2014
Otsego Public Schools	03020	Washington Street Elementary School	02864	262706006318			F	2014
Otsego Public Schools	03020	Otsego High School	02865	262706006319			F	2013
Ottawa Area ISD	70000	Ottawa Area Center	01054	268090000252	BTO			2012
Ovid-Elsie Area Schools	19120	Ovid-Elsie Middle School	02919	262715006323			F	2014
Ovid-Elsie Area Schools	19120	Ovid-Elsie High School	05333	262715006325	B			2014
Owendale-Gagetown Area School District	32090	Owendale-Gagetown Elementary School	05109	262718006326	BTO			2014
Owosso Public Schools	78110	Owosso Middle School	02920	262721006331			F	2013
Owosso Public Schools	78110	Owosso High School	02924	262721006332			F	2013
Oxford Community Schools	63110	Clear Lake Elementary School	00713	262724006335			F	2012
Oxford Community Schools	63110	Leonard Elementary School	02160	262724006337	B			2013
Oxford Community Schools	63110	Lakeville Elementary School	08629	262724001159	B			2013
Paragon Charter Academy	38902	Paragon Charter Academy	08644	260020401119			F	2014
Paramount Charter Academy	39905	Paramount Charter Academy	08642	260020601123			F	2014
Parchment School District	39130	Parchment Middle School	02939	262742006343			F	2014
Parchment School District	39130	Parchment Northwood Elem. School	02940	262742006344	B			2014
Parchment School District	39130	Parchment North Elem. School	02941	262742006345			F	2014
Parchment School District	39130	Parchment Central Elem. School	05885	262742006348			F	2014
Paw Paw Public School District	80160	Paw Paw Early Elementary School	00341	262766006349	B			2014
Pellston Public Schools	24040	Pellston Elementary School	02993	262772006355	B, BTO			2014
Pennfield Schools	13120	Pennfield Dunlap Elementary	02996	262781006358	B			2012
Pennfield Schools	13120	Pennfield Middle School	02997	262781006359	B			2014
Pentwater Public School District	64070	Pentwater Public School	03004	262784006363			F	2013
Perry Public Schools	78080	Perry Middle School	06029	262790006369			F	2012
Pewamo-Westphalia Community Schools	19125	Pewamo-Westphalia Elementary School	03019	262796006376	B			2014
Pewamo-Westphalia Community Schools	19125	Pewamo-Westphalia Middle/High School	03021	262796006378	A			2013
Pinckney Community Schools	47080	Pinckney Community High School	03038	262814006385			F	2014
Pinconning Area Schools	09090	Pinconning High School	03040	262817006391			F	2013
Pine River Area Schools	67055	Pine River Area Middle/High School	03047	262820006393	B, BTO			2014
Pine River Area Schools	67055	Pine River Area Elementary School	05232	262820006394	B			2014
Plainwell Community Schools	03010	Gilkey Elementary School	01403	262853006401	B			2014
Plainwell Community Schools	03010	Plainwell High School	03065	262853006402			F	2014
Plainwell Community Schools	03010	Plainwell Middle School	06000	262853006404			F	2013

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Plymouth Educational Center Charter School	82904	Plymouth Educational Center Preparatory High School	09946	260012507997		C		2014
Plymouth-Canton Community Schools	82100	Bird Elementary School	00330	262856006406	A			2012
Plymouth-Canton Community Schools	82100	Farrand Elementary School	01207	262856006407			F	2014
Plymouth-Canton Community Schools	82100	Gallimore Elementary School	01356	262856006408	B			2013
Plymouth-Canton Community Schools	82100	Discovery Middle School	02269	262856000765			F	2012
Plymouth-Canton Community Schools	82100	East Middle School	03079	262856006411			F	2014
Plymouth-Canton Community Schools	82100	Isbister Elementary School	04905	262856006416	A			2012
Plymouth-Canton Community Schools	82100	Salem High School	05770	262856006419			F	2014
Plymouth-Canton Community Schools	82100	Miller Elementary School	06274	262856006420			F	2014
Plymouth-Canton Community Schools	82100	Field Elementary School	06676	262856006423			F	2014
Plymouth-Canton Community Schools	82100	Tonda Elementary School	07990	262856000293	B			2013
Plymouth-Canton Community Schools	82100	Dodson Elementary School	08899	262856001431	A			2014
Plymouth-Canton Community Schools	82100	Plymouth High School	08997	262856001464			F	2013
Plymouth-Canton Community Schools	82100	Workman Elementary School	09646	262856001929	A			2013
Pontiac Academy for Excellence	63906	Pontiac Academy for Excellence - High School	08433	260015600970		C		2014
Pontiac Academy for Excellence	63906	Pontiac Academy for Excellence - Middle School	09985	260015608024		C		2013
Pontiac Academy for Excellence	63906	Pontiac Academy for Excellence - Elementary	09986	260015608039		C		2014
Pontiac City School District	63030	Alcott School	00045	262874006426		C		2014
Pontiac City School District	63030	Herrington School	01652	262874006434		C		2014
Pontiac City School District	63030	Pontiac High School	02756	262874006444		C		2014
Pontiac City School District	63030	Owen Elementary School	02922	262874006445		C		2014
Pontiac City School District	63030	Whitmer Human Resource Center	06213	262874000662		C		2014
Port Huron Area School District	74010	Fort Gratiot Middle School	01272	262883006463			F	2013
Port Huron Area School District	74010	Garfield Elementary School	01366	262883006464			F	2014
Port Huron Area School District	74010	H D Crull Elementary School	01772	262883006467			F	2013
Port Huron Area School District	74010	Michigamme Elementary School	02538	262883006471			F	2013
Port Huron Area School District	74010	Holland Woods Middle School	04237	262883006479		C		2012
Port Huron Area School District	74010	Woodrow Wilson Elementary School	04588	262883006480		C		2014
Portage Public Schools	39140	Lake Center Elementary School	02076	262895006488	B			2014
Portage Public Schools	39140	Portage Central High School	03095	262895006491	B			2014
Portage Public Schools	39140	Portage North Middle School	03096	262895006492			F	2014
Portage Public Schools	39140	Portage Northern High School	03097	262895006493			F	2014
Portage Public Schools	39140	Woodland Elementary School	05561	262895006495			F	2014
Portage Public Schools	39140	Portage West Middle School	06396	262895006496	A			2012
Portage Public Schools	39140	Moorsbridge Elementary School	07926	262895000161	B			2014
Portland Public Schools	34110	Portland High School	03098	262912006497			F	2012
Posen Consolidated School District No. 9	71060	Posen Elementary School	04656	262913006502			F	2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Potterville Public Schools	23090	Potterville High School	03112	262916006504	B			2012
Prevail Academy	50909	Prevail Academy	09451	260031001754			F	2014
Public Schools of Calumet, Laurium & Keweenaw	31030	Calumet High School	00497	260769004352	A, BTO			2012
Public Schools of Calumet, Laurium & Keweenaw	31030	Washington Middle School	04357	260769004354	BTO			2014
Public Schools of Petoskey	24070	Central Elementary School	00623	262793007688	A			2013
Public Schools of Petoskey	24070	Lincoln School	02220	262793006370	BTO			2014
Public Schools of Petoskey	24070	Ottawa Elementary School	02867	262793006371	BTO			2014
Public Schools of Petoskey	24070	Petoskey High School	03017	262793006372			F	2014
Public Schools of Petoskey	24070	Petoskey Middle School	03018	262793006373			F	2012
Quest Charter Academy	82718	Quest Charter Academy	00097	260096508062	B			2014
Quincy Community Schools	12040	Jennings Elementary School	01921	262925006510			F	2012
Quincy Community Schools	12040	Quincy High School	03135	262925006511			F	2014
Quincy Community Schools	12040	Quincy Middle School	05822	262925006512			F	2013
Ravenna Public Schools	61210	Ravenna Middle School	05368	262937006517			F	2013
Reach Charter Academy	50912	Reach Charter Academy	09905	260095007851			F	2014
Reading Community Schools	30070	Reading High School	03159	262940006520	B			2014
Redford Union Schools, District No. 1	82110	Beech Elementary	00748	262946008208		C		2014
Reese Public Schools	79110	Reese High School	03173	262952006536			F	2013
Renaissance Public School Academy	37901	Renaissance Public School Academy	08314	260008700557	B			2012
Richmond Community Schools	50180	Will L. Lee School	04530	262967006550	B			2012
Ridge Park Charter Academy	41919	Ridge Park Charter Academy	08652	260020801135			F	2012
River Rouge, School District of the City of	82120	Ann Visger K-5 Preparatory Academy	00105	262976006552		C		2014
River Rouge, School District of the City of	82120	River Rouge High School	03208	262976006555		C		2012
River Valley School District	11033	River Valley High School	03740	262979006559	B, BTO			2012
River Valley School District	11033	Three Oaks Elementary School	04180	262979006560			F	2012
Riverside Academy	82975	Riverside Academy - West Campus	09604	260029101941	B			2013
Rochester Community School District	63260	Baldwin Elementary School	00178	262994006567	A			2014
Rochester Community School District	63260	Brooklands Elementary School	00410	262994006568			F	2014
Rochester Community School District	63260	Brewster Elementary School	01114	262994006569	A			2014
Rochester Community School District	63260	Hamlin Elementary School	01551	262994000241			F	2012
Rochester Community School District	63260	McGregor Elementary School	01773	262994006570			F	2014
Rochester Community School District	63260	North Hill Elementary School	02731	262994006572	A			2014
Rochester Community School District	63260	West Middle School	04458	262994006574	A			2014
Rochester Community School District	63260	Long Meadow Elementary School	05239	262994006575	A			2013
Rochester Community School District	63260	Rochester Adams High School	05819	262994006577	A			2014
Rochester Community School District	63260	University Hills Elem. School	06270	262994006578	A			2014
Rochester Community School District	63260	Reuther Middle School	06399	262994006579			F	2014
Rochester Community School District	63260	Van Hoosen Middle School	06400	262994006580	A, BTO			2014
Rochester Community School District	63260	Hugger Elementary School	07310	262994007575	A			2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Rochester Community School District	63260	Musson Elementary School	07350	262994007576	A			2014
Rochester Community School District	63260	Hart Middle School	07548	262994000242	A			2014
Rochester Community School District	63260	Hampton Elementary School	07855	262994000243			F	2014
Rochester Community School District	63260	Delta Kelly Elementary School	09051	262994001285	A			2014
Rockford Public Schools	41210	Belmont Elementary School	00269	263003006584	B			2014
Rockford Public Schools	41210	Crestwood Elementary School	00832	263003006585	A			2012
Rockford Public Schools	41210	Parkside Elementary School	02958	263003006587	A			2013
Rockford Public Schools	41210	Cannonsburg Elementary School	05007	263003006590	B			2014
Rockford Public Schools	41210	Rockford Spanish Immersion	09655	263003001876	A			2013
Romeo Community Schools	50190	Indian Hills Elementary School	01834	263009006596	B			2013
Romeo Community Schools	50190	Romeo High School	03256	263009006597			F	2014
Romulus Community Schools	82130	Barth Elementary School	06679	263012006611			F	2014
Romulus Community Schools	82130	Romulus Elementary School	08898	263012001433	B, BTO			2014
Roscommon Area Public Schools	72010	Roscommon Elementary School	01396	261583005231			F	2014
Roscommon Area Public Schools	72010	Roscommon High School	05115	261583005233	B, BTO			2014
Roscommon Area Public Schools	72010	Roscommon Middle School	06369	261583005234			F	2014
Roseville Community Schools	50030	John R. Kment Elementary School	01049	263021006616		C		2013
Roseville Community Schools	50030	Fountain Elementary School	01279	263021006619			F	2013
Roseville Community Schools	50030	Huron Park Elementary School	01800	263021006621			F	2014
Ross-Hill Academy	82948	Ross-Hill Academy - Elementary	08669	260023501205		C		2013
Royal Oak Schools	63040	Royal Oak High School	02034	263030006637	B			2013
Royal Oak Schools	63040	Northwood Elementary School	02781	263030006642			F	2014
Royal Oak Schools	63040	Oakland Elementary School	02805	263030006644			F	2013
Royal Oak Schools	63040	Royal Oak Middle School	09740	263030002069			F	2013
Royal Oak Schools	63040	Addams Elementary and ECC	09741	263030002070			F	2012
Royal Oak Schools	63040	Keller Elementary	09742	263030002068			F	2014
Rutherford Winans Academy	82748	Rutherford Winans Academy	02701	261200001297		C		2013
Saginaw Preparatory Academy	73908	Saginaw Preparatory Academy	08519	260016100986		C		2014
Saginaw Township Community Schools	73040	Hemmeter Elementary School	01626	263045006695	A, BTO			2014
Saginaw Township Community Schools	73040	Westdale Elementary School	04475	263045006699	B, BTO			2014
Saginaw Township Community Schools	73040	Heritage High School	05158	263045006701			F	2014
Saginaw Township Community Schools	73040	Sherwood Elementary School	05407	263045006702	A, BTO			2014
Saginaw Township Community Schools	73040	Mackinaw High School	08178	263045001580		C		2012
Saginaw, School District of the City of	73010	Arthur Hill High School	00125	263039006656		C		2014
Saginaw, School District of the City of	73010	Handley School	01558	263039006662	A, BTO			2014
Saginaw, School District of the City of	73010	Jessie Loomis School	01929	263039006667		C		2014
Saginaw, School District of the City of	73010	Saginaw High School	03336	263039006677		C		2014
Saginaw, School District of the City of	73010	Saginaw Arts and Sciences Academy	08753	263039001171	A, BTO			2014
Saline Area Schools	81120	Saline High School	06203	263066006709	A, BTO			2014
Saline Area Schools	81120	Pleasant Ridge Elementary School	07527	263066007724			F	2012
Saline Area Schools	81120	Woodland Meadows Elementary School	08504	263066001002			F	2012

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Saline Area Schools	81120	Heritage School	08505	263066001003			F	2012
Saline Area Schools	81120	Harvest Elementary School	09038	263066001466	A			2012
Saranac Community Schools	34120	Saranac Jr/Sr High School	03406	263093006717			F	2013
Saugatuck Public Schools	03080	Douglas Elementary School	00941	263096006719	B			2013
Saugatuck Public Schools	03080	Saugatuck High School	03409	263096006720	BTO			2014
Saugatuck Public Schools	03080	Saugatuck Middle School	08889	263096001318	BTO			2012
Sault Ste. Marie Area Schools	17010	Sault Area Middle School	02264	263099006724			F	2012
Sault Ste. Marie Area Schools	17010	Washington Elementary School	04379	263099006727			F	2013
Sault Ste. Marie Area Schools	17010	Sault Area High School	06068	263099006728			F	2014
Shepherd Public Schools	37060	Winn Elementary School	06241	263138006743	A, BTO			2012
Shiawassee Regional ESD	78000	Shiawassee RESD - Student Learning Center - West	01035	268097500726			F	2012
Sodus Township S/D #5	11830	River School	05841	263207006746			F	2013
South Arbor Charter Academy	81905	South Arbor Charter Academy	08741	260022301182	A, BTO			2014
South Canton Scholars Charter Academy	82729	South Canton Scholars Charter Academy	00836	260099708216	B			2014
South Haven Public Schools	80010	South Haven High School	03515	263230006770			F	2014
South Haven Public Schools	80010	Baseline Middle School	07769	263230000022			F	2014
South Lake Schools	50200	South Lake Middle School	02444	263222006749		C		2014
South Lake Schools	50200	South Lake High School	03520	263222006751			F	2012
South Lake Schools	50200	Koepsell Education Center	08339	263222000633			F	2014
South Lyon Community Schools	63240	Ann L. Dolsen Elementary School	02684	263225006752			F	2012
South Lyon Community Schools	63240	Salem Elementary School	03380	263225006753			F	2012
South Lyon Community Schools	63240	Sayre Elementary School	03496	263225006754	A			2014
South Lyon Community Schools	63240	Frank E. Bartlett School	03522	263225006756			F	2014
South Lyon Community Schools	63240	Centennial Middle School	07497	263225001599	A			2012
South Lyon Community Schools	63240	Millennium Middle School	07523	263225007671			F	2012
South Lyon Community Schools	63240	William A. Brummer Elementary School	08801	263225001245	A			2014
South Lyon Community Schools	63240	Kent Lake Elementary School	08894	263225001401	A, BTO			2013
South Lyon Community Schools	63240	Sharon J. Hardy Elementary School	09365	263225001687	A, BTO			2012
South Lyon Community Schools	63240	South Lyon East High School	09415	263225001837	A, BTO			2014
South Redford School District	82140	Fisher Elementary School	01239	263228006759			F	2014
South Redford School District	82140	Thomas Jefferson Elem. School	04167	263228006763			F	2012
Southfield Public School District	63060	Adlai Stevenson Elementary School	00024	263231006771			F	2014
Southfield Public School District	63060	Vandenberg Elementary School	04278	263231006782			F	2012
Southfield Public School District	63060	Southfield Regional Academic Campus	08048	263231000666		C		2012
Southfield Public School District	63060	University High School Academy	09863	263231007791	A			2014
Southgate Community School District	82405	Allen Elementary School	05179	263234000295			F	2014
Sparta Area Schools	41240	Ridgeview Elementary School	07467	263237007686			F	2014
Spring Lake Public Schools	70300	Holmes Elementary School	01704	263255006804	A			2014
Spring Lake Public Schools	70300	Jeffers Elementary School	01892	263255006805	A			2013
Spring Lake Public Schools	70300	Spring Lake Middle School	08824	263255001251	A			2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Spring Lake Public Schools	70300	Spring Lake Intermediate School	08825	263255001252	A			2014
Springport Public Schools	38150	Springport High School	03574	263261006808	B			2012
St. Charles Community Schools	73240	Anna M. Thurston Middle School	05693	263264006813	BTO			2013
St. Ignace Area Schools	49010	LaSalle High School	02135	260001203862			F	2012
St. Joseph County ISD	75000	Pathfinder Educational Center	01037	268096000990	B, BTO			2012
St. Joseph Public Schools	11020	Clarke School	00992	263285006831			F	2014
St. Joseph Public Schools	11020	St. Joseph High School	03793	263285006834	A			2013
Standish-Sterling Community Schools	06050	Standish-Sterling Central High School	04050	263294006846			F	2014
Stanton Township Public Schools	31140	E.B. Holman Elementary School	06401	263297006849	B, BTO			2014
Star International Academy	82941	Star International Academy	08636	260022801198	BTO			2013
Stephenson Area Public Schools	55120	Stephenson High School	04065	263300006852	A, BTO			2014
Stephenson Area Public Schools	55120	Stephenson Elementary School	04066	263300006853	BTO			2014
Stephenson Area Public Schools	55120	Stephenson Middle School	09819	263300007815	BTO			2013
Stockbridge Community Schools	33200	Emma Smith Elementary School	01143	263303006855	B			2014
Stockbridge Community Schools	33200	Stockbridge High School	04078	263303006858	B			2012
Sturgis Public Schools	75010	Congress School	00771	263309006861			F	2013
Sturgis Public Schools	75010	Wall School	04337	263309006865			F	2013
Sturgis Public Schools	75010	Wenzel School	04434	263309006866	B, BTO			2013
Summerfield Schools	58100	Summerfield Junior/Senior High School	04098	263312006868	B, BTO			2013
Summit Academy North	82938	Summit Academy North High School	08634	260022501195	B			2014
Superior Central School District	02080	Superior Central School	04860	260001906583	B			2012
Suttons Bay Public Schools	45050	Suttons Bay Senior High School	04108	263336006871			F	2012
Suttons Bay Public Schools	45050	Suttons Bay Elementary School	04109	263336006872			F	2014
Swartz Creek Community Schools	25180	Morrish Elementary School	02617	263342006879	BTO			2013
Tahquamenon Area Schools	48040	Newberry Elementary School	02690	262535006194			F	2014
Tawas Area Schools	35030	Tawas Area Middle School	04134	263351006886	BTO			2014
Taylor Exemplar Academy	82995	Taylor Exemplar Academy	09709	260033101955			F	2014
Taylor School District	82150	Clarence Randall Elem. School	00698	263354006891	B			2012
Taylor School District	82150	John F. Kennedy High School	01944	263354006899	B			2013
Taylor School District	82150	Kinyon Elementary School	02049	263354006900	B			2012
Taylor School District	82150	Bernice McDowell Elem. School	06275	263354006908	BTO			2013
Tecumseh Public Schools	46140	Patterson Elementary School	02977	263372006914	B			2014
Tecumseh Public Schools	46140	Sutton Elementary School	04107	263372006916	B			2014
Tecumseh Public Schools	46140	Tecumseh Acres Elementary School	04142	263372006917			F	2014
The Dearborn Academy	82928	The Dearborn Academy	08479	260017301042	B			2013
The Greenspire School	28904	The Greenspire School	00653	260098308281	A, BTO			2014
Thornapple Kellogg School District	08050	Thornapple Kellogg Middle School	05806	263381006926			F	2014
Three Lakes Academy	49901	Three Lakes Academy	00130	260096607970	B			2014
Three Oaks Public School Academy	61904	Three Oaks Public School Academy	09304	260028801653	BTO			2013
Three Rivers Community Schools	75080	Andrews Elementary School	00336	263384006927	BTO			2012
Three Rivers Community Schools	75080	Three Rivers High School	04181	263384006930			F	2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Three Rivers Community Schools	75080	Norton Elementary School	05217	263384006931	BTO			2012
Timbuktu Academy of Science and Technology	82933	Timbuktu Academy of Science and Technology	08572	260017801047		C		2012
Traverse City Area Public Schools	28010	Central Grade School	00599	263387006937			F	2014
Traverse City Area Public Schools	28010	Eastern Elementary School	01040	263387006940			F	2012
Traverse City Area Public Schools	28010	Central High School	04200	263387006949			F	2014
Traverse City Area Public Schools	28010	Courtade Elementary School	07573	263387007652	B, BTO			2014
Traverse City Area Public Schools	28010	East Middle School	07724	263387000001			F	2014
Traverse City Area Public Schools	28010	West Senior High	08470	263387000838			F	2013
Traverse City Area Public Schools	28010	TCAPS Montessori School	09381	263387001719	B			2014
Tri County Area Schools	59080	MacNaughton School	02298	263393006959			F	2014
Trillium Academy	82973	Trillium Academy	09094	260027701477	B			2013
Triumph Academy	58902	Triumph Academy	09452	260031101760			F	2014
Troy School District	63150	Baker Middle School	00174	263426006962			F	2014
Troy School District	63150	Leonard Elementary School	02161	263426006963	A			2014
Troy School District	63150	Morse Elementary School	02618	263426006964			F	2014
Troy School District	63150	Hamilton Elementary School	03715	263426006965	A			2014
Troy School District	63150	Troy High School	04226	263426006966	A			2014
Troy School District	63150	Troy Union Elementary School	04227	263426006967			F	2014
Troy School District	63150	Hill Elementary School	05163	263426006968	A			2014
Troy School District	63150	Smith Middle School	05413	263426006969			F	2014
Troy School District	63150	Wattles Elementary School	05537	263426006970	A, BTO			2014
Troy School District	63150	Schroeder Elementary School	06124	263426006971	A, BTO			2014
Troy School District	63150	Costello Elementary School	06364	263426006972	A			2012
Troy School District	63150	Larson Middle School	06366	263426006974	A			2014
Troy School District	63150	Boulan Park Middle School	06367	263426006975	A			2014
Troy School District	63150	Athens High School	06393	263426006976	A			2014
Troy School District	63150	Wass Elementary School	06939	263426006977	A			2014
Troy School District	63150	Bemis Elementary School	06940	263426006978	A, BTO			2014
Troy School District	63150	Barnard Elementary School	06941	263426006979	A			2014
Ubly Community Schools	32170	Ubly Community High School	05854	263438006981	B			2013
Union City Community Schools	13135	Union City Middle School	04246	263441006982			F	2014
Union City Community Schools	13135	Union City High School	04247	263441006983	B			2014
Union City Community Schools	13135	Union City Elementary School	04248	263441006984			F	2014
Unionville-Sebewaing Area S.D.	79145	Unionville-Sebewaing High School	04255	263444006987	A			2013
Unionville-Sebewaing Area S.D.	79145	Unionville-Sebewaing Elem. School	04909	263444006988	B			2013
University Preparatory Academy (PSAD)	82702	University Preparatory Academy (PSAD) - Middle	09888	260095607940	BTO			2012
University Preparatory Science and Math (PSAD)	82701	University Preparatory Science and Math (PSAD) High School	00506	260095208134	B			2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
University Preparatory Science and Math (PSAD)	82701	University Preparatory Science and Math (PSAD) Middle School	09907	260095207946	B, BTO			2013
University Yes Academy	82724	University Yes Academy	00378	260097108194		C		2013
Utica Community Schools	50210	Burr Elementary School	00457	263447006990	B, BTO			2014
Utica Community Schools	50210	Dresden Elementary School	00958	263447006991			F	2012
Utica Community Schools	50210	Eppler Junior High School	01152	263447006993	B			2014
Utica Community Schools	50210	Jack Harvey Elementary School	01866	263447006996			F	2014
Utica Community Schools	50210	Morgan Elementary School	02608	263447006997	B			2013
Utica Community Schools	50210	Frank Jeannette Jr. High School	02656	263447006998			F	2014
Utica Community Schools	50210	Plumbrook Elementary School	03077	263447006999			F	2014
Utica Community Schools	50210	Switzer Elementary School	04117	263447007004	A			2012
Utica Community Schools	50210	Utica High School	04267	263447007005			F	2014
Utica Community Schools	50210	West Utica Elementary School	04468	263447007006			F	2014
Utica Community Schools	50210	Adlai Stevenson High School	04931	263447007009			F	2014
Utica Community Schools	50210	Bruce Collins Elementary School	05753	263447007014			F	2012
Utica Community Schools	50210	Davis Junior High School	05754	263447007015			F	2014
Utica Community Schools	50210	Crissman Elementary School	05756	263447007017	B			2012
Utica Community Schools	50210	Dekeyser Elementary School	06182	263447007021			F	2012
Utica Community Schools	50210	Malow Junior High School	06255	263447007022	B			2013
Utica Community Schools	50210	Graebner Elementary School	06263	263447007023	B			2013
Utica Community Schools	50210	Heritage Junior High School	06769	263447007026			F	2012
Utica Community Schools	50210	Messmore Elementary School	07129	263447007437	A			2014
Utica Community Schools	50210	Beck Centennial Elem. School	08459	263447000927	B			2013
Utica Community Schools	50210	Richard J. Duncan Elementary	09019	263447001311	A			2014
Van Buren ISD	80000	Bert Goens Learning Center	06908	268098500729			F	2012
Van Buren Public Schools	82430	McBride Middle School	05988	263456007035			F	2014
Van Buren Public Schools	82430	Tyler Road Elementary School	06826	263456007037			F	2013
Van Dyke Public Schools	50220	LINCOLN ELEMENTARY SCHOOL	00350	263468008162		C		2014
Van Dyke Public Schools	50220	Lincoln High School	02201	263468007048			F	2012
Van Dyke Public Schools	50220	Lincoln Middle School	02205	263468007049		C		2014
Van Dyke Public Schools	50220	McKinley Elementary School	02463	263468007052		C		2014
Vanderbilt Area Schools	69040	Vanderbilt Area School	05868	263462007040		C		2014
Vassar Public Schools	79150	Central School	00612	263471007054			F	2014
Vassar Public Schools	79150	Vassar Senior High School	04287	263471007056		C		2014
Vestaburg Community Schools	59150	Vestaburg Community High School	04296	263492007059		C		2013
Vicksburg Community Schools	39170	Sunset Lake Elementary School	04104	263495007063			F	2013
Vicksburg Community Schools	39170	Tobey Elementary School	04185	263495007064	B			2012
Vicksburg Community Schools	39170	Vicksburg High School	04299	263495007065	B			2013
Vista Charter Academy	41909	Vista Charter Academy	08370	260009700601	BTO			2014
Waldron Area Schools	30080	Waldron Elementary School	04330	263504007068			F	2014
Waldron Area Schools	30080	Waldron Middle School	08826	263504001345	B			2012

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Walker Charter Academy	41915	Walker Charter Academy	08485	260014900910			F	2014
Walled Lake Consolidated Schools	63290	Commerce Elementary School	00763	263516007073	A			2014
Walled Lake Consolidated Schools	63290	Mary Helen Guest Elementary School	00889	263516007074	BTO			2013
Walled Lake Consolidated Schools	63290	Dublin Elementary	00961	263516007075	B			2014
Walled Lake Consolidated Schools	63290	Keith Elementary School	02001	263516007077	A			2013
Walled Lake Consolidated Schools	63290	Oakley Park Elementary School	02809	263516007078	A			2013
Walled Lake Consolidated Schools	63290	James R Geisler Middle School	04339	263516007080			F	2014
Walled Lake Consolidated Schools	63290	Walled Lake Central High School	04340	263516007081			F	2014
Walled Lake Consolidated Schools	63290	Walled Lake Elementary School	04341	263516007082			F	2014
Walled Lake Consolidated Schools	63290	Walled Lake Western High School	05705	263516007084			F	2014
Walled Lake Consolidated Schools	63290	Hickory Woods Elementary School	07544	263516007674			F	2014
Walled Lake Consolidated Schools	63290	Meadowbrook Elementary School	08577	263516000969			F	2012
Walled Lake Consolidated Schools	63290	Walnut Creek Middle School	08610	263516001081			F	2012
Warren Consolidated Schools	50230	Warren Mott High School	00645	263519007088			F	2014
Warren Consolidated Schools	50230	Cousino Senior High School	00814	263519007089			F	2014
Warren Consolidated Schools	50230	Cromie Elementary School	00835	263519007090		C		2014
Warren Consolidated Schools	50230	Green Acres Elementary School	01486	263519007093			F	2014
Warren Consolidated Schools	50230	Black Elementary School	02372	263519007095			F	2014
Warren Consolidated Schools	50230	Lean Elementary School	02986	263519007099			F	2014
Warren Consolidated Schools	50230	Susick Elementary School	04106	263519007101			F	2014
Warren Consolidated Schools	50230	Fillmore Elementary School	05589	263519007105		C		2014
Warren Consolidated Schools	50230	Beer Middle School	05700	263519007107			F	2014
Warren Consolidated Schools	50230	Grissom Middle School	05701	263519007108			F	2014
Warren Consolidated Schools	50230	Willow Woods Elementary School	05960	263519007109		C		2014
Warren Consolidated Schools	50230	Harwood Elementary School	05961	263519007110		C		2014
Warren Consolidated Schools	50230	Sterling Heights Senior H.S.	06019	263519007112			F	2014
Warren Consolidated Schools	50230	Carleton Middle School	06121	263519007114			F	2014
Warren Consolidated Schools	50230	Jefferson Elementary School	06684	263519007119	B			2012
Warren Woods Public Schools	50240	Warren Woods Tower High School	06267	263522007124	BTO			2013
Washington-Parks Academy	82719	Lincoln-King Academy	00133	260095808009		C		2014
Washtenaw Technical Middle College	81903	Washtenaw Technical Middle College	08483	260016401005	A, BTO			2014
Waterford School District	63300	Waterford Durant High School	00072	263531001512		C		2014
Waterford School District	63300	Knudsen Elementary School	05048	263531007149			F	2013
Waterford School District	63300	Waterford Mott High School	05535	263531007150			F	2014
Watervliet School District	11320	North Elementary School	02722	263546007155			F	2014
Watervliet School District	11320	South Elementary School	04924	263546007157			F	2014
Waverly Community Schools	33215	East Intermediate School	04402	263552000088			F	2014
Waverly Community Schools	33215	Waverly Senior High School	04403	263552007160			F	2014
Waverly Community Schools	33215	Winans Elementary School	04557	263552007161	B			2014
Wayland Union Schools	03040	Bessie B. Baker School	00307	263555007165			F	2013
Wayland Union Schools	03040	Dorr School	00936	263555007166	B			2012

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Wayland Union Schools	03040	R.J. Steeby School	03224	263555007168			F	2014
Wayland Union Schools	03040	Pine Street Elementary	06778	263555007171			F	2014
Wayland Union Schools	03040	Wayland Union Middle School	08421	263555000447			F	2014
Wayne-Westland Community School District	82160	Adams Upper Elementary School	00017	260001503879			F	2013
Wayne-Westland Community School District	82160	Albert Schweitzer Elementary School	00043	260001503880		C		2013
Wayne-Westland Community School District	82160	Alexander Hamilton Elementary School	00048	260001503881		C		2012
Wayne-Westland Community School District	82160	David Hicks School	00874	260001503885		C		2014
Wayne-Westland Community School District	82160	Eugene B. Elliott Elem. School	01111	260001503886			F	2014
Wayne-Westland Community School District	82160	John Marshall Upper Elementary School	01956	260001503891			F	2013
Wayne-Westland Community School District	82160	Taft-Galloway Elementary School	04130	260001503899			F	2013
Wayne-Westland Community School District	82160	Walker-Winter Elementary School	04334	260001503902			F	2013
Wayne-Westland Community School District	82160	Adlai Stevenson Middle School	04926	260001503905			F	2014
Wayne-Westland Community School District	82160	Hoover Elementary School	05295	260001503906		C		2013
Wayne-Westland Community School District	82160	P.D. Graham Elementary School	05881	260001503908			F	2014
Webberville Community Schools	33220	Webberville High School	04417	263573007173	B			2014
Webberville Community Schools	33220	Webberville Middle School	09726	263573007489			F	2014
Wellspring Preparatory High School	41923	Wellspring Preparatory High School	00293	260098108149	BTO			2014
West Bloomfield School District	63160	Sheiko Elementary School	01491	263582007176			F	2012
West Bloomfield School District	63160	Roosevelt Elementary School	03271	263582007177			F	2014
West Bloomfield School District	63160	Orchard Lake Middle School	04437	263582007179			F	2014
West Bloomfield School District	63160	West Bloomfield High School	06171	263582007181			F	2014
West Bloomfield School District	63160	Abbott Middle School	06292	263582007182			F	2014
West Bloomfield School District	63160	Scotch Elementary School	07372	263582007586			F	2012
West Bloomfield School District	63160	Oakland Early College	09852	263582007784	B			2014
West Branch-Rose City Area Schools	65045	Surline Elementary School	05838	263585007186	B			2014
West Iron County Public Schools	36025	West Iron County High School	01852	263291006842	B			2012
West Iron County Public Schools	36025	West Iron County Middle School	05490	263291000148			F	2012
West MI Academy of Environmental Science	41904	West MI Academy of Environmental Science	08052	260009200596	BTO			2014
West Michigan Aviation Academy	41924	West Michigan Aviation Academy	00325	260097708183			F	2014

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
West Ottawa Public School District	70070	Lakewood Elementary School	02114	263591007188	A			2014
West Ottawa Public School District	70070	North Holland Elementary School	02732	263591007189			F	2014
West Ottawa Public School District	70070	Sheldon Woods Elementary School	03458	263591007191			F	2014
West Ottawa Public School District	70070	Waukazoo Elementary School	04401	263591007193	A			2013
West Ottawa Public School District	70070	Woodside Elementary School	04595	263591007195			F	2014
West Ottawa Public School District	70070	Macatawa Bay Middle School	06296	263591007196			F	2014
West Ottawa Public School District	70070	Pine Creek Elementary School	07519	263591007660	BTO			2013
West Ottawa Public School District	70070	Lakeshore Elementary School	07840	263591000102	A, BTO			2014
West Ottawa Public School District	70070	Harbor Lights Middle School	08613	263591001169			F	2014
West Village Academy	82959	West Village Academy	08733	260024501215	BTO			2014
Western School District	38010	Bean Elementary School	00236	263594007197	A			2013
Western School District	38010	Parma Elementary School	02965	263594000558	B			2012
Western School District	38010	Warner Elementary School	04352	263594007199			F	2012
Western School District	38010	Western Middle School	04598	263594007201			F	2014
Westwood Community School District	82240	Robichaud Senior High School	03238	261164004621		C		2012
Westwood Community School District	82240	Westwood Cyber High School	09935	261164007904		C		2013
White Pine Academy	33906	White Pine Academy	08700	260020001111			F	2014
Whiteford Agricultural School District of the Counties of Lenawee and Monroe	58110	Whiteford High School	04507	263627007215	B			2014
Whitehall District Schools	61240	Whitehall Ealy Elem. School	04508	263630007217			F	2014
Whitehall District Schools	61240	Whitehall Middle School	04509	263630007218			F	2013
Whitehall District Schools	61240	Whitehall Senior High School	04510	263630007219			F	2013
Whitehall District Schools	61240	Shoreline Elementary School	08057	263630000230			F	2014
Whitmore Lake Public School District	81140	Whitmore Lake Elementary School	07578	263633000020			F	2014
Whittemore-Prescott Area Schools	35040	Whittemore-Prescott Area Elementary	07618	263639000050	BTO			2012
Williamston Community Schools	33230	Williamston Discovery Elementary School	08620	263642001058	B			2013
Windemere Park Charter Academy	33909	Windemere Park Charter Academy	08720	260020301114			F	2014
Woodhaven-Brownstown School District	82365	Woodhaven High School	06288	263648507242			F	2014
Woodhaven-Brownstown School District	82365	Gudith Elementary School	06420	263648507243	B			2012
Woodhaven-Brownstown School District	82365	Wegienka Elementary School	06825	263648507246	B			2013
Wyandotte, School District of the City of	82170	Garfield Elementary School	01367	263654007248			F	2013
Yale Public Schools	74130	Avoca Elementary School	00157	263660007272			F	2014
Ypsilanti Community Schools	81020	Ypsilanti New Tech High School	00306	263663008112		C		2014
Ypsilanti Community Schools	81020	Estabrook Elementary	01157	263663007282			F	2014
Ypsilanti Community Schools	81020	Holmes Elementary	01705	263645007233		C		2014
Ypsilanti Community Schools	81020	Ypsilanti Community Middle School	09404	263645001709		C		2014
Zeeland Public Schools	70350	Creekside Middle School	04622	263666007295	B, BTO			2014
Zeeland Public Schools	70350	Quincy Elementary School	09373	263666001692	A, BTO			2014
Total Number of Schools:					621	207	528	
Title I Schools:					298	180	293	

LEA Name	District Number	School Name	School Number	School NCES ID#	Reward School	Priority School	Focus School	Cycle
Total Number of Title I Schools in the State: 1804								
Total Number of Title I Participating High Schools in the State with Graduation Rates Less than 60%: 27								

Act No. 101
Public Acts of 2011
Approved by the Governor
July 19, 2011
Filed with the Secretary of State
July 19, 2011
EFFECTIVE DATE: July 19, 2011

STATE OF MICHIGAN
96TH LEGISLATURE
REGULAR SESSION OF 2011

Introduced by Rep. Rogers

ENROLLED HOUSE BILL No. 4625

AN ACT to amend 1937 (Ex Sess) PA 4, entitled "An act relative to continuing tenure of office of certificated teachers in public educational institutions; to provide for probationary periods; to regulate discharges or demotions; to provide for resignations and leaves of absence; to create a state tenure commission and to prescribe the powers and duties thereof; and to prescribe penalties for violation of the provisions of this act," by amending sections 1, 2, 3, and 3a of article II, sections 1 and 3 of article III, and section 4 of article IV (MCL 38.81, 38.82, 38.83, 38.83a, 38.91, 38.93, and 38.104), sections 1 and 2 of article II as amended and section 3a of article II and section 3 of article III as added by 1993 PA 59, section 1 of article III as amended by 1996 PA 282, and section 4 of article IV as amended by 1993 PA 60, and by adding sections 2a and 3b to article II; and to repeal acts and parts of acts.

The People of the State of Michigan enact:

ARTICLE II

Sec. 1. (1) Subject to subsections (2) and (3) and section 3b of this article, a teacher is in a probationary period during his or her first 5 full school years of employment.

(2) Subject to section 3b of this article, a teacher under contract but not on continuing tenure as of the effective date of the 2011 amendatory act that amended this subsection is in a probationary period during his or her first 4 full school years of employment.

(3) A teacher on continuing tenure as of the effective date of the 2011 amendatory act that amended this subsection continues to be on continuing tenure even if the teacher has not served for at least 5 full school years of employment.

Sec. 2. A teacher shall not be required to serve more than 1 probationary period in any 1 school district or institution.

Sec. 2a. A probationary teacher who is rated as effective or highly effective on his or her most recent annual year-end performance evaluation under section 1249 of the revised school code, 1976 PA 451, MCL 380.1249, is not subject to being displaced by a teacher on continuing tenure solely because the other teacher has continuing tenure.

Sec. 3. (1) Before the end of each school year, the controlling board shall provide the probationary teacher with a definite written statement as to whether or not his or her work has been effective. Subject to subsection (2), a probationary teacher or teacher not on continuing contract shall be employed for the ensuing year unless notified in writing at least 15 days before the end of the school year that his or her services will be discontinued.

(2) A teacher who is in a probationary period may be dismissed from his or her employment by the controlling board at any time.

Sec. 3a. The controlling board of a probationary teacher's employing school district shall ensure that the teacher is provided with an individualized development plan developed by appropriate administrative personnel in consultation with the individual teacher and that the teacher is provided with at least an annual year-end performance evaluation each year during the teacher's probationary period. The annual year-end performance evaluation shall be based on classroom observations and shall include at least an assessment of the teacher's progress in meeting the goals of his or her individualized development plan. The controlling board shall determine the format and number of the classroom observations in consultation with teachers and school administrators. A performance evaluation shall be conducted in accordance with section 1249 of the revised school code, 1976 PA 451, MCL 380.1249.

Sec. 3b. (1) Except as otherwise provided in subsection (2), a teacher shall not be considered to have successfully completed the probationary period unless the teacher has been rated as effective or highly effective on his or her 3 most recent annual year-end performance evaluations under section 1249 of the revised school code, 1976 PA 451, MCL 380.1249, and has completed at least 5 full school years of employment in a probationary period.

(2) If a teacher has been rated as highly effective on 3 consecutive annual year-end performance evaluations under section 1249 of the revised school code, 1976 PA 451, MCL 380.1249, and has completed at least 4 full school years of employment in a probationary period, the teacher shall be considered to have successfully completed the probationary period.

ARTICLE III

Sec. 1. (1) After the satisfactory completion of the probationary period, a teacher is considered to be on continuing tenure under this act. A teacher on continuing tenure shall be employed continuously by the controlling board under which the probationary period has been completed and shall not be dismissed or demoted except as specified in this act. Continuing tenure is held only in accordance with this act.

(2) If a teacher employed in a program operated by a consortium of school districts was previously on continuing tenure in a school district that participates in the consortium, the teacher shall be considered to be on continuing tenure only in that school district.

(3) If a teacher employed in a program operated by a consortium of school districts was not previously on continuing tenure in a school district that participates in the consortium and satisfactorily completes the probationary period, the teacher shall be considered to be on continuing tenure only in the school district that is the fiscal agent for the consortium. However, if there is a written agreement between the teacher and another participating school district that provides that the teacher will have continuing tenure in that school district, the teacher shall be considered to be on continuing tenure only in that school district and shall not be considered to be on continuing tenure in the school district that is the fiscal agent for the consortium.

(4) If a teacher employed in a public school academy established under the revised school code, 1976 PA 451, MCL 380.1 to 380.1852, is on leave of absence from a school district and was on continuing tenure in the school district at the time he or she began the leave of absence, the teacher retains continuing tenure in that school district during the period he or she is employed in the public school academy.

(5) If a teacher satisfactorily completes the probationary period as an adult education teacher, the teacher shall be considered to be on continuing tenure in the school district only for adult education and shall not by virtue of completing the probationary period as an adult education teacher be considered to be on continuing tenure in the school district for elementary and secondary education.

(6) If a teacher satisfactorily completes the probationary period as an elementary or secondary education teacher, the teacher shall be considered to be on continuing tenure in the school district only for elementary and secondary education and shall not by virtue of completing the probationary period as an elementary or secondary education teacher be considered to be on continuing tenure in the school district for adult education.

(7) For a teacher employed in a capacity other than as a classroom teacher, including but not limited to, a superintendent, assistant superintendent, principal, department head or director of curriculum, under a contract of employment made with the teacher after the completion of the probationary period, a controlling board shall not provide in the contract of employment that the teacher will be considered to be granted continuing tenure in that other capacity by virtue of the contract of employment. Such a teacher shall be considered to have been granted continuing tenure only as an active classroom teacher in the school district. Upon the termination of such a contract of employment, if the controlling board does not reemploy the teacher under contract in the capacity covered by the contract, the teacher shall be continuously employed by the controlling board as an active classroom teacher. Failure of a controlling board to reemploy a teacher in any such capacity upon the termination of any such contract of employment described in this subsection shall not be considered to be a demotion under this act. The salary in the position to which the teacher is assigned shall be the same as if the teacher had been continuously employed as an active classroom teacher.

(8) Continuing tenure does not apply to an annual assignment of extra duty for extra pay.

Sec. 3. The controlling board of the school district employing a teacher on continuing tenure shall ensure that the teacher is provided with an annual year-end performance evaluation in accordance with section 1249 of the revised school code, 1976 PA 451, MCL 380.1249. If the teacher has received a rating of ineffective or minimally effective on an annual year-end performance evaluation, the school district shall provide the teacher with an individualized development plan developed by appropriate administrative personnel in consultation with the individual teacher. The individualized development plan shall require the teacher to make progress toward individual development goals within a specified time period, not to exceed 180 days. The annual year-end performance evaluation shall be based on multiple classroom observations conducted during the period covered by the evaluation and shall include, in addition to the factors required under section 1249 of the revised school code, 1976 PA 451, MCL 380.1249, at least an assessment of the teacher's progress in meeting the goals of his or her individualized development plan. The controlling board shall determine the format and number of the classroom observations in consultation with teachers and school administrators.

ARTICLE IV

Sec. 4. (1) A teacher on continuing tenure may contest the controlling board's decision to proceed upon the charges against the teacher by filing a claim of appeal with the tenure commission and serving a copy of the claim of appeal on the controlling board not later than 20 days after receipt of the controlling board's decision. The controlling board shall file its answer with the tenure commission and serve a copy of the answer on the teacher not later than 10 days after service of the claim of appeal. If the teacher does not contest the controlling board's decision in the time and manner specified in this subsection, the discharge or demotion specified in the charges takes effect and the teacher shall be considered to have waived any right to contest the discharge or demotion under this act.

(2) An administrative law judge described in subsection (3) shall furnish to each party without undue delay a notice of hearing fixing the date and place of the hearing. The hearing date shall not be less than 10 days after the date the notice of hearing is furnished and shall not be more than 45 days after service of the controlling board's answer unless the tenure commission grants a delay for good cause shown by the teacher or controlling board.

(3) The hearing shall be conducted by an administrative law judge who is an attorney licensed to practice law in this state and is employed by the department of education. An administrative law judge who conducts hearings under this section shall not advise the tenure commission or otherwise participate in a tenure commission review of an administrative law judge's preliminary decision and order under this section.

(4) Except as otherwise provided in this section, the hearing shall be conducted in accordance with chapter 4 of the administrative procedures act of 1969, 1969 PA 306, MCL 24.271 to 24.287, and in accordance with rules promulgated by the tenure commission.

(5) The hearing and tenure commission review shall be conducted in accordance with the following:

(a) The hearing shall be public or private at the option of the teacher.

(b) The hearing shall be held at a convenient place in the county in which all or a portion of the school district is located or, if mutually agreed by the parties, at the tenure commission offices in Lansing. The administrative law judge's necessary travel expenses associated with conducting the hearing outside Lansing shall be borne equally by the tenure commission and the controlling board.

(c) Both the teacher and the controlling board may be represented by legal counsel.

(d) Testimony at the hearing shall be on oath or affirmation.

(e) A stenographer shall make a full record of the proceedings of the hearing. The cost of employing the stenographer and of providing the record shall be borne equally by the tenure commission and the controlling board.

(f) The administrative law judge may subpoena witnesses and documentary evidence on his or her own motion, and shall do so at the request of the controlling board or the teacher. If a person refuses to appear and testify in answer to a subpoena issued by the administrative law judge, the party on whose behalf the subpoena was issued may file a petition in the circuit court for the county in which the hearing is held for an order requiring compliance. Failure to obey such an order of the court may be punished by the court as contempt.

(g) The hearing shall be concluded not later than 75 days after the teacher's claim of appeal was filed with the tenure commission.

(h) The administrative law judge shall make the necessary orders to ensure that the case is submitted for decision not later than 50 days after the hearing is concluded.

(i) Not later than 60 days after submission of the case for decision, the administrative law judge shall serve a preliminary decision and order in writing upon each party or the party's attorney and the tenure commission. The preliminary decision and order shall grant, deny, or modify the discharge or demotion specified in the charges.

(j) Not later than 20 days after service of the preliminary decision and order, a party may file with the tenure commission a statement of exceptions to the preliminary decision and order or to any part of the record or proceedings, including, but not limited to, rulings on motions or objections, along with a written brief in support of the exceptions. The party shall serve a copy of the statement of exceptions and brief upon each of the other parties within the time

limit for filing the exceptions and brief. If there are no exceptions timely filed, the preliminary decision and order becomes the tenure commission's final decision and order.

(k) Not later than 10 days after being served with the other party's exceptions and brief, a party may file a statement of cross-exceptions responding to the other party's exceptions or a statement in support of the preliminary decision and order with the tenure commission, along with a written brief in support of the cross-exceptions or of the preliminary decision and order. The party shall serve a copy of the statement of cross-exceptions or of the statement in support of the preliminary decision and order and a copy of the brief on each of the other parties.

(*l*) A matter that is not included in a statement of exceptions filed under subdivision (j) or in a statement of cross-exceptions filed under subdivision (k) is considered waived and cannot be heard before the tenure commission or on appeal to the court of appeals.

(m) If exceptions are filed, the tenure commission, after review of the record and the exceptions, may adopt, modify, or reverse the preliminary decision and order. The tenure commission shall not hear any additional evidence and its review shall be limited to consideration of the issues raised in the exceptions based solely on the evidence contained in the record from the hearing. The tenure commission shall issue its final decision and order not later than 60 days after the exceptions are filed.

(6) After giving the party notice and an opportunity to comply, the administrative law judge or the tenure commission may dismiss an appeal or deny a discharge or demotion for a party's lack of progress or for a party's repeated failure to comply with the procedures specified in this section or the tenure commission's rules.

(7) A party aggrieved by a final decision and order of the tenure commission may appeal the decision and order to the court of appeals in accordance with the Michigan court rules within 20 days after the date of the decision and order.

Enacting section 1. Section 5 of article IV of 1937 (Ex Sess) PA 4, MCL 38.105, is repealed.

Enacting section 2. This amendatory act does not take effect unless all of the following bills of the 96th Legislature are enacted into law:

(a) House Bill No. 4626.

(b) House Bill No. 4627.

(c) House Bill No. 4628.

This act is ordered to take immediate effect.

Clerk of the House of Representatives

Secretary of the Senate

Approved .....

.....

Governor

Act No. 100
Public Acts of 2011
Approved by the Governor
July 19, 2011
Filed with the Secretary of State
July 19, 2011
EFFECTIVE DATE: July 19, 2011

STATE OF MICHIGAN
96TH LEGISLATURE
REGULAR SESSION OF 2011

Introduced by Rep. Scott

ENROLLED HOUSE BILL No. 4626

AN ACT to amend 1937 (Ex Sess) PA 4, entitled "An act relative to continuing tenure of office of certificated teachers in public educational institutions; to provide for probationary periods; to regulate discharges or demotions; to provide for resignations and leaves of absence; to create a state tenure commission and to prescribe the powers and duties thereof; and to prescribe penalties for violation of the provisions of this act," by amending section 4 of article I, sections 1 and 3 of article IV, and section 2 of article V (MCL 38.74, 38.101, 38.103, and 38.112), section 4 of article I and section 3 of article IV as amended by 2005 PA 124 and section 1 of article IV as amended by 2005 PA 136.

The People of the State of Michigan enact:

ARTICLE I

Sec. 4. The word "demote" means to suspend without pay for 15 or more consecutive days or reduce compensation for a particular school year by more than an amount equivalent to 30 days' compensation or to transfer to a position carrying a lower salary. However, demote does not include discontinuance of salary pursuant to section 3 of article IV, the discontinuance or reduction of performance-based compensation paid pursuant to section 1250 of the revised school code, 1976 PA 451, MCL 380.1250, or a reduction in personnel, including, but not limited to, a reduction in workweeks or workdays.

ARTICLE IV

Sec. 1. (1) Except as otherwise provided in section 1a of this article, discharge or demotion of a teacher on continuing tenure may be made only for a reason that is not arbitrary or capricious and only as provided in this act.

(2) This act does not prevent any controlling board from establishing a reasonable policy for retirement to apply equally to all teachers who are eligible for retirement under the public school employees retirement act of 1979, 1980 PA 300, MCL 38.1301 to 38.1437, or, having established a reasonable retirement age policy, from temporarily continuing on a year-to-year basis on criteria equally applied to all teachers the contract of any teacher whom the controlling board might wish to retain beyond the established retirement age for the benefit of the school system.

Sec. 3. (1) On the filing of charges in accordance with this article, the controlling board may suspend the accused teacher from active performance of duty until 1 of the following occurs:

(a) The teacher fails to contest the decision to proceed upon the charges within the time period specified in section 4(1) of this article.

(b) A preliminary decision and order discharging or demoting the teacher is issued by the administrative law judge under section 4(5)(i) of this article.

(c) If the preliminary decision and order is to reinstate the teacher, a final decision and order is rendered by the tenure commission under section 4(5)(m) of this article.

(2) Except as otherwise provided in subsections (3) and (4), if a teacher is suspended under subsection (1), the teacher's salary shall continue during the suspension.

(3) If criminal charges have been filed against a teacher, a controlling board may place the teacher's salary in an escrow account during a suspension under subsection (1). Before placing the teacher's salary in an escrow account as described in this subsection, the controlling board shall provide to the teacher notice of the charges, an explanation of the employer's evidence, and an opportunity for the teacher to respond, either in writing or in person. Health or life insurance benefits, or both, may be continued during the suspension at the option of the controlling board. If the administrative law judge issues a preliminary decision and order under section 4(5)(i) of this article to reinstate the teacher or for payment for salary lost by the teacher during the suspension, the controlling board shall release the money in the escrow account to the teacher to the extent necessary to effectuate the order. If the teacher fails to timely contest the decision to proceed upon the charges or if the administrative law judge issues a preliminary decision and order under section 4(5)(i) of this article discharging or demoting the teacher, the controlling board is entitled to the money in the escrow account.

(4) If a teacher who is suspended under subsection (1) is convicted of a felony that is not a listed offense or of a misdemeanor that is a listed offense, the controlling board may discontinue the teacher's salary effective upon the date of the conviction. If the teacher is convicted of a felony that is a listed offense, the controlling board shall discontinue the teacher's salary effective upon the date of conviction. As used in this subsection, "listed offense" means that term as defined in section 2 of the sex offenders registration act, 1994 PA 295, MCL 28.722.

(5) If a preliminary decision and order discharging a teacher is issued by the administrative law judge and the tenure commission subsequently reverses the preliminary decision and order of the administrative law judge, the tenure commission may order back pay.

ARTICLE V

Sec. 2. (1) Any controlling board upon written request of a teacher may grant leave of absence for a period not to exceed 1 year, subject to renewal at the will of the board. Additionally, a controlling board may grant a leave of absence because of physical or mental disability without receiving a written request from a teacher for a period not to exceed 1 year, subject to renewal at the will of the controlling board. A teacher who is placed on an unrequested leave of absence has the right to a hearing on the unrequested leave of absence in accordance with the provisions for a hearing in section 4 of article IV. A leave of absence does not serve to terminate continuing tenure previously acquired under this act.

(2) As a condition to reinstating the teacher at the expiration of the leave of absence, a controlling board may require a teacher who is on an unrequested leave of absence due to physical or mental disability to furnish verification acceptable to the controlling board of the teacher's ability to perform his or her essential job functions.

Enacting section 1. This amendatory act does not take effect unless all of the following bills of the 96th Legislature are enacted into law:

(a) House Bill No. 4625.

(b) House Bill No. 4627.

(c) House Bill No. 4628.

This act is ordered to take immediate effect.

Clerk of the House of Representatives

Secretary of the Senate

Approved .....

.....

Governor

Act No. 102
Public Acts of 2011
Approved by the Governor
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STATE OF MICHIGAN
96TH LEGISLATURE
REGULAR SESSION OF 2011

Introduced by Rep. O'Brien

ENROLLED HOUSE BILL No. 4627

AN ACT to amend 1976 PA 451, entitled "An act to provide a system of public instruction and elementary and secondary schools; to revise, consolidate, and clarify the laws relating to elementary and secondary education; to provide for the organization, regulation, and maintenance of schools, school districts, public school academies, intermediate school districts, and other public school entities; to prescribe rights, powers, duties, and privileges of schools, school districts, public school academies, intermediate school districts, and other public school entities; to provide for the regulation of school teachers and certain other school employees; to provide for school elections and to prescribe powers and duties with respect thereto; to provide for the levy and collection of taxes; to provide for the borrowing of money and issuance of bonds and other evidences of indebtedness; to establish a fund and provide for expenditures from that fund; to provide for and prescribe the powers and duties of certain state departments, the state board of education, and certain other boards and officials; to provide for licensure of boarding schools; to prescribe penalties; and to repeal acts and parts of acts," by amending section 1249 (MCL 380.1249), as amended by 2010 PA 336, and by adding sections 1248 and 1249a.

The People of the State of Michigan enact:

Sec. 1248. (1) For teachers, as defined in section 1 of article I of 1937 (Ex Sess) PA 4, MCL 38.71, all of the following apply to policies regarding personnel decisions when conducting a staffing or program reduction or any other personnel determination resulting in the elimination of a position, when conducting a recall from a staffing or program reduction or any other personnel determination resulting in the elimination of a position, or in hiring after a staffing or program reduction or any other personnel determination resulting in the elimination of a position by a school district or intermediate school district:

(a) Subject to subdivision (c), the board of a school district or intermediate school district shall not adopt, implement, maintain, or comply with a policy that provides that length of service or tenure status is the primary or determining factor in personnel decisions when conducting a staffing or program reduction or any other personnel determination resulting in the elimination of a position, when conducting a recall from a staffing or program reduction or any other personnel determination resulting in the elimination of a position, or in hiring after a staffing or program reduction or any other personnel determination resulting in the elimination of a position.

(b) Subject to subdivision (c), the board of a school district or intermediate school district shall ensure that the school district or intermediate school district adopts, implements, maintains, and complies with a policy that provides that all personnel decisions when conducting a staffing or program reduction or any other personnel determination resulting in the elimination of a position, when conducting a recall from a staffing or program reduction or any other personnel determination resulting in the elimination of a position, or in hiring after a staffing or program reduction or any other

personnel determination resulting in the elimination of a position, are based on retaining effective teachers. The policy shall ensure that a teacher who has been rated as ineffective under the performance evaluation system under section 1249 is not given any preference that would result in that teacher being retained over a teacher who is evaluated as minimally effective, effective, or highly effective under the performance evaluation system under section 1249. Effectiveness shall be measured by the performance evaluation system under section 1249, and the personnel decisions shall be made based on the following factors:

(*i*) Individual performance shall be the majority factor in making the decision, and shall consist of but is not limited to all of the following:

(A) Evidence of student growth, which shall be the predominant factor in assessing an employee's individual performance.

(B) The teacher's demonstrated pedagogical skills, including at least a special determination concerning the teacher's knowledge of his or her subject area and the ability to impart that knowledge through planning, delivering rigorous content, checking for and building higher-level understanding, differentiating, and managing a classroom; and consistent preparation to maximize instructional time.

(C) The teacher's management of the classroom, manner and efficacy of disciplining pupils, rapport with parents and other teachers, and ability to withstand the strain of teaching.

(D) The teacher's attendance and disciplinary record, if any.

(*ii*) Significant, relevant accomplishments and contributions. This factor shall be based on whether the individual contributes to the overall performance of the school by making clear, significant, relevant contributions above the normal expectations for an individual in his or her peer group and having demonstrated a record of exceptional performance.

(*iii*) Relevant special training. This factor shall be based on completion of relevant training other than the professional development or continuing education that is required by the employer or by state law, and integration of that training into instruction in a meaningful way.

(c) Except as otherwise provided in this subdivision, length of service or tenure status shall not be a factor in a personnel decision described in subdivision (a) or (b). However, if that personnel decision involves 2 or more employees and all other factors distinguishing those employees from each other are equal, then length of service or tenure status may be considered as a tiebreaker.

(2) If a collective bargaining agreement is in effect for employees of a school district or intermediate school district as of the effective date of this section and if that collective bargaining agreement prevents compliance with subsection (1), then subsection (1) does not apply to that school district or intermediate school district until after the expiration of that collective bargaining agreement.

(3) If a teacher brings an action against a school district or intermediate school district based on this section, the teacher's sole and exclusive remedy shall be an order of reinstatement commencing 30 days after a decision by a court of competent jurisdiction. The remedy in an action brought by a teacher based on this section shall not include lost wages, lost benefits, or any other economic damages.

Sec. 1249. (1) Not later than September 1, 2011, and subject to subsection (9), with the involvement of teachers and school administrators, the board of a school district or intermediate school district or board of directors of a public school academy shall adopt and implement for all teachers and school administrators a rigorous, transparent, and fair performance evaluation system that does all of the following:

(a) Evaluates the teacher's or school administrator's job performance at least annually while providing timely and constructive feedback.

(b) Establishes clear approaches to measuring student growth and provides teachers and school administrators with relevant data on student growth.

(c) Evaluates a teacher's or school administrator's job performance, using multiple rating categories that take into account data on student growth as a significant factor. For these purposes, student growth shall be measured by national, state, or local assessments and other objective criteria. If the performance evaluation system implemented by a school district, intermediate school district, or public school academy under this section does not already include the rating of teachers as highly effective, effective, minimally effective, and ineffective, then the school district, intermediate school district, or public school academy shall revise the performance evaluation system within 60 days after the effective date of the amendatory act that added this sentence to ensure that it rates teachers as highly effective, effective, minimally effective, or ineffective.

(d) Uses the evaluations, at a minimum, to inform decisions regarding all of the following:

(*i*) The effectiveness of teachers and school administrators, ensuring that they are given ample opportunities for improvement.

(*ii*) Promotion, retention, and development of teachers and school administrators, including providing relevant coaching, instruction support, or professional development.

(*iii*) Whether to grant tenure or full certification, or both, to teachers and school administrators using rigorous standards and streamlined, transparent, and fair procedures.

(*iv*) Removing ineffective tenured and untenured teachers and school administrators after they have had ample opportunities to improve, and ensuring that these decisions are made using rigorous standards and streamlined, transparent, and fair procedures.

(2) Beginning with the 2013-2014 school year, the board of a school district or intermediate school district or board of directors of a public school academy shall ensure that the performance evaluation system for teachers meets all of the following:

(a) The performance evaluation system shall include at least an annual year-end evaluation for all teachers. An annual year-end evaluation shall meet all of the following:

(*i*) For the annual year-end evaluation for the 2013-2014 school year, at least 25% of the annual year-end evaluation shall be based on student growth and assessment data. For the annual year-end evaluation for the 2014-2015 school year, at least 40% of the annual year-end evaluation shall be based on student growth and assessment data. Beginning with the annual year-end evaluation for the 2015-2016 school year, at least 50% of the annual year-end evaluation shall be based on student growth and assessment data. All student growth and assessment data shall be measured using the student growth assessment tool that is required under legislation enacted by the legislature under subsection (6) after review of the recommendations contained in the report of the governor's council on educator effectiveness submitted under subsection (5).

(*ii*) If there are student growth and assessment data available for a teacher for at least 3 school years, the annual year-end evaluation shall be based on the student growth and assessment data for the most recent 3-consecutive-school-year period. If there are not student growth and assessment data available for a teacher for at least 3 school years, the annual year-end evaluation shall be based on all student growth and assessment data that are available for the teacher.

(*iii*) The annual year-end evaluation shall include specific performance goals that will assist in improving effectiveness for the next school year and are developed by the school administrator or his or her designee conducting the evaluation, in consultation with the teacher, and any recommended training identified by the school administrator or designee, in consultation with the teacher, that would assist the teacher in meeting these goals. For a teacher described in subdivision (b), the school administrator or designee shall develop, in consultation with the teacher, an individualized development plan that includes these goals and training and is designed to assist the teacher to improve his or her effectiveness.

(b) The performance evaluation system shall include a midyear progress report for a teacher who is in the first year of the probationary period prescribed by section 1 of article II of 1937 (Ex Sess) PA 4, MCL 38.81, or who received a rating of minimally effective or ineffective in his or her most recent annual year-end evaluation. The midyear progress report shall be used as a supplemental tool to gauge a teacher's improvement from the preceding school year and to assist a teacher to improve. All of the following apply to the midyear progress report:

(*i*) The midyear progress report shall be based at least in part on student achievement.

(*ii*) The midyear progress report shall be aligned with the teacher's individualized development plan under subdivision (a)(*iii*).

(*iii*) The midyear progress report shall include specific performance goals for the remainder of the school year that are developed by the school administrator conducting the annual year-end evaluation or his or her designee and any recommended training identified by the school administrator or designee that would assist the teacher in meeting these goals. At the midyear progress report, the school administrator or designee shall develop, in consultation with the teacher, a written improvement plan that includes these goals and training and is designed to assist the teacher to improve his or her rating.

(*iv*) The midyear progress report shall not take the place of an annual year-end evaluation.

(c) The performance evaluation system shall include classroom observations to assist in the performance evaluations. All of the following apply to these classroom observations:

(*i*) Except as provided in this subdivision, the manner in which a classroom observation is conducted shall be prescribed in the evaluation tool for teachers described in subdivision (d).

(*ii*) A classroom observation shall include a review of the teacher's lesson plan and the state curriculum standard being used in the lesson and a review of pupil engagement in the lesson.

(*iii*) A classroom observation does not have to be for an entire class period.

(*iv*) Unless a teacher has received a rating of effective or highly effective on his or her 2 most recent annual year-end evaluations, there shall be multiple classroom observations of the teacher each school year.

(d) For the purposes of conducting annual year-end evaluations under the performance evaluation system, the school district, intermediate school district, or public school academy shall adopt and implement the state evaluation tool for teachers that is required under legislation enacted by the legislature under subsection (6) after review of the recommendations contained in the report of the governor's council on educator effectiveness submitted under subsection (5). However, if a school district, intermediate school district, or public school academy has a local evaluation tool for teachers that is consistent with the state evaluation tool, the school district, intermediate school district, or public school academy may conduct annual year-end evaluations for teachers using that local evaluation tool.

(e) The performance evaluation system shall assign an effectiveness rating to each teacher of highly effective, effective, minimally effective, or ineffective, based on his or her score on the annual year-end evaluation described in this subsection.

(f) As part of the performance evaluation system, and in addition to the requirements of section 1526, a school district, intermediate school district, or public school academy is encouraged to assign a mentor or coach to each teacher who is described in subdivision (b).

(g) The performance evaluation system may allow for exemption of student growth data for a particular pupil for a school year upon the recommendation of the school administrator conducting the annual year-end evaluation or his or her designee and approval of the school district superintendent or his or her designee, intermediate superintendent or his or her designee, or chief administrator of the public school academy, as applicable.

(h) The performance evaluation system shall provide that, if a teacher is rated as ineffective on 3 consecutive annual year-end evaluations, the school district, public school academy, or intermediate school district shall dismiss the teacher from his or her employment. This subdivision does not affect the ability of a school district, intermediate school district, or public school academy to dismiss an ineffective teacher from his or her employment regardless of whether the teacher is rated as ineffective on 3 consecutive annual year-end evaluations.

(i) The performance evaluation system shall provide that, if a teacher is rated as highly effective on 3 consecutive annual year-end evaluations, the school district, intermediate school district, or public school academy may choose to conduct a year-end evaluation biennially instead of annually. However, if a teacher is not rated as highly effective on 1 of these biennial year-end evaluations, the teacher shall again be provided with annual year-end evaluations.

(j) The performance evaluation system shall provide that, if a teacher who is not in a probationary period prescribed by section 1 of article II of 1937 (Ex Sess) PA 4, MCL 38.81, is rated as ineffective on an annual year-end evaluation, the teacher may request a review of the evaluation and the rating by the school district superintendent, intermediate superintendent, or chief administrator of the public school academy, as applicable. The request for a review must be submitted in writing within 20 days after the teacher is informed of the rating. Upon receipt of the request, the school district superintendent, intermediate superintendent, or chief administrator of the public school academy, as applicable, shall review the evaluation and rating and may make any modifications as appropriate based on his or her review. However, the performance evaluation system shall not allow for a review as described in this subdivision more than twice in a 3-school-year period.

(3) Beginning with the 2013-2014 school year, the board of a school district or intermediate school district or board of directors of a public school academy shall ensure that the performance evaluation system for building-level school administrators and for central office-level school administrators who are regularly involved in instructional matters meets all of the following:

(a) The performance evaluation system shall include at least an annual year-end evaluation for all school administrators described in this subsection by the school district superintendent or his or her designee, intermediate superintendent or his or her designee, or chief administrator of the public school academy, as applicable, except that a superintendent or chief administrator shall be evaluated by the board or board of directors.

(b) For the annual year-end evaluation for the 2013-2014 school year, at least 25% of the annual year-end evaluation shall be based on student growth and assessment data. For the annual year-end evaluation for the 2014-2015 school year, at least 40% of the annual year-end evaluation shall be based on student growth and assessment data. Beginning with the annual year-end evaluation for the 2015-2016 school year, at least 50% of the annual year-end evaluation shall be based on student growth and assessment data. The student growth and assessment data to be used for the school administrator annual year-end evaluation are the aggregate student growth and assessment data that are used in teacher annual year-end evaluations in each school in which the school administrator works as an administrator or, for a central-office level school administrator, for the entire school district or intermediate school district.

(c) The portion of the annual year-end evaluation that is not based on student growth and assessment data shall be based on at least the following for each school in which the school administrator works as an administrator or, for a central-office level school administrator, for the entire school district or intermediate school district:

(*i*) If the school administrator conducts teacher performance evaluations, the school administrator's training and proficiency in using the evaluation tool for teachers described in subsection (2)(d), including a random sampling of his or her teacher performance evaluations to assess the quality of the school administrator's input in the teacher performance evaluation system. If the school administrator designates another person to conduct teacher performance evaluations,

the evaluation of the school administrator on this factor shall be based on the designee's training and proficiency in using the evaluation tool for teachers described in subsection (2)(d), including a random sampling of the designee's teacher performance evaluations to assess the quality of the designee's input in the teacher performance evaluation system, with the designee's performance to be counted as if it were the school administrator personally conducting the teacher performance evaluations.

(*ii*) The progress made by the school or school district in meeting the goals set forth in the school's school improvement plan or the school district's school improvement plans.

(*iii*) Pupil attendance in the school or school district.

(*iv*) Student, parent, and teacher feedback, and other information considered pertinent by the superintendent or other school administrator conducting the performance evaluation or the board or board of directors.

(d) For the purposes of conducting performance evaluations under the performance evaluation system, the school district, intermediate school district, or public school academy shall adopt and implement the state evaluation tool for school administrators described in this subsection that is required under legislation enacted by the legislature under subsection (6) after review of the recommendations contained in the report of the governor's council on educator effectiveness submitted under subsection (5). However, if a school district, intermediate school district, or public school academy has a local evaluation tool for school administrators described in this subsection that is consistent with the state evaluation tool, the school district, intermediate school district, or public school academy may conduct performance evaluations for school administrators using that local evaluation tool.

(e) The performance evaluation system shall assign an effectiveness rating to each school administrator described in this subsection of highly effective, effective, minimally effective, or ineffective, based on his or her score on the evaluation tool described in subdivision (d).

(f) The performance evaluation system shall ensure that if a school administrator described in this subsection is rated as minimally effective or ineffective, the person or persons conducting the evaluation shall develop and require the school administrator to implement an improvement plan to correct the deficiencies. The improvement plan shall recommend professional development opportunities and other measures designed to improve the rating of the school administrator on his or her next annual year-end evaluation.

(g) The performance evaluation system shall provide that, if a school administrator described in this subsection is rated as ineffective on 3 consecutive annual year-end evaluations, the school district, public school academy, or intermediate school district shall dismiss the school administrator from his or her employment. However, this subdivision applies only if the 3 consecutive annual year-end evaluations are conducted using the same evaluation tool and under the same performance evaluation system. This subdivision does not affect the ability of a school district, intermediate school district, or public school academy to dismiss an ineffective school administrator from his or her employment regardless of whether the school administrator is rated as ineffective on 3 consecutive annual year-end evaluations.

(h) The performance evaluation system shall provide that, if a school administrator is rated as highly effective on 3 consecutive annual year-end evaluations, the school district, intermediate school district, or public school academy may choose to conduct a year-end evaluation biennially instead of annually. However, if a school administrator is not rated as highly effective on 1 of these biennial year-end evaluations, the school administrator shall again be provided with annual year-end evaluations.

(4) The governor's council on educator effectiveness is created as a temporary commission described in section 4 of article V of the state constitution of 1963. All of the following apply to the governor's council on educator effectiveness:

(a) The governor's council on educator effectiveness shall consist of the following 5 voting members:

(*i*) The governor shall appoint 3 members.

(*ii*) The senate majority leader shall appoint 1 member.

(*iii*) The speaker of the house of representatives shall appoint 1 member.

(b) In addition to the members appointed under subdivision (a), the superintendent of public instruction or his or her designee shall serve as a nonvoting member.

(c) The members appointed under subdivision (a), and the designee of the superintendent of public instruction if he or she appoints a designee, shall have expertise in 1 or more of the following areas: psychometrics, measurement, performance-based educator evaluation models, educator effectiveness, or development of educator evaluation frameworks in other states.

(d) Not later than October 31, 2011, the governor's council on educator effectiveness shall contract with 1 or more additional experts in the areas described in subdivision (c) as the council considers necessary.

(e) The governor shall appoint an advisory committee for the governor's council on educator effectiveness to provide input on the council's recommendations. The advisory committee shall consist of public school teachers, public school administrators, and parents of public school pupils.

(f) The governor's office shall provide staffing and support for the governor's council on educator effectiveness.

(5) Not later than April 30, 2012, the governor's council on educator effectiveness shall submit to the state board, the governor, and the legislature a report that identifies and recommends all of the following for the purposes of this section and that includes recommendations on evaluation processes and other matters related to the purposes of this section:

(a) A student growth and assessment tool. The student growth and assessment tool shall meet all of the following:

(*i*) Is a value-added model that takes into account student achievement and assessment data, and is based on an assessment tool that has been determined to be reliable and valid for the purposes of measuring value-added data.

(*ii*) In addition to measuring student growth in the core subject areas of mathematics, science, English language arts, and social science, will measure student growth in other subject areas.

(*iii*) Complies with all current state and federal law for students with a disability.

(*iv*) Has at least a pre- and post-test.

(*v*) Is able to be used for pupils of all achievement levels.

(b) A state evaluation tool for teachers. All of the following apply to this recommendation:

(*i*) In addition to the student growth and assessment tool, the recommended state evaluation tool for teachers may include, but is not limited to, instructional leadership abilities, teacher and pupil attendance, professional contributions, training, progress report achievement, school improvement plan progress, peer input, and pupil and parent feedback.

(*ii*) The council shall ensure that the recommended state evaluation tool for teachers will allow all special education teachers to be rated.

(*iii*) The council shall seek input from school districts, intermediate school districts, and public school academies that have already developed and implemented successful, effective performance evaluation systems.

(c) A state evaluation tool for school administrators described in subsection (3). In addition to the student growth and assessment tool, the recommended state evaluation tool for these school administrators may include, but is not limited to, teacher and pupil attendance, graduation rates, professional contributions, training, progress report achievement, school improvement plan progress, peer input, and pupil and parent feedback.

(d) For the purposes of the recommended state evaluation tools for teachers and school administrators under subdivisions (b) and (c), recommended parameters for the effectiveness rating categories for teachers under subsection (2)(e) and for school administrators under subsection (3)(e).

(e) Recommended changes to be made in the requirements for a professional education teaching certificate that will ensure that a teacher is not required to complete additional postsecondary credit hours beyond the credit hours required for a provisional teaching certificate.

(f) A process for evaluating and approving local evaluation tools for teachers under subsection (2)(d) and school administrators under subsection (3)(d).

(6) It is the intent of the legislature to review the report submitted by the governor's council on educator effectiveness under subsection (5) and to enact appropriate legislation to put into place a statewide performance evaluation system taking into consideration the recommendations contained in the report.

(7) If all of the following apply for a public school operated by a school district, intermediate school district, or public school academy, then the school district, intermediate school district, or public school academy is not required to comply with subsection (2) or (3) for that public school:

(a) As of the effective date of this subsection, the school district, intermediate school district, or public school academy has already implemented and is currently using a performance evaluation system for that public school that meets all of the following requirements:

(*i*) Under the system, the most significant portion of a teacher's or school administrator's evaluation is based on student growth and assessment data, which may include value-added measures.

(*ii*) The system uses research-based measures to determine student growth, which may be measured by standards-based, nationally normed assessments.

(*iii*) The system determines professional competence through multiple direct observations of classroom practices and professional practices throughout the school year.

(*iv*) Under the system, teacher effectiveness and ratings, as measured by student achievement and growth data, are factored into teacher retention, promotion, and termination decisions.

(*v*) Under the system, teacher and school administrator performance evaluation results are used to inform teacher professional development for the succeeding year.

(*vi*) The system ensures that teachers and school administrators are evaluated at least annually.

(b) The school district, intermediate school district, or public school academy notifies the governor's council on educator effectiveness by November 1, 2011 that it is exempt under this subsection from the requirements of subsections (2) and (3).

(c) The school district, intermediate school district, or public school academy posts a description of its evaluation system on its website.

(8) If, after the effective date of this subsection, a school district, intermediate school district, or public school academy begins operating a new public school, or implements a new performance evaluation system for a public school it operates, and all of the following apply, then the school district, intermediate school district, or public school academy is not required to comply with subsection (2) or (3) for that public school:

(a) The performance evaluation system adopted and implemented for that public school replicates and is identical to the performance evaluation system of a public school that is exempt under subsection (7).

(b) The school district, intermediate school district, or public school academy posts a description of the performance evaluation system on its website.

(9) If a collective bargaining agreement is in effect for teachers or school administrators of a school district, public school academy, or intermediate school district as of the effective date of the 2011 amendatory act that amended this subsection, and if that collective bargaining agreement prevents compliance with subsection (1), then subsection (1) does not apply to that school district, public school academy, or intermediate school district until after the expiration of that collective bargaining agreement.

(10) A school district, intermediate school district, or public school academy shall continue to conduct the evaluations for school principals that are currently required by the department through the 2010-2011 school year. At the end of the 2010-2011 school year, a school district, intermediate school district, or public school academy shall report the most recently completed or determined "effectiveness label" from that evaluation for each principal who is in place for 2010-2011, in a form and manner prescribed by the department.

Sec. 1249a. Beginning in 2015-2016, if a pupil is assigned to be taught by a teacher who has been rated as ineffective on his or her 2 most recent annual year-end evaluations under section 1249, the board of the school district or intermediate school district or board of directors of the public school academy in which the pupil is enrolled shall notify the pupil's parent or legal guardian that the pupil has been assigned to a teacher who has been rated as ineffective on his or her 2 most recent annual year-end evaluations. The notification shall be in writing, shall be delivered to the parent or legal guardian not later than July 15 immediately preceding the beginning of the school year for which the pupil is assigned to the teacher, and shall identify the teacher who is the subject of the notification.

Enacting section 1. This amendatory act does not take effect unless all of the following bills of the 96th Legislature are enacted into law:

(a) House Bill No. 4625.

(b) House Bill No. 4626.

(c) House Bill No. 4628.

This act is ordered to take immediate effect.

Clerk of the House of Representatives

Secretary of the Senate

Approved .....

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Governor

Act No. 103
Public Acts of 2011
Approved by the Governor
July 19, 2011
Filed with the Secretary of State
July 19, 2011
EFFECTIVE DATE: July 19, 2011

STATE OF MICHIGAN
96TH LEGISLATURE
REGULAR SESSION OF 2011

Introduced by Reps. Yonker and Haveman

ENROLLED HOUSE BILL No. 4628

AN ACT to amend 1947 PA 336, entitled "An act to prohibit strikes by certain public employees; to provide review from disciplinary action with respect thereto; to provide for the mediation of grievances and the holding of elections; to declare and protect the rights and privileges of public employees; to require certain provisions in collective bargaining agreements; and to prescribe means of enforcement and penalties for the violation of the provisions of this act," by amending section 15 (MCL 423.215), as amended by 2011 PA 25.

The People of the State of Michigan enact:

Sec. 15. (1) A public employer shall bargain collectively with the representatives of its employees as described in section 11 and may make and enter into collective bargaining agreements with those representatives. Except as otherwise provided in this section, for the purposes of this section, to bargain collectively is to perform the mutual obligation of the employer and the representative of the employees to meet at reasonable times and confer in good faith with respect to wages, hours, and other terms and conditions of employment, or to negotiate an agreement, or any question arising under the agreement, and to execute a written contract, ordinance, or resolution incorporating any agreement reached if requested by either party, but this obligation does not compel either party to agree to a proposal or make a concession.

(2) A public school employer has the responsibility, authority, and right to manage and direct on behalf of the public the operations and activities of the public schools under its control.

(3) Collective bargaining between a public school employer and a bargaining representative of its employees shall not include any of the following subjects:

(a) Who is or will be the policyholder of an employee group insurance benefit. This subdivision does not affect the duty to bargain with respect to types and levels of benefits and coverages for employee group insurance. A change or proposed change in a type or to a level of benefit, policy specification, or coverage for employee group insurance shall be bargained by the public school employer and the bargaining representative before the change may take effect.

(b) Establishment of the starting day for the school year and of the amount of pupil contact time required to receive full state school aid under section 1284 of the revised school code, 1976 PA 451, MCL 380.1284, and under section 101 of the state school aid act of 1979, 1979 PA 94, MCL 388.1701.

(c) The composition of school improvement committees established under section 1277 of the revised school code, 1976 PA 451, MCL 380.1277.

(d) The decision of whether or not to provide or allow interdistrict or intradistrict open enrollment opportunity in a school district or of which grade levels or schools in which to allow such an open enrollment opportunity.

(e) The decision of whether or not to act as an authorizing body to grant a contract to organize and operate 1 or more public school academies under the revised school code, 1976 PA 451, MCL 380.1 to 380.1852.

(f) The decision of whether or not to contract with a third party for 1 or more noninstructional support services; or the procedures for obtaining the contract for noninstructional support services other than bidding described in this subdivision; or the identity of the third party; or the impact of the contract for noninstructional support services on individual employees or the bargaining unit. However, this subdivision applies only if the bargaining unit that is providing the noninstructional support services is given an opportunity to bid on the contract for the noninstructional support services on an equal basis as other bidders.

(g) The use of volunteers in providing services at its schools.

(h) Decisions concerning use of experimental or pilot programs and staffing of experimental or pilot programs and decisions concerning use of technology to deliver educational programs and services and staffing to provide the technology, or the impact of these decisions on individual employees or the bargaining unit.

(i) Any compensation or additional work assignment intended to reimburse an employee for or allow an employee to recover any monetary penalty imposed under this act.

(j) Any decision made by the public school employer regarding the placement of teachers, or the impact of that decision on an individual employee or the bargaining unit.

(k) Decisions about the development, content, standards, procedures, adoption, and implementation of the public school employer's policies regarding personnel decisions when conducting a reduction in force or any other personnel determination resulting in the elimination of a position or a recall from a reduction in force or any other personnel determination resulting in the elimination of a position or in hiring after a reduction in force or any other personnel determination resulting in the elimination of a position, as provided under section 1248 of the revised school code, 1976 PA 451, MCL 380.1248, any decision made by the public school employer pursuant to those policies, or the impact of those decisions on an individual employee or the bargaining unit.

(*l*) Decisions about the development, content, standards, procedures, adoption, and implementation of a public school employer's performance evaluation system adopted under section 1249 of the revised school code, 1976 PA 451, MCL 380.1249, or under 1937 (Ex Sess) PA 4, MCL 38.71 to 38.191, decisions concerning the content of a performance evaluation of an employee under those provisions of law, or the impact of those decisions on an individual employee or the bargaining unit.

(m) For public employees whose employment is regulated by 1937 (Ex Sess) PA 4, MCL 38.71 to 38.191, decisions about the development, content, standards, procedures, adoption, and implementation of a policy regarding discharge or discipline of an employee, decisions concerning the discharge or discipline of an individual employee, or the impact of those decisions on an individual employee or the bargaining unit. For public employees whose employment is regulated by 1937 (Ex Sess) PA 4, MCL 38.71 to 38.191, a public school employer shall not adopt, implement, or maintain a policy for discharge or discipline of an employee that includes a standard for discharge or discipline that is different than the arbitrary and capricious standard provided under section 1 of article IV of 1937 (Ex Sess) PA 4, MCL 38.101.

(n) Decisions about the format, timing, or number of classroom observations conducted for the purposes of section 3a of article II of 1937 (Ex Sess) PA 4, MCL 38.83a, decisions concerning the classroom observation of an individual employee, or the impact of those decisions on an individual employee or the bargaining unit.

(o) Decisions about the development, content, standards, procedures, adoption, and implementation of the method of compensation required under section 1250 of the revised school code, 1976 PA 451, MCL 380.1250, decisions about how an employee performance evaluation is used to determine performance-based compensation under section 1250 of the revised school code, 1976 PA 451, MCL 380.1250, decisions concerning the performance-based compensation of an individual employee, or the impact of those decisions on an individual employee or the bargaining unit.

(p) Decisions about the development, format, content, and procedures of the notification to parents and legal guardians required under section 1249a of the revised school code, 1976 PA 451, MCL 380.1249a.

(4) Except as otherwise provided in subsection (3)(f), the matters described in subsection (3) are prohibited subjects of bargaining between a public school employer and a bargaining representative of its employees, and, for the purposes of this act, are within the sole authority of the public school employer to decide.

(5) If a public school is placed in the state school reform/redesign school district or is placed under a chief executive officer under section 1280c of the revised school code, 1976 PA 451, MCL 380.1280c, then, for the purposes of collective bargaining under this act, the state school reform/redesign officer or the chief executive officer, as applicable, is the public school employer of the public school employees of that public school for as long as the public school is part of the state school reform/redesign school district or operated by the chief executive officer.

(6) A public school employer's collective bargaining duty under this act and a collective bargaining agreement entered into by a public school employer under this act are subject to all of the following:

(a) Any effect on collective bargaining and any modification of a collective bargaining agreement occurring under section 1280c of the revised school code, 1976 PA 451, MCL 380.1280c.

(b) For a public school in which the superintendent of public instruction implements 1 of the 4 school intervention models described in section 1280c of the revised school code, 1976 PA 451, MCL 380.1280c, if the school intervention

model that is implemented affects collective bargaining or requires modification of a collective bargaining agreement, any effect on collective bargaining and any modification of a collective bargaining agreement under that school intervention model.

(7) Each collective bargaining agreement entered into between a public employer and public employees under this act after March 16, 2011 shall include a provision that allows an emergency manager appointed under the local government and school district fiscal accountability act, 2011 PA 4, MCL 141.1501 to 141.1531, to reject, modify, or terminate the collective bargaining agreement as provided in the local government and school district fiscal accountability act, 2011 PA 4, MCL 141.1501 to 141.1531. Provisions required by this subsection are prohibited subjects of bargaining under this act.

(8) Collective bargaining agreements under this act may be rejected, modified, or terminated pursuant to the local government and school district fiscal accountability act, 2011 PA 4, MCL 141.1501 to 141.1531. This act does not confer a right to bargain that would infringe on the exercise of powers under the local government and school district fiscal accountability act, 2011 PA 4, MCL 141.1501 to 141.1531.

(9) A unit of local government that enters into a consent agreement under the local government and school district fiscal accountability act, 2011 PA 4, MCL 141.1501 to 141.1531, is not subject to subsection (1) for the term of the consent agreement, as provided in the local government and school district fiscal accountability act, 2011 PA 4, MCL 141.1501 to 141.1531.

(10) If the charter of a city, village, or township with a population of 500,000 or more specifies the selection of a retirant member of the municipality's fire department, police department, or fire and police department pension or retirement board, the method of selection of that member is a prohibited subject of bargaining.

Enacting section 1. This amendatory act does not take effect unless all of the following bills of the 96th Legislature are enacted into law:

(a) House Bill No. 4625.

(b) House Bill No. 4626.

(c) House Bill No. 4627.

This act is ordered to take immediate effect.

Clerk of the House of Representatives

Secretary of the Senate

Approved .....

.....

Governor

Act No. 257
Public Acts of 2014
Approved by the Governor
June 28, 2014
Filed with the Secretary of State
June 30, 2014
EFFECTIVE DATE: June 30, 2014

STATE OF MICHIGAN
97TH LEGISLATURE
REGULAR SESSION OF 2014

Introduced by Senators Pappageorge, Pavlov, Colbeck, Nofs, Hansen and Hildenbrand

ENROLLED SENATE BILL No. 817

AN ACT to amend 1976 PA 451, entitled "An act to provide a system of public instruction and elementary and secondary schools; to revise, consolidate, and clarify the laws relating to elementary and secondary education; to provide for the organization, regulation, and maintenance of schools, school districts, public school academies, intermediate school districts, and other public school entities; to prescribe rights, powers, duties, and privileges of schools, school districts, public school academies, intermediate school districts, and other public school entities; to provide for the regulation of school teachers and certain other school employees; to provide for school elections and to prescribe powers and duties with respect thereto; to provide for the levy and collection of taxes; to provide for the borrowing of money and issuance of bonds and other evidences of indebtedness; to establish a fund and provide for expenditures from that fund; to provide for and prescribe the powers and duties of certain state departments, the state board of education, and certain other boards and officials; to provide for licensure of boarding schools; to prescribe penalties; and to repeal acts and parts of acts," by amending section 1249 (MCL 380.1249), as amended by 2011 PA 102.

The People of the State of Michigan enact:

Sec. 1249. (1) Subject to subsection (7), with the involvement of teachers and school administrators, the board of a school district or intermediate school district or board of directors of a public school academy shall adopt and implement for all teachers and school administrators a rigorous, transparent, and fair performance evaluation system that does all of the following:

(a) Evaluates the teacher's or school administrator's job performance at least annually while providing timely and constructive feedback.

(b) Establishes clear approaches to measuring student growth and provides teachers and school administrators with relevant data on student growth.

(c) Evaluates a teacher's or school administrator's job performance, using multiple rating categories that take into account data on student growth as a significant factor. For 2014-2015, for grades and subjects in which state assessments are administered in compliance with 20 USC 6311, student growth must be measured, at least in part, using the state assessments, and for grades and subjects in which state assessments are not required and administered for purposes of 20 USC 6311, student growth must be measured, at least in part, using alternative assessments that are rigorous and comparable across schools within the school district, intermediate school district, or public school academy. If the performance evaluation system implemented by a school district, intermediate school district, or public school academy under this section does not already include the rating of teachers as highly effective, effective, minimally effective, and ineffective, then the school district, intermediate school district, or public school academy shall revise the performance evaluation system not later than September 19, 2011 to ensure that it rates teachers as highly effective, effective, minimally effective, or ineffective.

(d) Uses the evaluations, at a minimum, to inform decisions regarding all of the following:

(*i*) The effectiveness of teachers and school administrators, ensuring that they are given ample opportunities for improvement.

(*ii*) Promotion, retention, and development of teachers and school administrators, including providing relevant coaching, instruction support, or professional development.

(*iii*) Whether to grant tenure or full certification, or both, to teachers and school administrators using rigorous standards and streamlined, transparent, and fair procedures.

(*iv*) Removing ineffective tenured and untenured teachers and school administrators after they have had ample opportunities to improve, and ensuring that these decisions are made using rigorous standards and streamlined, transparent, and fair procedures.

(2) Beginning with the 2015-2016 school year, the board of a school district or intermediate school district or board of directors of a public school academy shall ensure that the performance evaluation system for teachers meets all of the following:

(a) The performance evaluation system shall include at least an annual year-end evaluation for all teachers. An annual year-end evaluation shall meet all of the following:

(*i*) At least 50% of the annual year-end evaluation shall be based on student growth and assessment data. All student growth and assessment data shall be measured using the student growth assessment tool that is required under legislation enacted by the legislature after review of the recommendations contained in the report of the former Michigan council for educator effectiveness.

(*ii*) If there are student growth and assessment data available for a teacher for at least 3 school years, the annual year-end evaluation shall be based on the student growth and assessment data for the most recent 3-consecutive-school-year period. If there are not student growth and assessment data available for a teacher for at least 3 school years, the annual year-end evaluation shall be based on all student growth and assessment data that are available for the teacher.

(*iii*) The annual year-end evaluation shall include specific performance goals that will assist in improving effectiveness for the next school year and are developed by the school administrator or his or her designee conducting the evaluation, in consultation with the teacher, and any recommended training identified by the school administrator or designee, in consultation with the teacher, that would assist the teacher in meeting these goals. For a teacher described in subdivision (b), the school administrator or designee shall develop, in consultation with the teacher, an individualized development plan that includes these goals and training and is designed to assist the teacher to improve his or her effectiveness.

(b) The performance evaluation system shall include a midyear progress report for a teacher who is in the first year of the probationary period prescribed by section 1 of article II of 1937 (Ex Sess) PA 4, MCL 38.81, or who received a rating of minimally effective or ineffective in his or her most recent annual year-end evaluation. The midyear progress report shall be used as a supplemental tool to gauge a teacher's improvement from the preceding school year and to assist a teacher to improve. All of the following apply to the midyear progress report:

(*i*) The midyear progress report shall be based at least in part on student achievement.

(*ii*) The midyear progress report shall be aligned with the teacher's individualized development plan under subdivision (a)(*iii*).

(*iii*) The midyear progress report shall include specific performance goals for the remainder of the school year that are developed by the school administrator conducting the annual year-end evaluation or his or her designee and any recommended training identified by the school administrator or designee that would assist the teacher in meeting these goals. At the midyear progress report, the school administrator or designee shall develop, in consultation with the teacher, a written improvement plan that includes these goals and training and is designed to assist the teacher to improve his or her rating.

(*iv*) The midyear progress report shall not take the place of an annual year-end evaluation.

(c) The performance evaluation system shall include classroom observations to assist in the performance evaluations. All of the following apply to these classroom observations:

(*i*) Except as provided in this subdivision, the manner in which a classroom observation is conducted shall be prescribed in the evaluation tool for teachers described in subdivision (d).

(*ii*) A classroom observation shall include a review of the teacher's lesson plan and the state curriculum standard being used in the lesson and a review of pupil engagement in the lesson.

(*iii*) A classroom observation does not have to be for an entire class period.

(*iv*) Unless a teacher has received a rating of effective or highly effective on his or her 2 most recent annual year-end evaluations, there shall be multiple classroom observations of the teacher each school year.

(d) For the purposes of conducting annual year-end evaluations under the performance evaluation system, the school district, intermediate school district, or public school academy shall adopt and implement the state evaluation tool for teachers that is required under legislation enacted by the legislature after review of the recommendations contained in

the report of the former Michigan council for educator effectiveness. However, if a school district, intermediate school district, or public school academy has a local evaluation tool for teachers that is consistent with the state evaluation tool, the school district, intermediate school district, or public school academy may conduct annual year-end evaluations for teachers using that local evaluation tool.

(e) The performance evaluation system shall assign an effectiveness rating to each teacher of highly effective, effective, minimally effective, or ineffective, based on his or her score on the annual year-end evaluation described in this subsection.

(f) As part of the performance evaluation system, and in addition to the requirements of section 1526, a school district, intermediate school district, or public school academy is encouraged to assign a mentor or coach to each teacher who is described in subdivision (b).

(g) The performance evaluation system may allow for exemption of student growth data for a particular pupil for a school year upon the recommendation of the school administrator conducting the annual year-end evaluation or his or her designee and approval of the school district superintendent or his or her designee, intermediate superintendent or his or her designee, or chief administrator of the public school academy, as applicable.

(h) The performance evaluation system shall provide that, if a teacher is rated as ineffective on 3 consecutive annual year-end evaluations, the school district, public school academy, or intermediate school district shall dismiss the teacher from his or her employment. This subdivision does not affect the ability of a school district, intermediate school district, or public school academy to dismiss an ineffective teacher from his or her employment regardless of whether the teacher is rated as ineffective on 3 consecutive annual year-end evaluations.

(i) The performance evaluation system shall provide that, if a teacher is rated as highly effective on 3 consecutive annual year-end evaluations, the school district, intermediate school district, or public school academy may choose to conduct a year-end evaluation biennially instead of annually. However, if a teacher is not rated as highly effective on 1 of these biennial year-end evaluations, the teacher shall again be provided with annual year-end evaluations.

(j) The performance evaluation system shall provide that, if a teacher who is not in a probationary period prescribed by section 1 of article II of 1937 (Ex Sess) PA 4, MCL 38.81, is rated as ineffective on an annual year-end evaluation, the teacher may request a review of the evaluation and the rating by the school district superintendent, intermediate superintendent, or chief administrator of the public school academy, as applicable. The request for a review must be submitted in writing within 20 days after the teacher is informed of the rating. Upon receipt of the request, the school district superintendent, intermediate superintendent, or chief administrator of the public school academy, as applicable, shall review the evaluation and rating and may make any modifications as appropriate based on his or her review. However, the performance evaluation system shall not allow for a review as described in this subdivision more than twice in a 3-school-year period.

(3) Beginning with the 2015-2016 school year, the board of a school district or intermediate school district or board of directors of a public school academy shall ensure that the performance evaluation system for building-level school administrators and for central office-level school administrators who are regularly involved in instructional matters meets all of the following:

(a) The performance evaluation system shall include at least an annual year-end evaluation for all school administrators described in this subsection by the school district superintendent or his or her designee, intermediate superintendent or his or her designee, or chief administrator of the public school academy, as applicable, except that a superintendent or chief administrator shall be evaluated by the board or board of directors.

(b) At least 50% of the annual year-end evaluation shall be based on student growth and assessment data. The student growth and assessment data to be used for the school administrator annual year-end evaluation are the aggregate student growth and assessment data that are used in teacher annual year-end evaluations in each school in which the school administrator works as an administrator or, for a central-office level school administrator, for the entire school district or intermediate school district.

(c) The portion of the annual year-end evaluation that is not based on student growth and assessment data shall be based on at least the following for each school in which the school administrator works as an administrator or, for a central-office level school administrator, for the entire school district or intermediate school district:

(*i*) If the school administrator conducts teacher performance evaluations, the school administrator's training and proficiency in using the evaluation tool for teachers described in subsection (2)(d), including a random sampling of his or her teacher performance evaluations to assess the quality of the school administrator's input in the teacher performance evaluation system. If the school administrator designates another person to conduct teacher performance evaluations, the evaluation of the school administrator on this factor shall be based on the designee's training and proficiency in using the evaluation tool for teachers described in subsection (2)(d), including a random sampling of the designee's teacher performance evaluations to assess the quality of the designee's input in the teacher performance evaluation system, with the designee's performance to be counted as if it were the school administrator personally conducting the teacher performance evaluations.

(*ii*) The progress made by the school or school district in meeting the goals set forth in the school's school improvement plan or the school district's school improvement plans.

(*iii*) Pupil attendance in the school or school district.

(*iv*) Student, parent, and teacher feedback, and other information considered pertinent by the superintendent or other school administrator conducting the performance evaluation or the board or board of directors.

(d) For the purposes of conducting performance evaluations under the performance evaluation system, the school district, intermediate school district, or public school academy shall adopt and implement the state evaluation tool for school administrators described in this subsection that is required under legislation enacted by the legislature after review of the recommendations contained in the report of the former Michigan council for educator effectiveness. However, if a school district, intermediate school district, or public school academy has a local evaluation tool for school administrators described in this subsection that is consistent with the state evaluation tool, the school district, intermediate school district, or public school academy may conduct performance evaluations for school administrators using that local evaluation tool.

(e) The performance evaluation system shall assign an effectiveness rating to each school administrator described in this subsection of highly effective, effective, minimally effective, or ineffective, based on his or her score on the evaluation tool described in subdivision (d).

(f) The performance evaluation system shall ensure that if a school administrator described in this subsection is rated as minimally effective or ineffective, the person or persons conducting the evaluation shall develop and require the school administrator to implement an improvement plan to correct the deficiencies. The improvement plan shall recommend professional development opportunities and other measures designed to improve the rating of the school administrator on his or her next annual year-end evaluation.

(g) The performance evaluation system shall provide that, if a school administrator described in this subsection is rated as ineffective on 3 consecutive annual year-end evaluations, the school district, public school academy, or intermediate school district shall dismiss the school administrator from his or her employment. However, this subdivision applies only if the 3 consecutive annual year-end evaluations are conducted using the same evaluation tool and under the same performance evaluation system. This subdivision does not affect the ability of a school district, intermediate school district, or public school academy to dismiss an ineffective school administrator from his or her employment regardless of whether the school administrator is rated as ineffective on 3 consecutive annual year-end evaluations.

(h) The performance evaluation system shall provide that, if a school administrator is rated as highly effective on 3 consecutive annual year-end evaluations, the school district, intermediate school district, or public school academy may choose to conduct a year-end evaluation biennially instead of annually. However, if a school administrator is not rated as highly effective on 1 of these biennial year-end evaluations, the school administrator shall again be provided with annual year-end evaluations.

(4) It is the intent of the legislature to review the report submitted by the former Michigan council for educator effectiveness and to enact appropriate legislation to put into place a statewide performance evaluation system taking into consideration the recommendations contained in the report.

(5) If all of the following apply for a public school operated by a school district, intermediate school district, or public school academy, then the school district, intermediate school district, or public school academy is not required to comply with subsection (2) or (3) for that public school:

(a) As of July 19, 2011, the school district, intermediate school district, or public school academy had already implemented and is currently using a performance evaluation system for that public school that meets all of the following requirements:

(*i*) Under the system, the most significant portion of a teacher's or school administrator's evaluation is based on student growth and assessment data, which may include value-added measures.

(*ii*) The system uses research-based measures to determine student growth. For 2014-2015, for grades and subjects in which state assessments are administered in compliance with 20 USC 6311, student growth must be measured, at least in part, using the state assessments, and for grades and subjects in which state assessments are not required and administered for purposes of 20 USC 6311, student growth must be measured, at least in part, using alternative assessments that are rigorous and comparable across schools within the school district, intermediate school district, or public school academy. Student growth also may be measured by standards-based, nationally normed assessments and other objective criteria which may include other national or local assessments.

(*iii*) The system determines professional competence through multiple direct observations of classroom practices and professional practices throughout the school year.

(*iv*) Under the system, teacher effectiveness and ratings, as measured by student achievement and growth data, are factored into teacher retention, promotion, and termination decisions.

(*v*) Under the system, teacher and school administrator performance evaluation results are used to inform teacher professional development for the succeeding year.

(*vi*) The system ensures that teachers and school administrators are evaluated at least annually.

(b) The school district, intermediate school district, or public school academy notified the former governor's council on educator effectiveness by November 1, 2011 that it is exempt under this subsection from the requirements of subsections (2) and (3).

(c) The school district, intermediate school district, or public school academy posts a description of its evaluation system on its website.

(6) If, after July 19, 2011, a school district, intermediate school district, or public school academy begins operating a new public school, or implements a new performance evaluation system for a public school it operates, and all of the following apply, then the school district, intermediate school district, or public school academy is not required to comply with subsection (2) or (3) for that public school:

(a) The performance evaluation system adopted and implemented for that public school replicates and is identical to the performance evaluation system of a public school that is exempt under subsection (5).

(b) The school district, intermediate school district, or public school academy posts a description of the performance evaluation system on its website.

(7) If a collective bargaining agreement is in effect for teachers or school administrators of a school district, public school academy, or intermediate school district as of July 19, 2011, and if that collective bargaining agreement prevents compliance with subsection (1), then subsection (1) does not apply to that school district, public school academy, or intermediate school district until after the expiration of that collective bargaining agreement.

This act is ordered to take immediate effect.

Carol Morey Viventi

Secretary of the Senate

Gary E Randall

Clerk of the House of Representatives

Approved .....

.....

Governor

April 2012

Interim Progress Report

MCEE Michigan Council for Educator Effectiveness

MICHIGAN COUNCIL FOR EDUCATOR EFFECTIVENESS
INTERIM PROGRESS REPORT

APRIL 27, 2012

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MICHIGAN COUNCIL FOR EDUCATOR EFFECTIVENESS
INTERIM PROGRESS REPORT

APRIL 27, 2012

Background

The Michigan Council for Educator Effectiveness (MCEE)[1] was established in June of 2011 as part of Michigan's teacher tenure reform efforts (PA 102 of 2011). Council members were appointed in September, and the legislature appropriated funding in mid-December of 2011. The MCEE is a temporary commission with a life of no more than two years.

The council has five voting members, three of whom were appointed by Governor Rick Snyder, and one each by Senate Majority Leader Randy Richardville and Speaker of the House Jase Bolger. Governor Snyder appointed Deborah Loewenberg Ball, dean of the University of Michigan School of Education, as chair of the MCEE. In addition to Ball, the governor appointed Mark Reckase from Michigan State University's College of Education and Nick Sheltrown from National Heritage Academics in Grand Rapids. Majority Leader Richardville appointed David Vensel, a principal from Jefferson High School in Monroe, and Speaker Bolger appointed Jennifer Hammond, a principal from Grand Blanc High School. Joseph Martineau serves on the MCEE without vote and is the designee of the Michigan Department of Education's superintendent of public instruction. (See Appendix A for a full biography of each council member.)

Charge and Vision

The MCEE is charged by law with an ambitious agenda, one that has tremendous significance for the educational opportunities and outcomes of our state's children. The MCEE will submit to the State Board of Education, the Governor, and the state legislature a report that identifies and recommends all of the following:

- A student growth and assessment tool.
- A state evaluation tool for teachers.
- A state evaluation tool for school administrators.
- Changes to the requirements for a professional teaching certificate.
- A process for evaluating and approving local evaluation tools for teachers and administrators that are consistent with the state evaluation tool for teachers and administrators and the act.

The following common vision grounds the efforts of the MCEE:

> ***The Michigan Council for Educator Effectiveness will develop a fair, transparent, and feasible evaluation system for teachers and school administrators. The system will be based on rigorous standards of professional practice and of measurement. The goal of this system is to contribute to enhanced instruction, improve student achievement, and support ongoing professional learning.***

[1] MCEE was formerly called the Governor's Council on Educator Effectiveness. On March 27, 2012, Executive Order No. 2012–3 was signed by Governor Snyder. It moved the GCEE out of the Governor's Office and into the Michigan Department of Technology, Management, and Budget (DTMB). It also changed the name of the council to the Michigan Council for Educator Effectiveness.

The Process

The Michigan Council for Educator Effectiveness convened for the first time in December 2011. Since then, the MCEE has met 16 times, averaging one three-hour meeting per week. Most meetings have taken place at the University of Michigan's School of Education in Ann Arbor, though the council has also held meetings in Detroit, Lansing, and Grand Rapids. Four meetings were open to the public, offering a variety of stakeholders the opportunity to observe the council's work and voice comments and suggestions. (Appendix B summarizes each meeting's presentations and discussions.)

Collaboration has been central to the MCEE's progress. Council members, as well as two ongoing expert consultants, divided into two groups focused on two immediate priorities: observation protocols for teachers and student growth and assessment tools. These technical groups work to make progress outside of the formal MCEE meetings, but all council members and consultants collaborate during formal meetings to discuss findings, ideas, and questions, and all deliberations and decisions are collective.

In addition to the work of its six members, the MCEE has benefitted from the input of expert consultants, all of whom are national leaders in areas crucial to the council's work. These experienced scholars and practitioners have provided valuable insight into education policies, reforms, and initiatives that are taking place in Michigan and in other states. Since their first meeting, council members have consulted with more than 30 experts from 10 states (see Appendices C and D). They have also referred to research and reports from a wide range of organizations and commissions around the country that have already worked extensively to understand educator evaluation and to implement evaluation systems (see Appendix E). Research and consultants have provided the MCEE with a wealth of knowledge regarding observation tools, student growth models, pilots, and both the successes and concerns of other states throughout similar processes.

Because observation of teaching is so central to the evaluation system that the council is charged to recommend, the MCEE has focused its work over the last three months on learning about the efficacy, feasibility, cost, and other aspects of implementing a variety of observation tools. Council members have consulted with other states, spoken with representatives from observation tool organizations, and discussed each framework's strengths and weaknesses. The council has made significant progress on this portion of the charge. Similarly, because student growth is also to be a key component, the MCEE has been actively investigating alternative approaches to measuring growth, and learning about various challenges and ways to address them. This interim progress report provides a summary of what has been learned in both of these crucial areas.

The Advisory Committee

PA 102 of 2011 also established the Advisory Committee to the Michigan Council for Educator Effectiveness, which consists of Governor-appointed teachers, district leaders, and members of interest groups (see Appendix F for a full list of members). This committee has responded to questions submitted by the council, and has provided input on the observation and student growth components of the council's charge. To read the Advisory Committee's ideas and feedback, please refer to Appendices G and H.

Teacher Evaluation: Observation Tool

Overview

Regular observations of educators are an essential component of building learning organizations. The MCEE is committed to institutionalizing teacher observations as part of Michigan's educator evaluation system in a rigorous, professionally responsible, and legally defensible way. Because so many states have recently created such systems, the council gathered information from across the country about the components of such systems, the tools available, the measurement challenges associated with educator observations, the processes and resources needed to guarantee rigorous use of these measures, and the lessons that other states have learned along the way.

Design Principles for an Educator Evaluation System

It is essential that Michigan have a clear set of design principles for the development of its educator evaluation system:

- Expectations should be clear and rigorous.
- The system should involve multiple measures.
- The system should enhance performance.
- The system should be committed to and structured to support ongoing educator learning and development.

Criteria for Selecting Observation Processes and Tools

With these design principles in mind, the MCEE recommends five criteria for the selection and review of observation instruments and related materials to be used by Michigan school districts:

- *The instruments should be aligned with relevant state and national standards for educators.*

  In Michigan, there are three relevant frameworks that need to be aligned with the educator evaluation system: the Teaching for Learning Framework (Appendix I), the School Improvement Program framework (Appendix J), and the Professional Standards for Michigan Teachers (see Appendix K). In addition, as new policies and reforms are embraced by the state, (e.g., the Common Core State Standards), educator evaluation systems must be aligned to support teachers who are adjusting curriculum and instruction to these new mandates. There are also myriad standards for teaching issued by professional organizations (e.g., the National Council for Teachers of Mathematics, the National Council for Social Studies, etc.) that are relevant.

- *The instruments should be used both for describing practice and supporting ongoing educator learning/development.*

  Although one goal of the educator evaluation system is to identify weak or underperforming teachers, the power of the system will lie in its potential to improve continually the capacity of Michigan's educator workforce. Thus the system should be designed to support teacher and principal learning over time.

- *The instruments should be accompanied by a rigorous and ongoing training program for evaluators.*

  The documentation of teaching is only as good as the observer. Observers need to be trained to observe carefully, attend rigorously to the key elements of instruction, to be thorough and accurate in their note taking and assessments, and responsible in the conclusions they draw from their observations. This takes training, and every commercially available observation protocol includes substantial training. Several require annual retraining as well.

- *Independent research on the reliability and the validity of the instruments should be available.*

  Although locally developed measures or adaptations of widely used measures might be appealing to many educators, an educator evaluation system involves high-stakes decisions about employment and credentialing. Over time, therefore, it is essential that any locally developed observation instrument be rigorously examined for its reliability and validity. It is also essential to monitor fidelity of districts' use of any common state-wide protocol. Although any tool recommended as the common tool for the state will already be supported by evidence of validity, it will nevertheless depend on proper local implementation to be reliable and fair.

- *The demands of the process should be feasible (in terms of personnel, time, and financial cost).*

  Institutionalizing educator evaluation for every teacher in every school multiple times across the year will require major changes in the work of the school principal. Rigorous observation systems require pre- and post-conferences with teachers, extended and brief observations, time to review and analyze the observational data (along with additional material), and time to conference with every teacher. Efforts to short circuit and truncate these components will compromise the quality and defensibility of the evaluation system. Thus concerns for adopting a system that is feasible in terms of time, personnel, money, and other human and material resources are critical.

Observation/Evaluation Systems

Many observation and evaluation systems are currently available. Some have been developed by researchers, others by professional developers, others by educators committed to providing sound support for early career teachers. Several states—Rhode Island, North Carolina, and Colorado, for example—have developed their own protocols (often adapting aspects of other widely used observation tools). Most of these materials are not accompanied by credible research on their reliability and validity. In addition to hearing from several Michigan school principals about their observation systems, the MCEE carefully examined the following tools:

- The Marzano Observation Protocol (Marzano Research Laboratory)
- The Thoughtful Classroom (Silver Strong & Associates)
- The Five Dimensions of Teaching and Learning (The University of Washington, Center for Educational Leadership)
- Charlotte Danielson's Framework for Teaching Proficiency Test Instrument (Outcomes Associates, Inc.)
- The Classroom Assessment Scoring System (CLASS, Teachstone, Inc.)
- The TAP Rubric (National Institute for Excellence in Teaching)

All of the existing protocols are potentially aligned with Michigan standards for teachers, although they differ substantially in level of detail and relevance to all grade levels and subject areas:

Observation Instrument	Major dimensions	Aligned	Training	Independent research on reliability/ validity	Observation or observation plus other materials
Marzano	Establish and communicate learning goals Help students effectively interact with new knowledge Help students practice and deepen their understanding Help students generate and test hypotheses Engage students Establish and maintain classroom rules Recognize and acknowledge adherence to rules Establish and maintain effective relationships Communicate high expectations for all students Develop effective lessons 41 subdimensions (short form)	✔	✔		Obs+

Observation Instrument	Major dimensions	Aligned	Training	Independent research on reliability/ validity	Observation or observation plus other materials
Thoughtful Classroom	Organization, rules, and procedures Preparing students for learning Presenting new learning Deepening learning Applying learning Positive relationships A culture of thinking and learning Helping students reflect on learning Engagement and enjoyment 75 subdimensions	✔	✔		Obs+
Five Dimensions	Purpose Student engagement Curriculum and pedagogy Assessment of student learning Classroom culture 13 subdimensions	✔	✔		Obs
Framework for Teaching	Planning and preparation Creating a respectful environment Instruction Professional responsibilities 22 subdimensions	✔	✔	✔	Obs+
Classroom Assessment Scoring System (Declined to release entire rubric)	Emotional support Classroom organization Instructional support Number of subdimensions unknown	✔	✔	✔	Obs
TAP	Designing and planning instruction Instruction Professional responsibilities Learning environment	✔	✔		Obs+

Some of the observation protocols focus exclusively on what observers might see in a classroom; others include professional responsibilities such as collaborating with other teachers, working well with parents, planning and reflecting on lessons. Very few of them have been the subject of independent research; only the Danielson Framework for Teaching and the Classroom Assessment Scoring System have substantial research in terms of instrument validity and reliability.

Lessons Learned

Several important issues were emphasized by all of the state commissioners whom we interviewed and all of the observation system vendors. We summarize the main items here:

- *Pilot phase*: A system of educator evaluation will only work to improve student learning if there is extensive buy in, understanding, and local learning. Every state commission recommended a pilot testing year, during which proposed tools and approaches can be tried out and their feasibility and fairness analyzed. Such pilot testing enables appropriate adaptations to be developed, as

well as more communication and buy in. Pilot testing is also essential for assessing the feasibility of the processes proposed.

- *Phasing in*: Educators and evaluators cannot use a system with fidelity if they do not understand it. Each observation system involves considerable mastery of tools and processes, by both teachers and their evaluators. All vendors recommend phasing their system in. Two aims were identified:

    - *Learning the tool.* The observation tool is an essential catalyst for stimulating learning in the system. Principals and teachers need time to acquaint themselves with the tool, adopt the new technical vocabulary that accompanies any educator evaluation system, and reorient themselves to the changes in their responsibilities that are required by the system.
    - *Training the evaluators.* Every vendor emphasized the necessity of taking time to train (and in some cases, certify) the evaluators before launching the process. Using untrained evaluators significantly threatens the integrity and fidelity of the implementation, which in turn compromises both its capacity to improve student learning as well as its validity and reliability.

- *One observation is not enough and walkthroughs are not sufficient*. Research on how many observations are needed to develop a sound description of a teacher's practice makes it clear that one observation is not sufficient, and can actually provide inaccurate information on the quality of instruction. While there is no definitive answer to the question "How many observations of what length are sufficient?", researchers conducting the Gates Foundation-funded Measures of Effective Teaching (MET) study have found that multiple observations lead to higher levels of reliability, and recommend that, when the data will be used for high-stakes evaluation, teachers must be observed during more than one lesson. Study authors also suggest that state and local education authorities regularly audit reliability by having outside observers conduct observations on a subset of teachers and compare scores to those from observations by school administrators.[2]

- *There is a larger system of policies, practices, and resources that accompany the educator observation tools.* This system includes:

    - Training/retraining for the evaluators/principals
    - Appeals processes
    - Handbooks for teachers
    - Handbooks for principals
    - Rubrics for summative evaluations based on multiple observations
    - Technology to support observations (e.g., iPads and apps)
    - Technology to support data entry and management (including interfaces for multiple system users—for example, principals who are doing evaluations and teachers who are entering information—linked also to student assessment information)
    - Technical studies: Every tool needs to be evaluated for its quality. This involves conducting research on the reliability and validity of instruments (e.g., testing whether different observers using the same instrument and observing the same teacher will produce similar ratings and examining the correlation between evaluations based on observation instruments and evaluations using other empirical data).
    - Communication network for ongoing educator education
    - Pilot study and subsequent revisions

[2] Kane, Thomas & Staiger, Douglas (2012) "Gathering feedback for teaching: Combining high-quality observations with student surveys and achievement gains." Measures of Effective Teaching project, pp. 38-40. http://www.metproject.org/downloads/MET_Gathering_Feedback_Research_Paper.pdf

Challenges

In reviewing research and interviewing relevant actors in other states, the MCEE has identified four challenges that must be met in making recommendations about the observation tool (or tools) to be used.

- ✓ *Challenge 1: Being fiscally and practically feasible.* Only two instruments have independent, persuasive data associated with them about their reliable use (Framework for Teaching and CLASS). Both are labor intensive, and require multiple observations, as well as considerable material and personnel resources. A fair system requires the use of tested instruments that result in defensible observations and subsequent evaluations, but this costs both money and time.

- ✓ *Challenge 2: Ensuring fairness and reliability*. No matter what tool is selected, considerations of feasibility are important, but must be balanced by an overriding concern for fairness. Determining how many observations are required, how many observers there should be, the number of dimensions and subdimensions on which teachers should be evaluated, and what the necessary training and expertise of evaluations should be are crucial considerations. All of the available evidence suggests that multiple observations are needed and multiple observers need to be trained. Some of the available instruments (that do not have independent evidence associated with them) are shorter or have been streamlined for the purposes of briefer, more efficient observations, but these instruments may not produce observations that are of high enough quality to make high-stakes decisions. Principals are not likely to have the time needed to conduct multiple observations for every teacher (in addition to end of the year conferences), nor do they have the content expertise to be qualified to make sound judgments across all content domains.

- ✓ *Challenge 3: Assessing the fidelity of protocol implementation*. Given the high-stakes nature of the decisions that will be made based on these observations, it is imperative that there be a system in place to check that instruments and procedures are implemented with integrity and rigor. Every vendor with whom we spoke emphasized the importance of observer training and retraining. As the use of these observations goes to scale in thousands of teachers' classrooms, data must be collected and analyses conducted to appraise whether tools are being used accurately and whether protocols for implementation are being followed.

- ✓ *Challenge 4: Determining the equivalence of different instruments*. If the state grants waivers to school districts to use a range of observation and evaluation tools, it is imperative that evidence is collected concerning the equivalence of instruments. That is, it would be unacceptable for teachers in one district to be held to a standard that is higher or lower than another district. Thus, the state will also need to collect information to demonstrate the equivalence of judgments made using different tools.

Observations of teaching might seem simple to carry out. However, the council's research makes clear the need to be vigilant in demanding the rigorous and accurate use of instruments that have also been field-tested, their reliability and implementation analyzed, and critically reviewed. Doing anything less would jeopardize the integrity of the entire process, limit the policy's capacity to improve schooling for Michigan's children, and compromise the entire reason for this initiative.

Teacher Evaluation: Student Growth Model

The central purpose of teaching is to help students learn, and student growth measures can provide valuable insights into teachers' effectiveness in doing so, particularly when coupled with other measures of teaching efficacy. Given the central place that student learning holds in the initiative to develop an excellent educator evaluation system in Michigan, the MCEE is examining ways in which accounting for student growth can be effectively incorporated into the state's approach to evaluating educators. As this brief update will illustrate, much work has been done on this important component and much work remains to be completed before any recommendations can be made.

One of the first challenges for the MCEE has been to clarify exactly what is meant by "student growth." Despite its apparent simplicity, it is actually a term that has taken on a range of meanings around the country. An early task of the council was to survey the field to understand different ways this term is being used in education policy. This review has included consulting with various experts in learning measurement and modeling, reviewing work done by other states, meeting with service providers, and consulting with local school districts.

The council has found wide variance in the ways in which organizations describe student growth measurement. They differ in (1) the tests used to assess student growth, (2) the actual analytic techniques for quantifying student growth, and (3) the measures of value added by educators to student growth. These are based on different assumptions and vary in their accuracy and reliability. Each of these three is explained briefly below.

Tests Used to Measure Student Growth

The MCEE has reviewed a range of assessments that can be used to produce estimates of student growth. These include teacher-made assessments, state tests (such as the Michigan Educational Assessment Program, or MEAP), and national norm-referenced tests (such as Northwest Evaluation Association's [NWEA] Measures of Academic Progress [MAP] or Scantron Performance Series). Specific characteristics of each assessment affect what it means to track students' growth.

Quantitative Measures of Student Growth

The council's investigations so far have allowed for a broad definition of student growth, including proxies for student growth (e.g., students' percentile ranks conditioned on pretest scores), which are often used as measures of student progress. Measures of student growth and progress that are currently in use for accountability purposes around the U.S. vary from the simple to the statistically complex. Simple examples include:

- Difference scores based on pre-test vs. post-test administrations of the same test in the same grade (not in use on a large scale).
- Transition tables tracking student performance levels from one grade to the next (such as those used in Delaware, Iowa, Minnesota, and Michigan).

More complex examples include:

- Difference scores based on pre- vs. post-test administrations, where the difficulty level of the test is calibrated on a vertical scale[3] to individual students' achievement levels at the time of the pre- or post-assessment (this approach is not in widespread use, but available through such instruments as the NWEA MAP).
- Difference scores based on vertically scaled tests from one grade to the next (such as those used in some states with vertically scaled assessments).
- Student growth percentile models such as those used in Arizona, Colorado, Indiana, and Massachusetts. In these models, percentile ranks of students' post-test scores are given for students who started out with similar scores on the pre-test.

[3] Vertical scales attempt to place test scores of students across grades on a common scale. For example, all students taking a particular test (regardless of grade) may fall on a vertical scale of 0 to 1000. Leveraging a common scale across grades is supposed to allow educators to compare student test score movement between adjacent grades as a way to estimate student growth. Thus, a helpful feature of vertical scales is that they allow the comparisons of test scores easily between grades. Vertical scales are not without their limitations, however. It is important to note that there is legitimate scholarly disagreement regarding the validity of vertical scales, and the council will need to consider these disagreements when making its recommendations.

Although each of these approaches satisfies a broad definition of measuring student growth, an important task of the MCEE will be to pilot these models to determine which are the most valid and reliable for use in evaluating educators.

Value-Added Measures

Value-added measures (VAM) attempt to isolate the effects of individual educators on the achievement or growth demonstrated by their students. VAM may be based on measures of student growth or vertical scales, but do not need to be. This is because measures of value added for an individual teacher are based on the deviation of that teacher's students' scores (or growth or progress) from the scores (or growth or progress) those students were expected to achieve based on previous achievement (and possibly other factors).

There are many different approaches to measuring the "added value" of an individual teacher's impact on students' growth, but there is legitimate and important scholarly disagreement over the appropriateness of these various approaches. Some researchers are skeptical about VAM in general because they question the validity of making causal claims about the impact of individual educators on student outcomes. The MCEE is committed to a thorough review and pilot of existing and emerging approaches before making a final recommendation about the value-added component in Michigan's educator evaluations. Although it seems common sense to be able to identify the impact a particular teacher has on students' progress, it is far from simple to do and the risks of doing it unreliably and improperly are obvious threats to the goal of this initiative to develop a strong system to evaluate and improve educator effectiveness in Michigan.

Plans for the Future of Michigan Assessment

Because measures of growth are highly dependent on the measures of achievement used to calculate student growth, the MCEE has taken a serious interest in the direction of state testing in Michigan as led by the Bureau of Assessment and Accountability (BAA). BAA has provided the MCEE with a detailed overview of the Michigan Department of Education's plan to develop additional standardized measures in the coming years and guide Michigan as the state moves to the Common Core State Standards and the supporting suite of assessments. (See Appendix L for a high-level overview of the next five years of planned testing development in Michigan.)

As the MCEE continues to investigate current work being done on measuring student growth, council members with technical expertise have also begun to evaluate how specific approaches to growth modeling would operate using MEAP and other assessment data. The council will continue this work in the coming months and will include their findings in a future report.

Challenges to Resolve

Measurement of student growth and "value added" are important components of educator evaluation. However, the different possible approaches present challenges that require more research and evaluation. Attributing student growth to individual educators in ways that are both fair and valid is a daunting task. MCEE is committed to addressing the challenges, and to incorporating the necessary safeguards in their recommendations. In addition to the issues entailed by the measurement of student growth and educators' added value, the MCEE has identified five additional challenges that will require further discussion and review by the council in the coming months:

- ✓ *Challenge 1: Measurement error in standardized and local measurements*. The MCEE recognizes that data collected from local and standardized assessments include some degree of random measurement error, some significant enough to lead to gross miscalculation of teachers' impact on student growth. It will be crucial to account for such measurement error in any responsible approach to including student growth and VAM in educator evaluation.

- ✓ *Challenge 2: Balancing fairness toward educators with fairness toward students*. The MCEE recognizes that there are significant issues to consider regarding whether demographic information should be incorporated into the statistical models used for VAM. Including such information will result in different expectations for certain groups of students based on their backgrounds, which in turn may result in maintaining or even increasing achievement gaps. Although this is less fair to students, it is fairer to educators to take into account the background characteristics of their students in setting expectations for growth. Not including demographics in setting expectations for student growth is fairer toward students, but is less fair toward educators. It is important to design a system that balances fairness toward educators and students.

- ✓ *Challenge 3: Non-tested grades and subjects*. Performing student growth calculations depends on having good measures in place. Measuring growth in non-tested subjects, such as art, physical education, music, etc. is a significant issue for the MCEE to address in its recommendation. An additional issue is the fact that many teachers do not teach in grades that are tested.

- ✓ *Challenge 4: Tenuous roster connections between students and teachers*. Fundamental to describing a teacher's influence on the learning outcomes of students is knowing which students he or she teaches, and to what degree each teacher is responsible for the instruction of each student. Based on discussions with local districts and state agencies, and national policy work, the MCEE recognizes that the student-teacher rostering relationship has a number of important challenges that need to be addressed. Repeatedly states have reported difficulties in simply determining which students were associated with which teachers.

- ✓ *Challenge 5: Number of years of data*. Teachers' assignments change regularly, some more than others. Teachers' work shifts as changes arise in their assignments to grade levels, subject areas, schools, and students. Instructional effectiveness must be geared to specifics of the context. Teachers also retire, while others enter the workforce. Like observations, assessments of value added are only as good as the data available, and for many teachers in tested grades and subject areas there is considerable variability in how many years of data are available.

In the coming months, the MCEE will continue to investigate these and other important issues as they relate to using student growth data to inform educator evaluation.

Combining Observation and Student Growth Scores

As this document has revealed, challenges exist in the selection of observational and student growth tools. The council has found that it is also important to consider carefully how values produced from observational and student growth tools are combined into a final evaluation score. The MCEE has reviewed the approach for combining evaluation scores in states such as New York, Ohio, Tennessee, Ohio, North Carolina, and Colorado. From these states' teacher evaluation systems, two approaches have emerged: formulaic and rubric.

In the formulaic approach (Tennessee and New York), inputs such as student growth and teacher observation are given weights and combined into a single teaching performance score by means of a formula. Combined scores are then mapped to a labeling scheme, which provides descriptions of teaching performance. For example, in New York 60 points of the evaluation are based on nationally recognized measures of teacher performance. The other 40 points are based on growth, giving a total possible of 100 points. The number of points a teacher earns is then mapped onto the following performance standards:

Ineffective: 0 – 64
Developing: 65 – 74
Effective: 75 – 90
Highly Effective: 91 – 100

Other states chose to use a rubric approach, where teacher observation data and student growth data are both independently mapped to standards of performance. For example, teachers may score a 5 in student growth, but only a 1 from observations of their teaching. The two scores are mapped to a rubric to determine the overall evaluation rating ("Partially Effective"). The rubric below is an illustrative example provided by Colorado:

Quality Standards Score					
5	Partially Effective	Partially Effective	Effective	Highly Effective	Highly Effective
4	Ineffective	Partially Effective	Effective	Effective	Highly Effective
3	Ineffective	Partially Effective	Effective	Effective	Effective
2	Ineffective	Partially Effective	Effective	Effective	Effective
1	Ineffective	Ineffective	Partially Effective	Partially Effective	Partially Effective
	1	2	3	4	5
	Student Growth Score				

Each of these approaches to combining scores presents challenges and opportunities. Naturally, a constraint of the rubric approach is that it is best applied to evaluation systems that equally weight two components (such as observation and growth). However, the rubric approach has intuitive appeal to educators, and is likely easier to understand than a formulaic approach. Approaches that use a formula are fairly flexible in their weighting and the number of factors employed, but may communicate a false degree of precision. The MCEE considers the combining of component scores to be an important challenge that requires more discussion.

Other Potential Components of the Educator Evaluation System

Observations and student test scores are only two of the components of educator evaluation systems that are being developed. Other components include documents that support the observations, as well as other materials contributed by teachers, principals, students, or parents. Among the other components used in other states are the following:

- Pre-observation conferences
- Post-observation conferences
- Summative evaluation conferences
- Teacher self-assessments
- Professional accountabilities (e.g., National Heritage Academies' mid- and year-end evaluations)
- Educator growth plans (developed by teachers or administrators)
- Locally developed assessments of student learning
- Structured review of student work
- Teacher artifacts using portfolio or evidence binder processes
- Feedback from students, parents, and/or other teachers using structured survey tools
- Teacher self-reflection and progress on professional growth goals

The MCEE will continue to consider the other components that should be included in Michigan's educator evaluation system.

Timeline

PA 102 of 2011 set out goals for a rigorous evaluation system intended to enhance instruction and support professional learning in Michigan. The MCEE understands the urgency of such reform, but also acknowledges the high stakes involved in restructuring educator evaluation. In order to ensure that Michigan provides policy and direction that will empower teachers and leaders to meet the needs of students and improve student outcomes, the MCEE has designed the following timeline. This will allow for the thought, research, and collaboration necessary to make responsible, fair, and feasible recommendations.

Estimated Timeline for Completing Recommendations	
Month/Year	Recommendation
June 2012	Observation tool(s) Details regarding the 2012-2013 pilot year
July 2012	Other components of teacher evaluation systems
October 2012	Student growth model
November 2012	Evaluation tool for school administrators Details regarding the pilot of administrator evaluations District waiver processes and principles
April 2013	Professional certificate
June 2013	Review all recommendations and adjust based on new data and information

Next Steps: 2012 – 2013 Pilot

After investigating educator evaluation reforms across the country, the MCEE has concluded that a pilot test is not only important, but imperative. Such a pilot test will allow a set of recommended tools and approaches to be tried out in a small number of districts and schools for a year in order to learn about how well they work and to uncover any problems that should be remedied before implementing a system wholesale in all Michigan schools. While postponing the implementation of a complete educator effectiveness evaluation system might seem wasteful, not doing so would be reckless, both fiscally and technically.

A pilot year will provide data on implementation and validity, and crucial feedback from education professionals using the tools and approaches. During a pilot, technical and logistical challenges can be confronted and resolved, and the resources necessary to put a statewide system into place can be developed (including a communication system, materials for teachers and administrators, and a database for storing information), increasing the likelihood of our state succeeding in this complex but vitally important undertaking. Building a rigorous evaluation system that holds all Michigan educators accountable for student learning depends on understanding how well it works in practice and designing it to be fair, reliable, and defensible. New Jersey, Rhode Island, Washington, and Colorado have all used pilots or phase-in years to learn more about their proposed state evaluation systems, and each state has been able to adjust these systems based on the feedback and ideas generated from pilot-participating districts and schools. We want nothing less for our state's educators and the 1.5 million children they teach each year.

General Design

The council recommends a pilot study of evaluation tools in 12 school districts to be carried out during the 2012-13 school year. The pilot study is crucial because it will allow the state to learn about educator evaluation as it takes place in school settings and to accommodate practical and technical issues that arise in the pilot test. It will also take advantage of the fact that many school districts have already begun the hard work of institutionalizing rigorous, regular observation systems in their teacher evaluations.

Districts in Michigan will be invited to apply to be part of the pilot study, and the 12 districts will be selected to represent the range of districts and schools in the state—in terms of context, geography, governance, size, and resources. The pilot will precede the implementation of educator evaluation in Michigan, and will be used to develop the final recommendations of the Michigan Council for Educator Effectiveness.

Below are specifications as currently known for the pilot study of evaluation tools.

Teacher Observation Tools

The council recommends studying three teacher observation tools in the pilot study, specifically looking at each tool implemented in four different districts of different sizes—one large, one medium, and two smaller districts—for a total of twelve participating districts. The tools, which the MCEE will select in the coming few weeks, will be the most promising (in terms of evidence and feasibility) and most likely to fit Michigan's needs.

Before the pilot begins in the fall of 2012, educators in pilot districts will be trained in the use of the tool identified for study in their district, including both existing school administrators and staff hired for the sole purpose of conducting educator evaluations (to assure the feasibility of conducting sufficient observations of each teacher to produce valid and reliable results). Districts will not be asked to cover the costs of training, implementation, data analysis, or new staff for the pilot. The MCEE will specify exact details about the implementation of the pilot and will oversee the project to ensure a well designed study that maximizes its contributions to the progress of designing a strong educator evaluation system. Lessons learned during the pilot study will also lead to the development of responsible criteria for granting waivers, as it will be important to the credibility of the state's educator evaluation system to have rigorous standards for granting exceptions to the final recommendations from the council.

Student Growth Model/Value-Added Model Pilot

In addition to the studies of the observation tools, the council recommends a pilot of several alternative student growth models and value-added models in the 12 pilot districts. The MCEE plans to conduct a pilot using existing assessments such as MEAP in grades 3 through 8, new assessments in high school (possibly EXPLORE, PLAN, and ACT), computer adaptive assessments in grades where such tests are available commercially, and local assessments in non-tested grades and subjects. Districts will not be asked to cover the cost of the additional testing. Such a set of pilot studies will help prepare for new assessments that are being developed now and will provide crucial information about the different types of growth models and value added models that could be implemented in Michigan.

Piloting a student growth model will allow educators to examine both the student growth data and teacher and administrator observation data to understand better how evaluation will work when it is implemented in Michigan. The pilot study will likely highlight strengths and weaknesses in the tools and in the data they yield. This will help in the continued design of Michigan's educator evaluation system.

Administrator Evaluation Pilot

Although this report focuses on teacher evaluation tools, the MCEE has already begun gathering comparable information about administrator tools. It is also likely that the challenges associated with teacher observations are similar for administrators, and thus work on recommending administrator tools will be informed and accelerated by the council's deliberations about teacher observation and evaluation tools. The council will be recommending one or two tools for evaluating administrators in October 2012 and will incorporate them into the pilot study. As with the teacher observation pilot, districts will not be asked to cover the costs of training, implementation, or data analysis for the pilot. The MCEE will provide more information about this aspect of the pilot in upcoming months.

Process for Implementing Pilot and Analyzing Results

The MCEE recommends that four full-time staff be dedicated to oversight of the pilot study: an education consultant manager, two education research consultants, and a secretary. The team will be located in the Michigan Department of Education (MDE), but will be accountable to the MCEE during the pilot study. It will distribute applications to districts, and will then select districts for inclusion from the applications received. The staff will aim to select a diverse group of districts to participate and will consider geography, urbanicity, socioeconomic status, size, governance, and other characteristics of districts in the state. Districts will be assigned to an observation tool by the team so each tool is implemented in varied settings.

District faculty and administrators will receive training from experts provided by observation tool vendors. Throughout the pilot study, members from Michigan's evaluation staff will offer support and guidance in using the tools.

The council recommends hiring an external vendor to manage the data and complete additional data work required to describe adequately the relationships between teachers and students (such as which subjects the teacher is responsible for teaching to each student, and the percentage of instructional responsibility each teacher has for each student in each subject). Such additional rostering activities go beyond those provided in current Michigan data systems, and are necessary for ensuring the validity of any value added models run during the pilot.

The council recommends that an outside research organization without an interest in the outcome of the pilot be employed under the oversight of the Michigan Department of Education to analyze the data from the pilot study. The organizations providing observation tools also provide data collection protocols. The outside research group will be given the collected data from the observation tools for evaluation. At the same time, administrators in pilot districts will use the observation data to complete that portion of the teacher evaluation.

The research group will also conduct focus group or other interviews to understand better how well school personnel understood the tools and how to use them, whether the tools were feasible for use in a school setting, how systematically and rigorously the tools and processes were implemented, and how reliable and valid the data from the tools appeared to be.

The outside research organization will calculate the various measures of student growth, run the various value added models, provide a report of the analyses, and make recommendations to the council regarding the validity and reliability of each approach to measuring student growth and value added.

In addition, the outside research group will match data from the pilot of the student growth tool(s) and the administrator evaluation tool(s) with the teacher observation data. This task will highlight how well the tools work in concert, and whether there are any reliability and validity concerns that should be addressed.

All data analysis from the pilot study will be provided to the MCEE, which will use it to inform its final recommendations.

Budget

The council has consulted with several states about their design and implementation of teacher evaluation, including their pilot studies. Based on what we have learned from these states, we recommend that the state include $6,054,418 in the FY 2013 budget to cover the cost of the pilot in the 2012-13 school year. That amount includes the cost of training, implementation, data analysis, staff support, and reporting, as well as other expenses that the state and districts involved in the pilot will incur. A draft of the budget is included in Appendix M.

Looking Forward

Evidence shows that skillful instruction can dramatically increase the probability that students will learn. Such teaching is sensitive to students' environments, good at buffering interferences, and adept at promoting students' academic engagement as well as their social and emotional development. Being able to achieve our ambitious educational agenda in this state depends on building and supporting a system that can ensure that the teachers who serve in our classrooms have the requisite professional skills and know how to use them with the diversity of Michigan's 1.5 million schoolchildren.

As such, the charge presented to the MCEE is ambitious and historically significant, as it could lead to revolutionary changes in how educators are evaluated in Michigan. The council is committed to moving firmly but responsibly on this charge and to learning from other states and from knowledgeable experts about how to create the infrastructure, procedures, and tools necessary to create a fair, transparent, and feasible new system. At work now for just four full months, the MCEE has made major strides in understanding the issues and learning about resources, tools, and systems that can inform the development of Michigan's system. The council's ambitious timeline will advance this work with due speed and carefulness across the coming months. The pilot study will help to provide crucial information, and the ongoing investigations and contacts will supply other vital resources for meeting the charge of the MCEE. The council appreciates the broad support that it has received from stakeholders across the state and looks forward to the next stage of the work.

Appendix A: Council Members' Biographies

Deborah Loewenberg Ball, Chair

Deborah Loewenberg Ball is the William H. Payne Collegiate Professor in education at the University of Michigan, and an Arthur F. Thurnau Professor. She currently serves as dean of the School of Education and as director of a new organization called TeachingWorks. She taught elementary school for more than 15 years, and continues to teach mathematics to elementary students every summer. Ball's research focuses on the practice of mathematics instruction, and on the improvement of teacher training and development. She is an expert on teacher education, with a particular interest in how professional training and experience combine to equip beginning teachers with the skills and knowledge needed for responsible practice. Ball has served on several national and international commissions and panels focused on policy initiatives and the improvement of education, including the National Mathematics Advisory Panel (appointed by President George W. Bush) and the National Board for Education Sciences (appointed by President Barack Obama).

Jennifer Hammond

Jennifer Hammond is the principal of Grand Blanc High School. She previously served as a teacher and administrator at schools in Troy, Hamtramck, and also in Houston, Texas. Hammond earned a bachelor's degree and certificate in secondary teaching from Michigan State University, a master's degree in mathematics education from Wayne State University, an educational specialist degree in school administration from Oakland University, and a doctorate in philosophy of educational leadership from Oakland University.

Joseph Martineau

Joseph Martineau is the executive director of the Bureau of Assessment & Accountability in the Michigan Department of Education. He has served in the Michigan Department of Education as a psychometrican, manager of large-scale assessment programs, and director of state testing and accountability. He also serves as a member of the board of the National Council on Measurement in Education, and on the executive committee of the Smarter Balanced Assessment Consortium. Martineau earned a bachelor's degree in linguistics and a master's degree in instructional design from Brigham Young University and a doctorate from Michigan State University. Martineau serves on the council as a non-voting member.

Mark Reckase

Mark Reckase is a professor in the measurement and quantitative methods program within the Counseling, Educational Psychology, and Special Education Department of the College of Education at Michigan State University. He worked for 17 years at ACT Inc., a college admission testing company and was a faculty member at the University of Missouri-Columbia. Reckase also served as the vice president of the American Educational Research Association and the president of the National Council of Measurement in Education. He earned a bachelor's degree in psychology from the University of Illinois, and a master's degree and doctorate in psychology from Syracuse University.

Nicholas Sheltrown

Nicholas Sheltrown is director of measurement, research, and accountability at National Heritage Academics in Grand Rapids. He manages the measurement and research initiatives for a network of 71 charter schools with over 40,000 students. Sheltrown previously served as director of research and measurement at Grand Valley State University, the technology director at Byron Center Public Schools and vice president of professional development at ST Concepts Inc. in Byron Center. He earned a bachelor's degree in mathematics from Cornerstone University, and a master's degree in curriculum and teaching and a doctorate from Michigan State University.

David Vensel

David Vensel is the principal of Jefferson High School in Monroe. He previously served as a teacher and assistant high school principal at Airport High School in Carleton. He earned a bachelor's degree in sociology from Eastern Michigan University and master's degree in American history and secondary education from the University of Toledo.

Bios taken from: http://www.michigan.gov/snyder/0,4668,7-277-57577-262871--,00.html

Appendix B: Annotated Meeting Agendas

Governor's Council on Educator Effectiveness
Wednesday, December 7, 2011 • 2:00 – 5:00 p.m.
Lansing, Michigan
CLOSED SESSION: George W. Romney Building • 111 S. Capitol Ave.

AGENDA

Council members present: Deborah Ball, Jenny Hammond, Joseph Martineau, Nick Sheltrown, Dave Vensel

2:00 – 2:30 Welcome, introductions, and preview of charge
Council members introduce themselves and share brief details about the expertise they bring to the work of the Governor's Council.
Deborah Loewenberg Ball previews the work of the coming months.

Notes: The word "tool" does not necessarily mean that we will suggest one tool, but that we will develop principles that guide the legislature. The GCEE is contributing to the infrastructure for training, development, and evaluation of teachers. A checklist is not sufficient to measure effectiveness. The GCEE agrees that it is very important to build consensus around this work.

2:30 – 3:00 Framing: The challenges of teacher evaluation
What are the greatest challenges in developing principles for a teacher evaluation system?

Notes: The legislation makes this a political charge. Perhaps the council can encourage less partisan features of the legislation.

3:00 – 3:20 Review council curriculum and procedures and finalize meeting schedule

3:20 – 3:30 Move to Capitol Building

PUBLIC SESSION: Capitol Building • 100 N. Capitol Ave. • Rooms 402 and 403

3:30 – 3:40 Review of charge and introduction of council members
Deborah Loewenberg Ball reads the official charge of the Governor's Council.
Council members introduce themselves to invited speakers and guests.

3:40 – 4:40 Prepared remarks from invited speakers
Representatives from key groups who have a stake in the work of the council make brief prepared statements. They include:

- Phil Pavlov, Senator, 25th District; Chair, Senate Education Committee
- Paul Scott, former Representative, 51st District
- Debbie Squires, Associate Director, Michigan Elementary and Middle School Principals Association
- James N. Goenner, President & CEO, National Charter Schools Institute
- Dan Quisenberry, President, Michigan Association of Public School Academies
- Brad Biladeau, Associate Executive for Government Relations, Michigan Association of School Administrators
- Jim Ballard, Executive Director, Michigan Association of Secondary School Principals (or alternate)
- Amber Arellano, Executive Director, The Education Trust-Midwest
- Chad Aldis, State Director, StudentsFirst
- Dan Varner, CEO, Excellent Schools Detroit
- Louise Somalski, Legislative Coordinator, AFT Michigan
- Art Przybylowicz, Associate Executive Director and General Counsel, Michigan Education Association

Notes: Speakers suggested creating a fair, transparent, valid, and reliable system. Empower principals to become instructional leaders, and use evaluation as a development tool. Study what other states have implemented and learn from them.

4:40 – 5:00 **Public remarks**
Open the floor for brief remarks from others in attendance.

Next meeting **Wednesday, December 14, 2011**
2:00 – 5:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Wednesday, January 11, 2012 • 2:00 – 5:00 p.m.
University of Michigan School of Education
Dean's Conference Room (room 1211) • 610 East University Avenue, Room 1211 • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

2:00 – 2:20 **Opening to meeting and updates**
Changes in GCEE structure; funding; consultants; communication protocols

2:20 – 3:20 **Purposes of evaluations**
Why is it important for states and/or school districts to develop evaluation systems for their educators and administrators? What are the key purposes for such evaluations? What professional standards (technical, legal, and ethical) should guide the use of evaluations?

Discussion led by Brian Rowan, Burke A. Hinsdale Collegiate Professor at University of Michigan School of Education

To review in advance: "Measuring What Matters" (December 2010/January 2011 issue of *Kappan*) and "Evaluating Teacher Effectiveness: Where do we go from here?" (National Comprehensive Center for Teacher Quality's May 2011 presentation to Learning First Alliance)

Notes: The key purpose of evaluation systems is to improve teaching and learning. The council should outline the things that need to be in place in order to implement evaluations validly. Start with standards, and use these to select a tool.

3:20 – 3:45 **Review of the legislation**
The GCEE was established as part of Michigan's teacher tenure reform efforts (PA 102 of 2011). What does the legislation require the GCEE to include in its recommendations? What does a close reading of PA 102 and the bill analysis teach us about the intent of the legislation?

Discussion led by Deborah Loewenberg Ball

To review in advance: PA 102 and analysis of the legislation

Notes: Start with the definition of effective teachers and tailor this definition for different instruments. Find out what domains are being measured in other states.

3:45 – 4:45 **Other states' efforts**
A number of states have already developed evaluation systems. What is typically assessed by these systems? Do any states provide a model for us to follow as we develop our recommendations?

Discussion led by Suzanne Wilson, University Distinguished Professor, chair of the Department of Teacher Education, and director of the College of Education's Center for the Scholarship of Teaching at Michigan State University

To review in advance: National Comprehensive Center for Teacher Quality's comparison of teacher evaluation policies for Rhode Island, New York, and North Carolina (To compare other states, visit http://resource.tqsource.org/stateevaldb/)

Notes: North Carolina is a high capacity state with partnerships with research universities. We will need to determine Michigan's capacity. Rhode Island is a good model and clearly lays out its methodology. Rhode Island uses three tools for observations. New York has five observation tools that districts can use.

4:45 – 5:00 **Our charge**

The GCEE is charged with identifying recommendations for all of the following:

1) A student growth and assessment tool.
2) A state evaluation tool for teachers.
3) A state evaluation tool for school administrators.
4) Recommended changes to be made in the requirements for a professional teaching certificate.
5) A process for evaluating and approving local evaluation tools for teachers and administrators that are consistent with the state evaluation tool for teachers and administrators and the act.

What will count as a recommendation? What principles should guide our work?

Discussion led by Deborah Loewenberg Ball

Notes: The GCEE needs to make sure there is empirical evidence that the instrument is valid. This poses a challenge with both choosing and building our own.

Next meeting **Wednesday, January 18, 2012**
2:00 – 5:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)
Focus: Key types of teacher evaluation tools and/or systems

Governor's Council on Educator Effectiveness
Wednesday, January 18, 2012 • 2:00 – 4:00 p.m.
University of Michigan School of Education
Dean's Conference Room • 610 East University Avenue, Room 1211 • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

2:00 – 2:10 Opening to meeting and updates

2:10 – 2:40 Walkthrough tool used at Monroe Public Schools

Presentation by Julie Everly, assistant superintendent for elementary education, and **Ryan McLeod**, assistant superintendent for secondary education, Monroe Public Schools

Notes: Monroe Public Schools has an iPad walkthrough tool for observations. Tools prompt district level "look fors" and allow others to be added at the school level. MPS will be drafting a rubric based walk-through tool next in order to get away from the yes/no model. The district asks principals to do ten walk-throughs each week. This model allows immediate feedback for teachers.

2:40 – 3:15 Two rubrics: Danielson and Marshall
Compare and contrast the two rubrics. Where are the overlaps? What's missing? How do they align with the chart Brian presented at the January 11 meeting?

Discussion led by Brian Rowan, Burke A. Hinsdale Collegiate Professor at University of Michigan School of Education

To review in advance (IN DROPBOX):

- Charlotte Danielson's Framework for Teaching (2011 Revised Edition)
- Kim Marshall's Teacher Evaluation Rubrics (revised September 4, 2010)

Notes: Marshall doesn't use evidence, only judgment. Danielson has a statement of standards and is well developed and elaborated. According to the MET study, observation tools should define expectations for teachers, ensure observer accuracy, ensure reliability of results, and determine alignment of outcomes. Ensuring accuracy of observers is a huge challenge, but MET recommends that teachers be trained and certified.

3:15 – 4:00 Three models: North Carolina, Rhode Island, and Washington, D.C.:
Compare and contrast the three models. Where are the overlaps? What's missing? How well do they address some of the concerns placed in the "parking lot" at the January 11 meeting (e.g., reliability of data, transparency of process, validity of instrument, application to untested grades and subjects)?

Discussion led by Suzanne Wilson, University Distinguished Professor, chair of the Department of Teacher Education, and director of the College of Education's Center for the Scholarship of Teaching at Michigan State University

To review in advance (IN DROPBOX):

- North Carolina Teacher Evaluation Process
- The Rhode Island Model: Guide to Evaluating Building Administrators and Teachers (2011-2012)
- IMPACT: The District of Columbia Public Schools Effectiveness Assessment System for School-Based Personnel (Group 1: General Education Teachers with Individual Value-Added Student Achievement Data)
- IMPACT: The District of Columbia Public Schools Effectiveness Assessment System for School-Based Personnel (Group 2: General Education Teachers without Individual Value-Added Student Achievement Data)

Notes: Washington, D.C. model is concrete and describes behaviors and examples in depth. North Carolina looks like National Board and focuses on teachers as leaders. Rhode Island seems oriented toward developing over time and learning.

Next meeting **Wednesday, February 8, 2012**
2:00 – 5:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Governor's Council on Educator Effectiveness
Wednesday, February 8, 2012 • 2:00 – 5:00 p.m.
University of Michigan School of Education
Dean's Conference Room • 610 East University Avenue, Room 1211 • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

2:00 – 2:10 Opening to meeting and updates

2:10 – 3:10 Big issues
What big issues or questions need to be addressed before we can make any recommendations about principles or tools for evaluation? We have already begun building a "parking lot" for these that includes things like access to data, transparency, and validating evaluation instruments. What other big categories do we need to consider? What fundamental questions concern you most about this work?

Notes: Council members' questions include: How do we deal with the differences in context, level, and subject matter? Are we developing our own tool, or are we looking for a tool or approach that is already developed? To whom do our recommendations apply? How do we communicate with the legislature, teacher organizations, and others? Regarding the student growth tool, what is the metric? Some next steps are to create a vision statement, continue to look into what other states have done, and continue to research existing tools.

3:10 – 3:40 Guiding principles
At our first meeting, I said that any recommendation that we make needs to be valid, fair, useful, and feasible. Are there other principles that should guide our work?

3:40 – 4:10 Learning from experts
What two or three things are you most needing to learn about from consultants or each other to do this work responsibly? Do you have suggestions for experts we could bring in to guide some of that learning?

4:10 – 5:00 Advisory Committee
What role do you envision for the soon-to-be-appointed advisory committee of teachers, administrators, and parents?

Notes: The Advisory Committee can identify the concerns and expectations that they have; this could give the GCEE insight into what others are worrying about and hoping for. The Advisory Committee could develop a plan to learn about what a subset of districts is doing now, and use that to inform a list of components that they believe should be included in an evaluation system. The GCEE needs to learn how best to work with the Advisory Committee.

Next meeting Monday, February 13, 2012
2:00 – 5:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Governor's Council on Educator Effectiveness
Thursday, February 13, 2012 • 2:00 p.m. – 5:00 p.m.
University of Michigan School of Education
Dean's Conference Room • 610 East University Avenue, Room 1211 • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

2:00 – 2:10 Opening to meeting and updates

2:10 – 5:00 VAM team and observation tool team conduct small group work

Governor's Council on Educator Effectiveness
Thursday, February 16, 2012 • 9:00 a.m. – 12:00 p.m.
University of Michigan School of Education
Dean's Conference Room • 610 East University Avenue, Room 1211 • Ann Arbor

Council members Present: Deborah Ball, Jenny Hammond, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

9:00 – 9:10 Opening to meeting and updates

9:10 – 9:20 Timeline for deliverables and resulting political tensions
Discuss concerns we have heard from some legislators regarding a revised timeline that allows us to complete our work by the end of the calendar year. Consider strategies for addressing concerns.

Notes: The council decided that the timeline for deliverables needs to be extended in order to make responsible recommendations. Deborah could make this proposal at her March 1 meeting.

9:20 – 9:45 Communication strategies and guidelines
Review and comment on vision statement drafted by Jenny and Dave.
Discuss key talking points, protocols for media requests and other official communications on behalf of the council, meetings with key stakeholder groups, etc.

To review in advance (in Dropbox): Draft vision statement

9:45 – 10:00 Timing of statewide student tests
Discuss the benefits and drawbacks of administering statewide tests (e.g., MEAP, ACT, MME) in the spring

Notes: MEAP will move online and to the spring in 2014-15. The state could provide some funding to do benchmark/periodic assessments in non-tested grades and subjects. MCEE will continue to consider assessment timelines and their alignment with evaluation recommendations.

10:00 – 11:15 Work in small groups

11:15 – 12:00 Presentation by David Hecker, president, Education Alliance of Michigan

Notes: Districts will need a lot of support to use valid and reliable assessments in all content areas. The council must have a mobility standard; many classrooms, especially in urban districts, change composition over the course of the year. The GCEE should consider using peer reviews, portfolios, and self-assessments.

Next meeting Tuesday, February 21, 2012
2:00 – 5:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Note: Dan McCaffrey, PNC Chair in Policy Analysis and senior statistician at RAND Corporation, will be presenting the Frank B. Womer Lecture at the School of Education from 12:00 to 1:30 p.m. Governor's Council members are invited to attend.

Governor's Council on Educator Effectiveness
Tuesday, February 21, 2012 • 2:00 – 5:00 p.m.
University of Michigan School of Education
Dean's Conference Room • 610 East University Avenue, Room 1211 • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

12:00 – 1:30 Daniel F. McCaffrey presents the 2012 Frank B. Womer Lecture in Measurement and Assessment

Dan McCaffrey, PNC Chair in Policy Analysis and senior statistician at RAND Corporation will present his talk, "Can Paying Teachers for Performance Improve Student Achievement? Results from Three Random Assignment Evaluations." All GCEE members are invited. His talk will take place in the Prechter Laboratory (room 2202) in the School of Education. A light lunch will be served.

For more information, see:
http://soe.umich.edu/news_events/events/detail/womer_lecture_daniel_mccaffrey/)

NOTE: Dan McCaffrey will join us for the GCEE meeting after his talk and answer questions we have about value-added modeling and other student growth models. Nick and Joseph prepared some questions in advance, which are included on this agenda. Please feel free to bring your own questions to the meeting.

2:00 – 2:10 Opening to meeting and updates

Proposal to hire GCEE project manager

2:10 – 3:10 Introduction to value-added modeling (VAM)

- What technically qualifies a model to be value-added? What minimum characteristics must a model have to be considered a value-added model?
- What is the simplest value-added model that could be used responsibly in educator evaluation?
- What factors should we consider when selecting a value-added model?
- What potential benefits does VAM present to a teacher evaluation system?
- What are the potential pitfalls?

To review in advance (in Dropbox): Daniel Koretz's 2008 *American Educator* article, "A Measured Approach"

Notes: There is no universal definition of VAM, but there are components that everyone agrees is a part of VAM (e.g. this year's scores regressed against last year's and the year's before with a consideration for demographics). Dan suggests: regress the current year score on some set of prior year scores, account for error in prior scores, add aggregated scores at classroom level to control for peers.

3:10 – 4:10 Using VAM to evaluate and improve instruction

- How would you suggest value-added data be incorporated in a teacher evaluation system?
- What advice would you give practicing educators who must incorporate VAM in an overall evaluation?
- How would you recommend using VAM to provide feedback to teachers to help them improve instruction?
- Most VAMs compare teachers against the average teacher effect, but how do you know if the average teacher is effective?
- How much does choice in what VAM model you select influence things like teacher ranking and evaluation?
- What do you think about the role of "growth toward a standard" models?

4:10 – 5:00 **VAM data integrity and reliability**

- What is a simple design that doesn't require additional data collection to test the effect of a VAM-based system in the state (e.g., interrupted time series design)?
- What are the biggest data quality issues that you have encountered that compromise VAM?
- In the 2003 report, *Evaluating Value-Added Models for Teacher Accountability*, you wrote, "The research base is currently insufficient to support the use of VAM for high-stakes decisions." Is this still true in your opinion?

Notes: The GCEE should focus on error where stakes are the highest. Some other factors to consider include putting in peer effects, accounting for students with multiple teachers, precision, and statistical bias.

Next meeting **Monday, February 27, 2012, 2:00 – 5:00 p.m.**
Grand Valley State University, Eberhard Building, room 215
301 Fulton St. W, Grand Rapids, MI
(see http://www.gvsu.edu/meetatgvsu/eberhard-parking-directions-and-map-12.htm for a map and parking information)

Governor's Council on Educator Effectiveness
Monday, February 27, 2012 • 9:00 a.m. – 12:00 p.m.
Grand Valley State University • Eberhard Building, room 215 • 301 Fulton St. W • Grand Rapids

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

9:00 – 9:10 Opening to meeting and welcome remarks

9:10 – 9:40 Use of teaching evaluations and student achievement scores to improve instruction

Presentation by Tom Livezey, superintendent, and **Jason Kennedy**, principal, Oakridge Public Schools, Muskegon, MI

9:40 – 10:30 Observation tools and other modes for measuring the effectiveness of instruction

Discussion led by Suzanne Wilson, University Distinguished Professor, chair of the Department of Teacher Education, and director of the College of Education's Center for the Scholarship of Teaching at Michigan State University

Notes: Suzanne Wilson guided the group in a discussion of observation tools. Council members developed a list of questions for observation tool developers. Answers to these will assist the GCEE in determining which tools might best fit Michigan districts and schools.

10:30 – 11:30 Student growth and assessment tools

Discussion led by Deborah Loewenberg Ball, chair, Governor's Council on Educator Effectiveness; William H. Payne Collegiate Professor of Education, Arthur F. Thurnau Professor, and dean, University of Michigan School of Education

Notes: Review Dan McCaffrey's talk.

11:30 – 12:00 Public comment session

Notes: Suggestions from public attendees included looking at student growth percentile model as an interim student growth option, examining the state's professional development opportunities, using multiple observers and student/parent surveys.

Next meeting Thursday, March 1, 2012
9:00 a.m. – 12:00 p.m.
Lansing, MI (exact location to be determined soon)

Governor's Council on Educator Effectiveness
Thursday, March 1, 2012 • 9:00 a.m. – 12:00 p.m.
Capitol Building, room 424 • 100 North Capitol Avenue • Lansing, Michigan

Council members present: Deborah Ball, Jenny Hammond, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

9:00 – 9:10 **Opening to meeting and updates**
Debriefing Monday's meeting in Grand Rapids
Updates

9:10 – 9:40 **Systematized evaluation: National Heritage Academies**

Presentation by Max Hunsicker, senior director of coaching and learning at National Heritage Academies

Notes: According to Mr. Hunsicker, National Heritage Academies' evaluation is intentional, supportive, and measured. The goal of this system is to have high-quality teachers in every classroom. The system focuses on components of teaching that have the greatest impact on student achievement. This system is built around meaningful dialogue and professional development.

9:40 – 10:10 **Update on meeting with legislators**
Notes from conversation with Senator Phil Pavlov, chair of the Senate Education Committee
Highlights from meeting with key legislators

10:10 – 11:00 **Outstanding questions and next steps**
Review questions surfaced at Monday's meeting
Determine assignments and next steps

To review in advance: Grids of questions about observation tools and student growth models (in Dropbox in folders "Observation tool questions" and "Student growth questions"

Notes: Council members reviewed this question grid and determined assignments for future work. The primary focus for upcoming weeks will be on observation tools.

11:00 – 12:00 **Student growth and value-added models**
Review notes from conversation with Dan McCaffrey
Begin building framework for building recommendations for feasible and useful student growth assessments

Next meeting **Wednesday, March 7, 2012**
2:00 – 5:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Governor's Council on Educator Effectiveness
Wednesday, March 7, 2012 • 2:00 – 5:00 p.m.
University of Michigan School of Education
Dean's Conference Room (room 1211) • 610 East University Avenue • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

2:00 – 2:10 **Opening to meeting and updates**
Debriefing last week's meetings in Grand Rapids and Lansing
Updates

2:10 – 2:40 **Update on meeting with legislators**
Notes from conversation with Senator Phil Pavlov, chair of the Senate Education Committee
Highlights from meeting with key legislators
Next steps

2:40 – 3:00 **Michigan assessment timeline through 2015-16**
Discuss the state's assessment timeline and its impact on student growth models

To review in advance: Assessment timeline (in Dropbox folder "Relevant MDE policies)

3:00 – 4:00 **Washington perspective**
In 2007, the Center for Educational Leadership (CEL) at University of Washington College of Education released its instructional framework, the 5 Dimensions of Teaching and Learning (5D). According to CEL's website (www.k-12leadership.org):

The 5D Framework is the only comprehensive instructional framework in the country accompanied by an on-line assessment tool that measures leaders' ability to observe and analyze instruction, provide useful and timely feedback to teachers, and guide teachers' learning. More than 2,000 district leaders, school leaders, and coaches nationwide have participated in the 5D assessment process since its development.

We will have a Skype conversation with **Steve Fink**, executive director at CEL, **Sandy Austin**, project director at CEL, and **Edie Holcomb**, program facilitator at Washington's Teacher & Principal Evaluation Pilot (TPEP), which is using 5D as one of their observation protocols (along with Danielson and Marzano).

To review in advance: Materials from University of Washington (in Dropbox folder "University of Washington")

Notes: Washington is using three instructional frameworks, but 5D reflects the overall scope of Danielson and Marzano. In Washington, these frameworks will be used with all instructional personnel. Each of the providers (Danielson, Marzano, and 5D) will provide training. The instrument is not as important as the training to use the framework well. These presenters believe that observers do not judge a classroom, but watch and catalogue.

4:00 – 5:00 **Work in small groups**

Next meeting **Friday, March 16, 2012**
2:00 – 5:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Governor's Council on Educator Effectiveness
Friday, March 16, 2012 • 2:00 – 5:00 p.m.
University of Michigan School of Education
Dean's Conference Room (room 1211) • 610 East University Avenue • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown

AGENDA

2:00 – 2:10 Opening to meeting and updates
Introduce Cori Mehan
Updates

2:10 – 2:30 Michigan assessment timeline through 2015-16
Discuss the state's assessment timeline and its impact on student growth models

To review in advance: Assessment timeline (in Dropbox folder "Relevant MDE policies")

Notes: Council members studied the testing timeline and asked Joseph questions about implementation and feasibility. It was noted that this timeline will help council members as they make future recommendations regarding student growth.

2:30 – 3:00 Review of Michigan's current data availability and challenges

Nick Sheltrown and **Joseph Martineau** will present and lead a discussion

Notes: Nick and Joseph explained roster checking, which would allow for districts to match students more accurately with teachers and glean a more accurate measurement for each teacher's percentage of instructional responsibility. The council discussed the difficulty of applying such a tool to PE and art teachers, but decided to consider roster verification tools as they continue to make recommendations.

3:00 – 4:00 "Teaching capacity" growth model

Mark Reckase and **Joseph Martineau** will present an alternative growth model that they are developing to measure "teaching capacity"

Notes: Mark and Joseph presented their growth model and answered questions. They explained that this model would allow districts to consider and account for students' backgrounds and other external factors when evaluating student growth. Each student would receive a challenge index. One outstanding concern was that this model might favor teachers working with disadvantaged student populations.

4:00 – 5:00 Colorado perspective
Colorado's State Council for Educator Effectiveness submitted its report and recommendations to the State Board of Education on April 13, 2011. We will have a Skype conversation with **Lorrie Shepard**, member of the council and dean at the University of Colorado at Boulder's School of Education. She will offer information about their council's efforts, the process they used to arrive at their recommendations, and key lessons learned.

To review in advance: Attached summary of Colorado's State Council for Educator Effectiveness Report and Recommendations (Full report is in Dropbox folder "Sample reports of Ed Evaluation Committees")

Notes: Lorrie Shepard explained the educator evaluation process in Colorado, including their timeline, matrix approach, pilot, and choosing an observation tool.

Next meeting Wednesday, March 28, 2012
10:00 a.m. – 1:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Michigan Council for Educator Effectiveness
Wednesday, March 28, 2012 • 10:00 a.m. – 1:00 p.m.
University of Michigan School of Education
Dean's Conference Room • 610 East University Avenue, Room 1211 • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown (via telephone), Dave Vensel (via telephone)

AGENDA

10:00 – 10:45 **Opening to meeting and updates**
Executive Order changing our name; Plans for open meeting in Detroit on April 2; Discussion of ways to engage the Advisory Council before the April 30 deadline; Summer meeting dates

Notes: The governor signed an executive order that changed the council's name to the Michigan Council for Educator Effectiveness. Our logo must be changed, as well as other documents. The Detroit meeting will take place at the Skillman Foundation. Cori will send out directions and parking information. The MCEE will ask the Advisory Council for their input on key challenges.

10:45 – 11:00 **Vision statement approval**
To review in advance (In Dropbox folder "Vision statements"): Vision statement revisions document

Notes: Council members edited and approved the vision statement, which will guide the council's future work and recommendations.

11:00 – 11:30 **Combined performance measures**
Nick Sheltrown will review how five states combine their performance measures.

Notes: Nick provided information on combining performance data. In the discussion afterward, the council generally preferred the rubric approach, not the formula approach. The council also agreed on the need to be able to indicate the probability that a teacher will fall into any given box in the rubric. For future thinking, could this approach set Michigan apart from other states?

11:30 – 1:00 **Review of observation tool conversations and findings**
Jenny Hammond, **Dave Vensel**, and **Suzanne Wilson** will review the observation protocols and frameworks that they have examined and discuss findings, thoughts, and questions.

To review in advance:

- Memo concerning observation protocols and related materials/processes (to be emailed later on March 27)
- Charlotte Danielson's Framework for Teaching (In Dropbox folder "Meeting agendas and materials")
- Robert J. Marzano's An Observational Protocol Based on "The Art and Science of Teaching" (In Dropbox folder "Meeting agendas and materials")
- University of Washington's 5D+ Teacher Evaluation Rubric (In Dropbox folder "Meeting agendas and materials")

Note: If you received a binder that contains these observation tools, please bring it with you to the meeting.

Notes: Jenny, Dave, and Suzanne met with representatives from observation tool organizations to learn more about the specifics of each tool. Council members discussed observation tool ideas, concerns, and questions regarding feasibility, reliability, validity, cost, and other aspects of each system.

Next meeting **Monday, April 2, 2012**
12:00 – 3:00 p.m.
The Skillman Foundation (100 Talon Centre Dr., Suite 100, Detroit)

Michigan Council for Educator Effectiveness
Monday, April 2, 2012 • 12:00 p.m. – 3:00 p.m.
The Skillman Foundation • Grantees' Room • 100 Talon Centre Dr., Suite 100 • Detroit

Council members present: Deborah Ball, Dave Vensel

AGENDA

12:00 – 12:15 Opening to meeting and welcome remarks

12:15 – 1:00 Updates on the MCEE's work

Discussion led by Deborah Loewenberg Ball, chair, Michigan Council for Educator Effectiveness; William H. Payne Collegiate Professor of Education, Arthur F. Thurnau Professor, and dean, University of Michigan School of Education

Notes: The MCEE has looked at particular observation frames and protocols like Danielson. Council members have looked at other states in order to learn what systems exist. The council is working to develop a system that is fair, transparent, and feasible, and will contribute to educational improvement.

1:00 – 1:30 Learning about the Washington's evaluation pilot

We will have a phone conversation with **Michaela Miller**, Washington's teacher–principal evaluation project manager, to discuss Washington's pilot program. Michaela will discuss timeline, training, cost, feedback from educators, and other lessons learned regarding Washington's educator evaluation pilot.

Notes: Washington has plans to phase in their system; there are nine school districts in the pilot this year and there will be 65 school districts in 2012-2013. Washington was able to train all teachers in pilot schools on the observation tools, but it was expensive. Michaela suggests that the MCEE focus on connecting teachers and principals in pilot districts, use frameworks that already exist, work with teachers to set goals, and listen to feedback from teachers.

1:30 – 2:00 Piloting evaluation systems

- What are the benefits of a pilot year?
- What systems or policies need to be in place for a pilot to be effective?
- How might districts apply to be a part of a pilot year?

Discussion led by Cori Mehan, project manager for the Michigan Council for Educator Effectiveness.

Notes: After examining other states, Cori shared some findings. Selecting varying sizes of pilot districts can help to understand more potential challenges. The cohort of pilot districts should be relatively small so that the state can analyze the evaluation systems' effectiveness in each school. In many cases, student growth measures are not piloted in the first year.

2:00 – 3:00 Public comment session

Notes: Create more transparency with the public. Avoid "gotcha" checklist evaluation. Evaluation system needs to be about professional growth. Pilots are important for buy-in; pilots also help to ensure that a system works before asking more districts to take part.

Next meeting Monday, April 12, 2012
8:00 – 11:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Michigan Council for Educator Effectiveness
Thursday, April 12, 2012 • 8:00 – 11:00 a.m.
University of Michigan School of Education
Dean's Conference Room • 610 East University Avenue, Room 1211 • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Nick Sheltrown, Dave Vensel

AGENDA

8:00 – 8:10 Opening to meeting and updates

8:10 – 8:20 Overview of the April 2 meeting in Detroit

Notes: During the Detroit meeting, the council heard from Michaela Miller, who explained the pilot process in Detroit. She answered questions about piloting districts, feedback from educators, and the lessons they learned. Then, the council heard from public attendees including teachers, district leaders, and members of advocacy groups.

8:20 – 10:45 Plans and considerations for the interim progress report
What does the Council want to include in the upcoming report? What recommendations can we make? What can we say regarding the recommendations we are not yet prepared to make? What should be our messaging strategy around this report?

Discussion led by Deborah Loewenberg Ball

Notes: The council agreed that the upcoming interim progress report should describe the council's work, and should include consultants, agendas, and lessons that the council has learned. Sections of the report will include process, observation tool, student growth, timeline, and pilot recommendations. Council members agreed to work on sections of the report, and the draft will be available to view before the next meeting.

10:45 – 11:00 Sharing Social Security Numbers with Jessica Menold
Jessica Menold, finance specialist in the Executive Office of Governor Snyder, is working to reimburse council members for mileage and other expenditures. She needs each council member's social security number, and will be speaking with us via telephone to procure these.

Next meeting Thursday, April 19, 2012
1:00 – 4:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Michigan Council for Educator Effectiveness
Thursday, April 19, 2012 • 1:00 – 4:00 p.m.
University of Michigan School of Education
Dean's Conference Room • 610 East University Avenue, Room 1211 • Ann Arbor

Council members present: Deborah Ball, Jenny Hammond, Mark Reckase, Joseph Martineau, Nick Sheltrown, Dave Vensel

AGENDA

1:00 – 2:00 Danielson Framework and Teachscape presentation

Charlotte Danielson is the creator of the Danielson Framework and has served as a consultant to hundreds of districts, universities, intermediate agencies, state departments of education, and national ministries and departments of education. She will be speaking with us about her observation framework and the policies and practices that support its implementation.

Also visiting is **Mark Atkinson**, the founder and CEO of Teachscape, an organization that "combines software tools for classroom observation and evaluation, online learning content based on authentic teaching practice, and professional services for support in structuring professional development and implementing school turnaround." Mr. Atkinson has worked closely with Ms. Danielson to develop an online training, practice, and assessment system for observers to ensure that they can make accurate and consistent judgments based on evidence.

To review in advance (In Dropbox):

- Charlotte Danielson's Framework for Teaching (2011 Revised Edition)
- Questions for Charlotte Danielson

Notes: Ms. Danielson and Mr. Atkinson answered questions regarding the training, cost, and overall implementation for the Framework for Teaching. Mr. Atkinson briefly showed portions of the online training portal. He will give council members access to this portal so that they can review its features and sessions.

2:00 – 4:00 Reading, editing, and continuing to write the interim progress report

Discussion led by Deborah Loewenberg Ball

Notes: The council read and reviewed the interim progress report draft, and Chair Ball made notes throughout the document. Council members agreed to work on specific sections of the report, which will be reviewed over the next week before Thursday's meeting. The council agreed to submit the interim report next Friday, April 27.

Next meeting **Thursday, April 26, 2012**
1:00 – 4:00 p.m.
University of Michigan School of Education (610 E. University Avenue, Ann Arbor)

Appendix C: In-Meeting Consultations

Name	State/ Position	Date Consulted	Information Provided
Mark Atkinson	Founder and CEO of Teachscape	April 19, 2012	Mr. Atkinson explained and demonstrated Teachscape's online training portal for the Danielson Framework for Teaching (2011).
Sandy Austin	**State of Washington** Project director at the Center for Education Leadership, University of Washington College of Education	March 7, 2012	Ms. Austin contributed to the presentation on the Five Dimensions framework, which was built in the University of Washington's College of Education.
Rick Catherman	**Michigan** Michigan Music Teacher Evaluation Committee chairperson, Chelsea High School director of bands, and National Board certified teacher	April 26, 2012	Mr. Catherman explained his findings regarding music teacher evaluations, and made recommendations for addressing non-tested subject evaluations.
Beth Carr	Director of District Partnerships, Learning Sciences International	March 20, 2012	Ms. Carr helped the council to learn more about the implementation, feasibility, and training of Robert Marzano's observation protocol.
Charlotte Danielson	Founder of the Danielson Group and creator of the Danielson Framework.	April 19, 2012	In an in-person visit, Ms. Danielson explained more details about training, cost, feasibility, reliability, and validity of the Danielson Framework.
Julie Everly	**Michigan** Assistant superintendent for elementary education, Monroe Public Schools	January 18, 2012	Julie Everly explained and answered questions about the iPad walk-through tool now used in Monroe Public Schools.
Steve Fink	**State of Washington** Executive director at Center for Education Leadership, University of Washington College of Education	March 7, 2012	Mr. Fink contributed to the presentation on the Five Dimensions framework, which was built in the University of Washington's College of Education.

Name	State/ Position	Date Consulted	Information Provided
Edie Holcomb	**State of Washington** Program facilitator at Washington's Teacher and & Principal Evaluation Pilot	March 7, 2012	Mr. Holcomb contributed to the presentation on the Five Dimensions framework, which was built in the University of Washington's College of Education.
Max Hunsicker	**Michigan** Senior director of coaching and learning, National Heritage Academies	March 1, 2012	Mr. Hunsicker shared information regarding National Heritage Academies' teacher evaluation system.
Jason Kennedy	**Michigan** Principal, Oakridge Public Schools	February 27, 2012	Mr. Kennedy discussed the evaluation system currently used by Oakridge Public Schools.
Tom Livezey	**Michigan** Superintendent, Oakridge Public Schools	February 27, 2012	Mr. Livezey discussed the evaluation system currently used by Oakridge Public Schools.
Dan McCaffrey	PNC Chair in Policy Analysis and senior statistician at RAND Corporation	February 21, 2012	Mr. McCaffrey guided the council through an introduction of Value Added Modeling and answered council members' questions.
Laurie McCullough	Chief Strategy Officer, Teachstone	March 20, 2012	Ms. McCullough helped the council to learn more about the implementation, feasibility, and training of CLASS observation tool.
Ryan McLeod	**Michigan** Assistant superintendent for secondary education, Monroe Public Schools	January 18, 2012	Mr. McLeod explained and answered questions about the iPad walk-through tool now used in Monroe Public Schools
Michaela Miller	**State of Washington** Program manager, Washington's Teacher and & Principal Evaluation Pilot	April 2, 2012	Ms. Miller shared information regarding the training, cost, and feasibility of an evaluation tool pilot, like the one she is working with in Washington.

Name	State/ Position	Date Consulted	Information Provided
Brian Rowan	**Michigan** Burke A. Hinsdale Collegiate Professor, University of Michigan School of Education	Ongoing	Dr. Rowan has attended many council meetings as an on-going consultant. He has provided guidance around student growth modeling, calculating validity and reliability, assessment, and understanding large scale implementation of evaluation tools in schools and districts.
Lorrie Shepard	**Colorado** Dean & Distinguished Professor, School of Education, University of Colorado at Boulder	March 16, 2012	Dean Shepard met with council members via Skype to explain the educator evaluation reform process in Colorado. She discussed Colorado's timeline, resources, process, and lessons learned.
Ginny Vitello	Research and evaluation director, Teachstone	March 20, 2012	Ms. McCullough helped the council to learn more about the implementation, feasibility, and training of CLASS observation tool.
Suzanne Wilson	**Michigan** University Distinguished Professor, chair of the department of Teacher Education, and director of the College of Education's Center for the Scholarship of Teaching, Michigan State University	Ongoing	Dr. Wilson has attended many council meetings as an on-going consultant. She has provided invaluable information regarding observation tools, other states' experiences, and the large-scale implementation of evaluation systems in schools and districts. Dr. Wilson has also written memorandums that helped to organize and articulate the council's ideas and findings.

Appendix D: Out-of Meeting Consultations

Name	Position	Date Consulted	Information Provided
Katy Anthes	**Colorado** Executive director of educator effectiveness, Colorado Department of Education	March 26, 2012	Ms. Anthes provided information regarding Colorado's evaluation reform process. She answered questions regarding Colorado's pilot, cost, and lessons learned.
Amber Arellano	**Michigan** Executive director, The Education Trust Midwest	Ongoing	Ms. Arellano has provided ongoing support and guidance by conducting research, building understanding of other states' evaluation systems, and aiding in the navigation of political environments.
Drew Jacobs	**Michigan** Data and policy analyst The Education Trust Midwest	Ongoing	Mr. Jacobs has provided insight into the waiver process, evaluation tools, and other states' reform processes.
Sarah Lenhoff	**Michigan** Assistant director of policy and research, The Education Trust-Midwest	Ongoing	Ms. Lenhoff has helped the council understand more about pilots, evaluation tools (particularly student growth tools), and building capacity around evaluation systems.
Robert Murphy	**New Jersey** Principal, East Brunswick High School	March 2012	Mr. Murphy discussed the observation tool that New Jersey currently uses to assess teachers. He addressed the cost, feasibility, and feedback from teachers for the tool.
Julia Simmerer	**Ohio** Director, Office of Educator Effectiveness, Ohio Department of Education	April 4, 2012	Ms. Simmerer provided information regarding Ohio's observation tools, their training on these tools, and their pilot. She provided insight on the resources that Ohio needs in order for this process to be implemented effectively.

Name	State/ Position	Date Consulted	Information Provided
Matt Smith	**Colorado** Chair, Colorado State Council for Educator Effectiveness and Vice President, Engineering & IT Systems, United Launch Alliance	April 2012	Mr. Smith discussed how Colorado used information that the pilot program could aid the state, administrators, and teachers in understanding and adapting evaluation systems.

Appendix E: Research and Resources

Other States' Reports		
Document Title	Publishing Organization	Description of Document and Web Link
The State Council for Educator Effectiveness Report and Recommendations (2011)	Colorado's State Council for Educator Effectiveness	This report details the evaluation recommendations made by Colorado's State Council for Educator Effectiveness. Colorado Report
Teacher and Principal Evaluation Pilot Report to the Legislature (2011)	State of Washington's Office of the Superintendent of Public Instruction	This report to the Washington legislature details the teacher and educator evaluation reform process and pilot. Washington Report
The Rhode Island Model: Guide to Evaluating Building Administrators and Teachers (2011)	Rhode Island Board of Regents	This guide explains Rhode Island's teacher and administrator evaluation process. Rhode Island Report
RISE Evaluator and Teacher Handbook 1.0 (2011)	Indiana Department of Education, RISE Evaluation and Development System	This handbook details Indiana's teacher evaluation system. Indiana Report
Building a Breakthrough Framework for Educator Evaluation in the Commonwealth (2011)	Massachusetts Task Force on the Evaluation of Teachers and Administrators	This framework details the educator evaluation system in Massachusetts. Massachusetts Report
North Carolina Teacher Evaluation Process	Public Schools of North Carolina, State Board of Educations, Department of Public Instruction	This report explains North Carolina's teacher evaluation process. North Carolina Report
State Database of Teacher Evaluation Policies – Comprehensive Comparison	National Comprehensive Center for Teacher Quality	This document compares the evaluation systems of three states: Rhode Island, New York, and North Carolina. State Database Comparison

Michigan Department of Education Documents		
Document Title	Publishing Organization	Web Link
Professional Standards for Michigan Teachers	Michigan Department of Education	PSMT Report
Michigan's Teaching for Learning Framework	Michigan Department of Education	TFL Framework
Michigan's School Improvement Framework	Michigan Department of Education	SI Framework

Research Papers and Other Reports		
Document Title	Publishing Organization	Description of Document and Web Link
Gathering Feedback for Teaching (2012)	Bill and Melinda Gates Foundation, Measures of Effective Teaching (MET) Project	This report presents an in-depth discussion of the analytical methods and findings from the Measures of Effective Teaching (MET) project's analysis of classroom observations. Feedback for Teaching Brief
Measuring What Matters (2011)	Aaron M. Pallas, Phi Delta Kappan	This paper argues that all states should adopt a new system of program accountability guided by recommended principles. Measuring What Matters
Teacher Evaluation in Michigan (2012)	The Education Trust – Midwest	This report describes Michigan's teacher evaluation legislation and reform process. Teacher Evaluation in Michigan

Observation Tool Frameworks and Resources		
Document Title	Publishing Organization	Web Link
Charlotte Danielson's Framework for Teaching (2011)	The Danielson Group	FFT 2011 Revised
An Observation Protocol Based on "The Art and Science of Teaching" (2010)	Marzano Research Laboratory	Marzano Observation Protocol

Document Title	Publishing Organization	Web Link
CLASS Implementation Guide (2009)	Classroom Assessment Scoring System, Teachstone Inc.	Class Implementation Guide
UWCEL's 5 Dimensions of Teaching and Learning Instructional Framework (2010)	Center for Educational Leadership, University of Washington College of Education	5D Framework
Understand the Teacher Advancement Program	Teacher Advancement Program Foundation	TAP Overview
The Thoughtful Classroom Teacher Effectiveness Rubric: Administrator's Observation Guide	The Thoughtful Classroom	The Thoughtful Classroom Framework Guide
Rating a Teacher Observation Tool	The New Teacher Project	This power point specifies ways to ensure classroom observations are focused and rigorous. Rating a Teacher Observation Tool

Student Growth Model Resources		
Document Title	Publishing Organization	Description of Document and Web Link
Using Student Progress to Evaluate Teachers: A Primer on Value-Added Models (2005)	Henry I. Braun, ETS	This paper serves as a review of the opportunities and constraints of value-added models as applied to teacher evaluation. The author argues that value-added models are helpful in identifying teachers in need of professional development and low performing schools, but also includes cautions surrounding technical limitations. Using Student Progress to Evaluate Teachers
Passing Muster: Evaluating Teacher Evaluation Systems (2011)	Brown Center on Education Policy at Brookings	This article provides an overview for evaluating the technical characteristics of teacher evaluation systems and includes worked examples. Passing Muster

Document Title	Publishing Organization	Description of Document and Web Link
The Long-Tern Impacts of Teachers: Teacher Value-Added and Student Outcomes in Adulthood (2011)	Raj Chetty John N. Friedman Johan E. Rockoff	This report addresses the long-term impacts of teachers, and viewing those impacts through student outcome data. Long-Term Impacts of Teachers
Evaluating Teacher Evaluation: Popular Modes of Evaluating Teachers are Fraught with Inaccuracies and Inconsistencies, but the Field has Identified Better Approaches (2012)	Audrey Amrein-Beardsley Linda Darling-Hammond Edward Haertel and Jesse Rothstein Phi Delta Kappan	This article argues that many modes of evaluating teachers are not as reliable as their promoters claim, but other options are available. Evaluating Teacher Evaluation
The Colorado Growth Model: Using Norm- and Criterion- Referenced Growth Calculations to Ensure that All Students are Held to High Academic Standards (2011)	William J. Bonk, Ph.D., SchoolView.org Colorado Department of Education	This brief paper provides an overview of Colorado's student growth model. Colorado Growth Model
A Measured Approach	Daniel Koretz	This paper offers an accessible introduction to measurement issues related to teacher evaluation and value-added models. A Measured Approach
Getting Value Out of Value-Added: Report of a Workshop (2010)	Henry Braun, Naomi Chudowsky, and Judith Koenig The National Academies	This document summarizes the perspective of participants in a 2008 National Research Council workshop on value-added models. Report of A Workshop
Using Student Performance to Evaluate Teachers (2011)	Rand Education	This document summarizes the importance of incorporating multiple measures of teacher performance in an evaluation system. Student Performance to Evaluate Teachers

Non-Tested Subject Resources		
Document Title	Publishing Organization	Description of Document and Web Link
Measuring Student Achievement in Non-Tested Grades and Subjects: Approaches, Issues, and Options for DCPS (2011)	District of Columbia Public Schools	This report documents Washington, D.C.'s system of evaluating teachers with non-tested subjects and grades. DC Non-Tested Grades and Subjects
Measuring Growth for Non-Tested Subjects and Grades (2011)	Tennessee First to the Top	This report documents Tennessee's system of evaluating teachers with non-tested subjects and grades. Tennessee Non-Tested Grades and Subjects

Appendix F: Advisory Committee Members

Name	Position	Organization	Representing
Dan L. DeGrow, Chair	Superintendent	St. Clair County RESA	public school administrators
Amber M. Arellano	Executive Director	The Education Trust-Midwest	public school administrators
Ernst A. Bauer	Research, Evaluation and Assessment Consultant	Oakland Schools	public school administrators
William C. Chilman, IV	Superintendent	Beal City Public Schools	parents of public school pupils
Barbara F. Mays	Vice-Chair	Barton Elementary School Parent Organization	parents of public school pupils
Mary A. Kovari	Principal	Detroit Institute of Technology High School	public school administrators
Kirstin G. Queen	HR Manager	Ford Motor Credit Company	parents of public school pupils
John F. Haan	Elementary Teacher	Charlevoix Public Schools	public school teachers
Tonya Allen	Chief Operating Officer and Vice President	Program for The Skillman Foundation	parents of public school pupils
Ingrid J. Guerra-Lopez	Director	Wayne State University Institute for Learning and Performance Improvement	public school teachers
Krista L. Hunsanger	Teacher	Grand Ledge Public Schools	public school teachers
Colin Ripmaster	Principal	Mattawan High School	public school administrators
Richard S. Carsten	Superintendent	Ida Public Schools	public school administrators
Matthew T. Wandrie	Superintendent	Lapeer Community Schools	public schools administrators
Nathan R. Walker	Organizer	American Federation of Teachers Michigan	public school teachers
Tammy M. Wagner	Dickinson		parents of public school pupils

Appendix G: Advisory Committee Report

The Advisory Committee to the Governor's Council on Educator Effectiveness (GCEE) was established to provide input on the recommendations of the GCEE. In order to fulfill this role, the Advisory Committee convened to begin developing a foundational understanding of the five key components of the educator evaluation system upon which the GCEE will make recommendations to the legislature. Based on their work over the course of four meetings, the Advisory Committee submits the following summary to the GCEE:

General Comments

The Advisory Committee supports the GCEE in seeking additional time beyond April to assess potential tools given the high stakes for successful and sustainable implementation. This is in keeping with the work taking place in other states. In a similar project in the State of Colorado, for example, a two-year period was spent selecting a tool that is currently being piloted this year. Thought should be given to implementing a pilot project for each of the tools design for Michigan.

The Advisory Committee also supports development of a communications plan and feedback process as a critical first step to ensure stakeholder input is considered. This will increase the likelihood of support. We recommend that the communications plan includes the following information:

1. Clearly identifies the legal foundation and rationale for change as well as communicates the data upon which the necessity for the tool was determined;
2. Addresses a broad group of stakeholders to include teachers, administrators, students, parents and the community;
3. Communicates the importance of teacher quality in student learning. Research from the past few decades has demonstrated that teachers are the single most significant in-school predictor of student achievement. As such, it is critical that the evaluation process incorporates high expectations and contributes to teacher development.
4. Establishes a common language for key components of the tool;
5. Is constructed in such a way as to convey fidelity of the tool and the plan;
6. Identifies the Student Growth and Assessment tool as a pilot that will employ use of a formal feedback mechanism for effective year-to-year improvements; and
7. Includes a thoughtful roll-out plan that contains a thorough Question and Answer document.

I. Student Growth and Assessment Tool

Critical Factors and Suggested Elements of the Student Growth and Assessment Tool

We support a Student Growth Tool that:

1. Reflects elements of successful national models.
2. Creates a model that positively impacts school culture and educator behavior, encourages collaborative professional dialogue and serves as a catalyst for teacher professional growth and continuous improvement.
3. Defines state expectations for student growth that are applicable for all districts and charter schools in the state and may be used for some portion of the total student growth component.
4. Provides a clear measure of student growth to engender stakeholder understanding and trust.
5. Is comprehensive enough to address a variety of circumstances, yet simple enough to be clear and build understanding of what data means and how it impacts teacher behavior (performance) and results.
6. Is valid in multiple contexts within different types of classrooms, schools and districts, yet not diluted to the point at which it becomes minimally effective for all.
7. Incorporates elements of student growth applicable to individual teachers as well as collective accountability applicable across all teacher groups.

8. Accounts for classroom differences and addresses growth defined in a variety of contexts – core versus non-core, individual classroom versus building, etc.
9. Defines a clear target of expected growth as well as what constitutes above and below expectations.
10. Incorporates artifacts as valuable components of performance evaluation.
11. Includes multiple assessments that are age-appropriate and specific.
12. Is constructed to make intuitive sense to practitioners with clarity as to how the measures impact educator practice.
13. Includes ongoing evaluation with annual opportunities for stakeholder review and feedback.

Identified Challenges

1. The model must be tested. There is a concern for psychometric issues – reliability, validity, standard error, etc.
2. The model must be connected with the Teacher Evaluation and Administrator Evaluation tools.
3. The model should address concerns over data integrity.
4. The tool should support a culture of collaboration versus competition.
5. There is concern over lack of expertise in using data: developing assessments, understanding formative and summative assessment, and examining student work are significant challenges.
6. There are many outside factors that impact students (i.e. divorce, death in family, etc.) and classrooms (i.e absenteeism, mobility, etc.) that may not be accounted for in formulas.

II. Teacher Evaluation Tool

Critical Factors and Suggested Elements (TECF)

We support a Teacher Evaluation Tool that:

1. Serves as a pathway to highly effective teaching.
2. Emphasizes a culture of collaboration versus competition.
3. Represents nationally agreed upon dimensions of professional practice and utilizes a clear, common language.
4. Identifies target behaviors in a graduated approach that applies appropriately to first year teachers and to veterans.
5. Utilizes multiple indicators (observations, portfolios, artifacts, etc.) to identify progress.
6. Relies upon data collected throughout the school year rather than a moment in time.
7. Includes multiple student assessments – both formative and summative – at local, state and national levels.
8. Incorporates technology solutions to assist with data collection and management.
9. Considers Master Teachers as partners in the evaluation team.
10. Incorporates feedback from students and parents.

Identified Challenges (TEIC)

1. Development of a system that reflects fidelity for teachers of all disciplines.
2. Weighting of domains to reflect priority of components leading to teacher growth.
3. Common quality training for administrators and teachers to assure consistency among raters.
4. Determining a student growth model that aligns local and state value-added measures that are reliable and valid.
5. Designing inputs to reduce potential for subjectivity.
6. Time involved for administrators to complete evaluations.
7. Teacher support and understanding of components.

Appendix H: Advisory Committee Responses to MCEE Questions

Michigan Council for Educator Effectiveness
Response from the Advisory Council

The Advisory Committee to the Governor's Council on Educator Effectiveness (GCEE) offers the following in response to questions from the GCEE. Numbers listed after each statement refer to comments and suggestions shared in the Advisory Committee Summary of Components I and II.

1. What should be the design principles for an educator evaluation system?

Candidate design principles might include:

a) The system should be committed to and structured to support ongoing educator learning and development. [TECF 1, TECF 4]
b) Expectations should be clear and rigorous. [TECF 3]
c) The system should involve multiple measures. [TECF 5]

Response: There is a consensus that each of the above design principles should be included. The evaluation system will influence behaviors of evaluators as well as those being evaluated. While the common goal is a positive change in school culture and improvement in student learning, there is a risk of compromised student learning in the pursuit of high scores.

2. What should be the criteria for selecting observation processes and tools?

Candidate criteria might include:

a) The instruments should be aligned with relevant state and national standards for educators. [TECF 3]
b) The instruments should be used both for describing practice and supporting on-going educator learning/development. [TECF 1, TECF 4, TEIC 2]
c) The instruments should be accompanied with a rigorous and on-going training program for evaluators. [TEIC 3]
d) Independent research on the reliability and the validity of the instruments should be available. [TEIC 4]
e) The demands of the process should be feasible (in terms of personnel, time, and financial cost). [TECF 8, TEIC 6]

Response: There is a consensus that each of the criteria is acceptable.

3. *What other potential components of the educator evaluation system would you suggest?*

Among the components used in other states are the following:

a) Pre- and/or post-observation conferences [TECF 5]
b) Summative evaluation conferences
c) Teacher self-assessments and reflections
d) Educator growth plans
e) Locally developed assessments of student learning [TEIC 4]
f) Structured review of student work
g) Teacher artifacts using portfolio or evidence binder processes [TECF 5]
h) Feedback from students, parents, and/or other teachers using structured survey tools [TECF 10]

Response: All of these are potentially valuable components. Caution should be exercised when determining how many elements are involved in the default model. Some may be better left to local

decisions as districts adapt the state model to their own system. In addition, a glossary of terms should be included as critical to development of a common understanding of the targets.

4. What lessons have districts and schools learned about instituting fair and feasible educator evaluator systems that we should be cognizant of?

Response: Based on the collective input of the Advisory Committee, we submit the following insights from local schools:

a) Too rigid a document or a top-down approach will not change culture. Local buy in is required. The value-added model should not be divisive and counter-productive to improving collaborative practices.
b) The tools must allow some local flexibility to fit local needs.
    - The system must be fair and flexible - tight on core components and loose on optional components.
    - Local teachers must have some control over the growth goals they select.
c) Multiple measures of effectiveness are important, including:
    - reliable and valid student achievement data;
    - portfolios that provide examples of student learning; and
    - teacher self-evaluation components.
d) It would be helpful to make distinctions in teaching effectiveness. Some teachers are better at teaching high-needs or at risk students. Achievement in this population may not increase at the same level as other students and teachers who are making a difference with high-needs populations should not be penalized for slower growth rates.
e) Quality protocols for training evaluators are critical. We would like to see MDE provide training.
f) The time involved in conducting evaluations is a concern. We would like to see a system where other non-principal evaluators, including Master Teachers, can contribute.
g) The student growth model component is emerging as the most problematic. A concrete example must be provided that addresses the following considerations:
    - Nationally-normed tests, by definition are insensitive to instruction.
    - Local teachers should have input into student growth and assessment criteria.

Appendix I: Michigan Department of Education Framework for Learning

Foundations

1. Classroom Management: Create an environment for learning; set expectations, establish routines, embed technology in instruction, motivate students, and form supportive personal relationships with students in order to maximize instruction.

2. Educator Responsibilities: Sustain a deep understanding of both content and pedagogy; continually seek professional growth and development; use technology to enhance teaching and learning; collaborate through professional learning communities to enhance planning, instruction, and pedagogical knowledge; reflect on professional practice.

3. Essential Teacher Beliefs: Maintain firm attitudes concerning equity and anti-racism; set high expectations for all students; uphold the principle that all students can grow their intelligence; foster student motivation and improve student attitudes; display urgency and relentlessness with regards to student growth; take ownership of outcomes.

4. *Initial and On-Going Instructional Planning*: Conduct backward planning to create rigorous lesson, unit, and long-term plans; use standards and objectives to ground plans; embed technology in instruction.

5. *Investing Families and the Community*: Collaborate with the community to support students; build an open line of two-way communication between parents and teachers; communicate with students' families when making decisions; work with parents to create a healthy learning environment at home; establish a volunteer program through which parents can become involved in classrooms and schools.

Strategies for Instruction

1. *Activation and Extension of Knowledge*: Use technology to activate and extend knowledge; enhance students' ability to make connections and deepen knowledge; provide mnemonic devices to help students remember and think about content; enable students to understand the relevance of content.

2. *Differentiation*: Assess students' academic strengths and areas for growth; recognize students' multiple intelligences; tailor lessons to meet the needs of diverse learners; use technology to comply with students' learning preferences.

3. *Engagement and Motivation of All Learners*: Plan lessons that are culturally relevant for students; reinforce effort and positive behavior with recognition and praise; tap in to student interest and expertise.

4. *Flexible Grouping*: Create cooperative groups that are flexible and fluid; provide students the opportunity to work in both heterogeneous and homogenous groups; vary teaching methods between individual and whole group instruction.

5. *Multiple Opportunities for Practice, Mastery, and Assessment*: Provide students with academic choice; use both alternative and authentic assessments; incorporate technology into the testing process; evaluate students using both formative and summative assessments; give students the opportunity to practice skills and deepen knowledge through meaningful homework assignments.

6. *Scaffolding*: Confer with students; Use graduated questioning to support and challenge students in their learning; space learning over time; use direct instruction.

7. *Stimulation of Critical Thinking and Problem Solving*: Engage students in critical discussion surrounding content; allow students to generate and test hypotheses; lead students to practice and enhance higher order thinking skills; encourage students to consider their own learning; enable students to summarize content and compare and contrast ideas.

Using Data

1. *Instructional Decision-Making*: Use data to identify instructional needs, match instructional strategies to identified needs, monitor student progress, and set goals; provide feedback to students upon identification of strengths and weaknesses; track student data with technology.

2. *Using Multiple Data Sources*: Use formal assessment data, informal assessment data, and non-assessment data to drive instructional decision-making.

Appendix J: Michigan Department of Education School Improvement Framework

Strand I: Teaching and Learning
Standard 1: Curriculum
- Curriculum is aligned to standards, reviewed, and monitored
- Curriculum is communicated to teachers and parents

Standard 2: *Instruction*
- Instruction is planned, aligned with curriculum and student needs
- Instruction is delivered effectively

Standard 3: Assessment
- Assessments are aligned to curriculum and instruction
- Assessment data is reported and used to tailor instruction

Strand II: Leadership
Standard 1: *Instructional Leadership*
- An educational program is in place
- Teachers are provided instructional support

Standard 2. *Shared Leadership*
- School maintains a culture and a climate that are conducive to student learning and growth.
- Shared leadership supports continuous improvement

Standard 3. Operational and Resource Management
- Resources are allocated appropriately
- Operations are managed

Strand III: Personal and Professional Learning
Standard 1. *Personal Qualifications*
- School leaders, teachers, and staff are knowledgeable, skillful, and professional
- Educators meet state, district, and school requirements

Standard 2. *Professional Learning*
- Educators collaborate to increase professional learning
- Educators participate in professional development to increase content and pedagogical knowledge
- Professional development is aligned with curricula

Strand IV: School and Community Relations
Standard 1. *Parent/Family Involvement*
- School effectively communicates with parents and families
- Engages parents and families in student learning and school activities

Standard 2. *Community Involvement*
- School effectively communicates with community members
- Involves community members in student and school activities

Strand V: Data and Information Management
Standard 1. *Data Management*
- Data is generated, identified, and collected
- School makes data accessible to teachers, parents, and students
- Data is used to support teachers and students

Standard 2. *Information Management*
- School analyzes and interprets school information
- School applies information

Appendix K: Professional Standards for Michigan Teachers

Standard #1: Subject Matter Knowledge-Base In General and Liberal Education: An understanding and appreciation of general and liberal arts including English, literature, humanities, social sciences, mathematics, natural or physical sciences, and the arts.

Standard #2: Instructional Design and Assessment: Facilitation of learning and achievement of all students (in accordance with the SBE Universal Education Vision and Principles).

Standard #3: Curricular and Pedagogical Content Knowledge Aligned with State Resources: Knowledge of subject matter and pedagogy with reference to the MCF and other state sponsored resources, for consistent and equitable learning in Michigan schools.

Standard #4: Effective Learning Environments: Management and monitoring of time, relationships, students, and classrooms to enhance learning.

Standard #5: Responsibilities and Relationships to the School, Classroom, and Student: Systematic reflection to organize and improve teaching and develop effective relationships.

Standard #6: Responsibilities and Relationships to the Greater Community
Participation in professional, local, state, national, and global learning communities.

Standard #7: Technology Operation and Concepts: Use of technological tools, operations and concepts to enhance learning, personal/professional productivity, and communication.

Appendix L: Michigan Assessment Timeline

Type	Level	Subject	Grades		2011-12		2012-13		2013-14		2014-15		2015-16	
			Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring
AA-AAS	Elementary & Middle School	ELA	3-8	3-8	MI-A[1]	-	MI-A	-	MI-A	-	MI-A	DLM[2]	-	DLM
		Math	3-8	3-8	MI-A	-	MI-A	-	MI-A	-	MI-A	DLM	-	DLM
		Science	5 & 8	4 & 7	MI-A	-	MI-A	-	MI-A	-	MI-A	MI-A	-	MI-A
		SocStud	6 & 9	5 & 8	-	-	-	-	MI-A	-	MI-A	MI-A	-	MI-A
	High School	ELA	-	11	-	MI-A	-	MI-A	-	MI-A	-	DLM	-	DLM
		Math	-	11	-	MI-A	-	MI-A	-	MI-A	-	DLM	-	DLM
		Science	-	11	-	MI-A	-	MI-A	-	MI-A	-	MI-A	-	MI-A
		SocStud	-	11	-	-	-	-	-	?	-	MI-A	-	MI-A
AA-MAS	Elementary & Middle School	Reading	3-8	3-8	ME-A[3]	-	ME-A	-	ME-A	-	ME-A	-	-	-
		Math	3-8	3-8	ME-A	-	ME-A	-	ME-A	-	ME-A	-	-	-
		Writing	3-8	3-8	ME-A	-	ME-A	-	ME-A	-	ME-A	-	-	-
General Summative	Elementary & Middle School	Math	3-8	3-8	MEAP[4]	-	MEAP	-	MEAP	-	MEAP	SBAC[5]	-	SBAC
		Reading	3-8	3-8	MEAP	-	MEAP	-	MEAP	-	MEAP	SBAC	-	SBAC
		Writing	4 & 7	3-8	MEAP	-	MEAP	-	MEAP	-	MEAP	SBAC	-	SBAC
		Science	5 & 8	4 & 7	MEAP	-	MEAP	-	MEAP	-	MEAP	MEAP	-	MEAP
		SocStud	6 & 9	5 & 8	MEAP	-	MEAP	-	MEAP	-	MEAP	MEAP	-	MEAP
	High School	Math	-	11	-	MME[6]	-	MME	-	MME	-	SBAC[7]	-	SBAC
		Reading	-	11	-	MME	-	MME	-	MME	-	SBAC	-	SBAC
		Writing	-	11	-	MME	-	MME	-	MME	-	SBAC	-	SBAC
		Science	-	11	-	MME	-	MME	-	MME	-	MME	-	MME
		SocStud	-	11	-	MME	-	MME	-	MME	-	MME	-	MME
Interim Benchmark Assessments	Elementary & Middle School	Math	K-2		-	-	-	-	-	-	IB-GL[8]		IB-GL	
		Reading	K-2		-	-	-	-	-	-	IB-GL		IB-GL	
		Writing	K-2		-	-	-	-	-	-	IB-GL		IB-GL	
		Science	3-8		-	-	-	-	-	-	IB-GL		IB-GL	
	High School	English	9-12		-	-	-	-	-	-	?		IB-CC[9]	
		Math	9-12		-	-	-	-	-	-	?		IB-CC	
		Science	9-12		-	-	-	-	-	-	?		IB-CC	
		SocStud	9-12		-	-	-	-	-	-	?		IB-CC	
Model Assessments	Elementary & Middle School	Science	K-2		-	-	-	-	-	-	M-GL[10]		M-GL	
		SocStud	K-8		-	-	-	-	-	-	M-GL		M-GL	
		Other	K-8		-	-	-	-	-	-	M-GL		M-GL	
	High School	Other	9-12		-	-	-	-	-	-	M-CC[11]		M-CC	

1. MI-Access (Michigan's Alternate Assessment based on Alternate Achievement Standards).
2. Dynamic Learning Maps. A consortium developing an alternate assessment to replace MI-Access in ELA and mathematics.
3. MEAP-Access (Michigan's Alternate Assessment based on Modified Achievement Standards). Ceases upon adoption of SBAC.
4. Michigan Educational Assessment Program (Michigan's general assessment for elementary and middle school).
5. Smarter/Balanced Assessment Consortium. A consortium developing assessments to replace MEAP in reading, writing, and mathematics.
6. Michigan Merit Examination (Michigan's general assessment for high school).
7. SBAC assessments in high school can optionally be taken by 9th and 10th graders.
8. Interim benchmark grade level assessments.
9. Interim benchmark course content assessments.
10. Model grade level assessments.
11. Model course content assessments.

Appendix M: Evaluation System Pilot Proposed Budget

Staff costs	$	460,693
ACT Explore/Plan costs		1,307,700
CAT costs		582,650
Observation costs		2,805,900
VAM Analysis, $50,000/test for MEAP, MME, MIA, EPA, and CAT		250,000
Rostering/Data Hosting ($3/student)		225,000
External vendor to assist districts in incorporating existing common assessment non-tested grades & subjects:		250,000
Evaluation Write up		200,000
Analysis of Combined Metrics		100,000
Analysis of Observation Metrics		100,000
Observation tool Cost		100,975
Total Pilot Costs	**$**	**6,382,918**
ACT/Explore/Plan costs already incurred	$	(328,500)
Net Pilot Costs	**$**	**6,054,418**

From: Flanagan, Mike (MDE)
Sent: Monday, June 18, 2012 10:25 AM
To: (MDE-ISD-Superintendents@listserv.michigan.gov); (MDE-LEA-SUPERINTENDENTS@LISTSERV.MICHIGAN.GOV); Principals (MDE-LEA-Principals@listserv.michigan.gov); (MDE-PSA-DIRECTORS@LISTSERV.MICHIGAN.GOV)
Cc: Barbara Markle; Bill Miller; Brad Biladeau; Brian Broderick; Dan Quisenberry; David Hecker; David Martell; David Randels; Edward Blews, Jr.; Flanagan, Mike (MDE); Gerald Peregord; Gretchen Dziasdosz; Jamey Fitzpatrick; Kathy Hayes; Michael Boulus; Michael Hansen; Ray Telman; Sandra York; Steven Cook; Wendy Zdeb-Roper; William Mayes
Subject: TIME SENSITIVE request for help for the Michigan Council for Educator Effectiveness
Importance: High

Friends,

I have been asked to forward the request below, and the attached application, from Deborah Loewenberg Ball (Dean at U of M), Chair of the Michigan Council for Educator Effectiveness. I fully support the work of the Council and encourage you to consider becoming a pilot district for its work. This will be an important component in moving Michigan schools forward and ensuring we have the highest quality teachers and evaluation instruments in our schools. m

Mike Flanagan
State Superintendent of Public Instruction
Michigan Department of Education
Follow me on Twitter: www.twitter.com/SuptFlanagan

Supporting achievement for EVERY student through a Proficiency-Based system of education.

Educator Effectiveness (MCEE) is requesting applications from districts interested in participating in the pilot study of educator evaluation in 2012-13. The attached document provides an explanation of the pilot study and outlines the benefits to districts that participate as well as the requirements that will be involved. Applications are due by Friday, June 29, 2012.

The members of the MCEE unanimously support this pilot and we hope that you will consider applying to be selected to participate next year. This is very important work on behalf of the state of Michigan, and will help to ensure that the MCEE makes the best possible recommendations. It is also an opportunity to learn about several key elements of educator evaluation, from issues involved in observation of instruction to ways to calculate students' growth fairly and accurately.

If you have any questions, please contact Cori Mehan (cfmehan@umich.edu or 901.488.4548), project manager for the MCEE.

Thank you for considering applying to this important initiative.

Sincerely,

Deborah Loewenberg Ball
Chair, Michigan Council for Educator Effectiveness (MCEE)

Michigan Council for Educator Effectiveness

Request for Applications for Participation in the Michigan Council for Educator Effectiveness (MCEE) Pilot Study of Educator Effectiveness Tools

The **Michigan Council for Educator Effectiveness (MCEE)** seeks applications from Michigan school districts to participate in a pilot study of approaches to educator evaluation during the 2012–13 school year.

Pending appropriations from the Michigan legislature to fund the pilot, the MCEE will select approximately 12 districts to participate in the pilot. Districts may apply to participate in the pilot regardless of the degree of development and implementation of their own educator evaluation systems. Participating districts may choose to apply to participate at the elementary, middle, or secondary school levels, or at all levels; however, preference will be given to districts that apply to participate at all levels. MCEE will make its selection of districts based on geographic location, demographics, and size in order to make the study as representative as possible of Michigan school systems.

The pilot study will be structured as a set of activities and research projects managed and executed by an external university-based research partner under the direction of the MCEE. Districts in the pilot will be expected to cooperate with the external organization to assure the quality of the pilot study. This will include the submission of administrator, teacher, and student data, as well as teacher and school administrator surveys, videos, and interviews. All submitted data will be treated with complete confidentiality in accordance with standards of all applicable institutional review boards. The results of this pilot study will inform the final recommendations of the MCEE regarding a statewide educator evaluation system. An application form is attached.

Benefits of and Requirements for Participation in the Pilot

Classroom Observations

- Training will be provided for school administrators and other school professionals on one of the classroom observation frameworks selected by MCEE for the pilot (e.g., Framework for Teaching; Marzano Observational Protocol; 5 Dimensions of Teaching and Learning; Thoughtful Classroom; TAP).
- Trained external observers will carry out observations simultaneously with school administrators and other school professionals.
- Participants will conduct classroom observations as required by the framework being piloted, including number, type, and length of observations and pre- and post-observation conferencing.

Assessments

- Pretesting of all students will take place in September 2012.
- Training of proctors as needed for ACT test administration will be provided.
- Pre- and post-administration of the ACT suite of college-readiness indicator tests will be provided, including:
  - EXPLORE (for grades 7–9)
  - PLAN (for grade 10)
  - ACT (for grades 11 and 12)
- Pre- midyear- and post-administration of a computer adaptive test (CAT) in at least reading and mathematics in grades K–6 will be provided.
- Sufficient access to computers is a requirement for participation.

Growth/Value Added Measures

The following growth/value added measures will be calculated by the independent organization and provided to districts:

- Individual student growth measures based on the EXPLORE/PLAN/ACT results.
- Individual student growth measures based on the CAT results.
- Value Added Modeling (VAM), tying student growth data to individual teachers run on the MEAP, MME, MI-Access, EXPLORE/PLAN/ACT, and the CATs.

Scoring of Educator Effectiveness

Participating districts will be required to determine ratings for teachers, based on data collected in the pilot.

Assessing Student Growth in a Non-Core Subject

Participating districts will be asked to develop a student growth tool in at least one non-core subject, such as music, physical education, or the arts, in at least one grade level as part of the pilot study.

Administrator Evaluation

Participating districts will also take part in the pilot of the administrator evaluation tool during the winter and spring of 2013.

Michigan Council for Educator Effectiveness • ph: 901.488.4548 • fax: 734.764.3473 • cfmehan@umich.edu
610 East University Avenue, Suite 1110 • Ann Arbor, MI 48109-1259

MCEE Michigan Council for **Educator Effectiveness**

Application for Participation in the Michigan Council for Educator Effectiveness (MCEE) **Pilot Study of Educator Effectiveness Tools**

District name: _____ District code: _____

Your name: _____ Phone: _____ Email: _____

Number of school buildings by grade configuration:

Elementary	Middle/Junior High	High School

Number of teachers by grade level:

K	1	2	3	4	5	6–8	9–12

Number of students in each grade level:

K	1	2	3	4	5	6	7	8	9	10	11	12

Describe what is currently in place for educator evaluations in your district:
Please include copies of your current observation tool and administrator evaluation system as attachments when you submit this form.

Describe the people who are currently responsible for educator evaluations in your district. Include the number per building and their roles (e.g., superintendent, principal, assistant principal, lead teacher, etc.):

List the current student achievement assessments currently in use in your district:

Explain how growth is currently incorporated into educator evaluations and the measures that are used:

Save this document, then send completed form and required attachments to **Cori Mehan**, MCEE project manager, **cfmehan@umich.edu**.

Deadline: June 29, 2012

Michigan Council for Educator Effectiveness • ph: 901.488.4548 • fax: 734.764.3473 • cfmehan@umich.edu
610 East University Avenue, Suite 1110 • Ann Arbor, MI 48109-1259

Elimination of Burdensome Reports - Completed
December 2011

Attachment 12.A

Burdensome Law or Reports	Form ID	Statute/Rule	ACTION	MDE Comments
Special Education Actual Cost	SE-4096	MCL 388.1651	**DONE**	In an effort to avoid duplication, this will be an electronic submission in FID for school year 2011-2012.
Special Ed. Transportation Expenditures	SE-4094	MCL 388.1658	**DONE**	In an effort to avoid duplication, this was moved to FID in 2007.
3WIN - Special Education Child Count Collection	3WIN		**DONE**	In an effort to avoid duplication, the Fall 2011 Count Day was changed in the School Aid Act to consolidate the collection of data.
Supplemental Nutrition Eligibility (Direct Certification)		MCL 388.1631a	**DONE**	Have made positive changes and included this in the Fall consolidation. Also, the federal government has indicated that direct certification is the process they are using and will not be changing this. It would be advantageous to school districts if more complied with the move to direct certification.
Supplemental Nutrition Eligibility		MCL 388.1631a	**DONE**	In an effort to avoid duplication, this was consolidated into the Fall Count Day data collection. Also, the data is a good measure and is used to receive over $700 million in federal funding.
At-Risk Pupil Free and Reduced Meals Count	FS-4731-C	MCL 380.1631a	**DONE**	In an effort to avoid duplication, this report was consolidated into the Fall Count Day data collection.
State Report for information of Suspended/Expelled Handicapped Pupils			**DONE**	Suspensions and expulsions for students with disabilities are already collected in the MSDS. The data collected is required by the federal government.

Burdensome Law or Reports	Form ID	Statute/Rule	ACTION	MDE Comments
Early Roster: New students and Building Change Assignments - ONLY. Certified by August 31, 2011			**DONE**	This is a key report for all Fall assessments and it replaces pre-ID process handled in the assessment application. This report greatly reduces workload for local assessment coordinators to pre-ID students by having pupil accounting do this report, and helps MDE control print quantities and materials costs for the testing programs. This direct certification process is a one-stop (tell the state once, use the data many times) approach compared to the past.
NEW for 2011-2012 **Completion of the School Data Profile/Analysis** is required on SOP/A the Advanc-ED website. Submittal Allowed Date: April 1, 2010, Due Date: September 1, 2011.	SOP/A		**DONE**	The reporting requirement is much easier as it is now in an electronic format. In addition, unnecessary and outdated reporting requirements were removed. This is part of the state and federal requirements that the school complete a comprehensive needs assessment. This is the school data section.
Student Record Maintenance: Summer Graduates prior to August 31and Exit Status changes for Cohort class of 2011 for GAD - AS OF DATE PRIOR TO 9/1/11. Certified by September 28, 2011.	SRM		**DONE**	Reporting is OPTIONAL and has been consolidated into the Fall data collection.
Final Performance Report for ARRA Education: Due October 30, 2011			**DONE**	It will continue for an additional year after ARRA funding runs out.

Elimination of Burdensome Reports - Completed
December 2011

Attachment 12.A

Burdensome Law or Reports	Form ID	Statute/Rule	ACTION	MDE Comments
The Final Performance Report for 2010-2011: Is due at this time if all of the funds have been expended. If there are funds remaining after the 2010-11 school year, they may be 2010-2011 Education used through September 30, 2012 and the Final Performance Report would be due Date: October 30, 2011.			**DONE**	This is a final report that is not required after the October 2011 reporting date.
Basic Instructional Materials		388.1766c	**DONE**	This section was repealed by 2011 PA 62, effective 10/1/11.
Biennial Report to the Legislature on alternate methods of distributing GSRP funds.		388.164	**DONE**	Eliminated in the FY 2012 School Aid Act.
Great Parents, Great Start - Legislative report summarizing the data collection reports used for Department of Human Services (DHS) for Temporary Assistance to Needy Families (TANF) Maintenance of Effort. Due December 1.		MCL 388.1632j(5)(c)	**DONE**	Reporting requirement was eliminated as part of the School Aid Act. This TANF report is now filed by DHS.
Readiness Assistance Report - Legislative report on review of Great Start Readiness Program funding distribution. Due biennially.		MCL 388.1640	**DONE**	This was eliminated as part of FY 2012 School Aid Budget. MDE reviews all funding every year in its recommendations for the budget. This report is a duplication of effort.
Dashboard - Best Practices		PA 62 of 2011 - Section 22f	**DONE - Best Practices**	MDE has created a dashboard that school districts may use. This will save districts valuable time and money and allow them to easily attain one of the 4 best practices required to receive the additional $100 per pupil in the 2011-2012 School Aid Budget.

Burdensome Law or Reports	Form ID	Statute/Rule	ACTION	MDE Comments
Service Consolidation Plan		388.1611d - portion	**DONE - Best Practices**	Section 22f of the School Aid budget included one-time grants for best practices. School districts will receive an additional $100 per pupil should they complete 4 of the 5 best practices. One of the best practices requires a district to enter into a consolidation plan or continue with an established plan with MDE.
Student Record Maintenance for Enrollees and Exited students to update for Assessment Information- Students pulled from 2/9/11to 3/31/11ONLY. Certified by March 31, 2011.	SRM		**DONE (LATER)**	The Office of Career and Technical Education requires this data even if the assessment portion is fixed. It is important to note that when testing moves to the Spring in 2014-15, this will assist in the consolidation of the reporting requirements.
Section 1512 reporting is specific to ARRA Districts use the Michigan Electronic Grants System (MEGS) to complete the report programs and Education Jobs Funds. **Due Dates**: April 5, 2011. July 5, 2011, October 5, 2011.	Quarterly Section 1512 Reporting		**DONE (LATER)**	It will continue for an additional year after ARRA funding runs out. This is used to track Education jobs and SIG.
School Improvement: Requires all schools to submit school improvement plans.			**DONE: Currently working on consolidating the information and streamlining the process.**	CEPI and MDE are already working to address this matter by putting in place a process to prepopulate data already submitted by school districts. Additional recommendations will be completed by mid-October that should further reduce the time required to complete the school improvement plans.

Elimination of Burdensome Reports - Completed
December 2011

Attachment 12.A

Burdensome Law or Reports	Form ID	Statute/Rule	ACTION	MDE Comments
MSDS General Collection	MSDS	MCL 388.1607	**DONE - Currently working to address this.**	CEPI and MDE are already working to address this matter. There are two validation reports available in the application - both summary and detail. These can be printed and reviewed and provide the details on the submission errors.
CEPI - Early Childhood	MSDS	MCL 388.1632d	**LATER**	This is part of the Block Grant discussion. As part of the Governor's Executive Order, the Office of Great Start working on a report due in Jan. 2012.
Early Childhood Collection: Count Day is February 9, 2011 and Certified by February 23, 2011.	ECHO		**LATER**	This is part of the Block Grant discussion. As part of the Governor's Executive Order, the Office of Great Start is working on a report due in Jan. 2012.
District Process Rubrics or District SAR will be completed on the Advanc-ED website Report Opens: December 13, 2010 and Report Due: April1, 2011. Report Opens: December 13, 2010 Report Due: April1, 2011.	DPR or District SAR		**LATER - MDE is currently working on streamlining this.**	MDE is currently working on this. This is a self report but some federal requirements would have to be removed to assist in the streamlining. Potential need for a Resolution to Congress.
SPR 40/90 or SA: Report Opens: December 13, 2010 and Report Due: March 11, 2011.			**LATER - MDE is currently working on streamlining this.**	MDE is currently working on this. This is a self report that is part of the ED Yes!
Voc-Ed Report	VE-4044		**DONE**	This was a federal grant reporting requirement that has been merged with another form.

Elimination of Burdensome Reports - Completed
December 2011

Attachment 12.A

Burdensome Law or Reports	Form ID	Statute/Rule	ACTION	MDE Comments
Bus Route Certification	DS-4159		**DONE**	This report was absorbed into the SE-4159 bus ridership form required in the transportation administrative rules to count the rides on the pupil count day. The data is used to split costs between regular education and special education for the court ordered payment under the Durant I decision.
CTE Course Offerings	4001-C		**DONE**	This was a report used for the State School Aid Act reporting, but it has been eliminated.
Advanced Certificate Renewal	TE-4920		**DONE**	It isn't a report, rather an individual application for teaching certification. This application form is no longer used since all teaching certificates are issued and renewed through the Michigan Online Educator Certification System (MOECS).

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Interim Federal Expenditure: Early On			**RESOLUTION TO CONGRESS**	MDE only asks for the minimum federal requirement. This is for 3 grants and the grants are for two years each. Yes, the information is quite detailed, but the application is required should they want to receive the funding for the second year.
Certification of Constitutionally Protected Prayer		NCLB, Section 9525	**RESOLUTION TO CONGRESS**	This information isn't collected anywhere else.
Local Education Agency Planning Cycle Application: Planning Component of the Consolidated Application completed on the Advanc-ED website. Due Date for July 1, 2011 Obligation Date: TBD	LEAPCA		**RESOLUTION TO CONGRESS**	This is federally required in ESEA and contains information necessary to approve the use of funds for programs and services.
The Annual Education Report: Needs to be published on the district's and school's websites respectively with links to the Data for Student Success. Published on Website 15 Days Before the Start of the School Year.	AER		**RESOLUTION TO CONGRESS**	This is highly technical and specified in NCLB. It's been revamped recently but still a waste. Parents are sent a 26 page document to fill out and submit tot he district. The Annual Education Report is required under ESEA for all districts in states that receive Title I funds. The report must be published and all the fields are required.
State Schools for the Deaf and Blind as Public Schools Act		MCL 393.21, 393.51, 393.61	**STATE LEGISLATION - AMEND**	Update archaic language.
Michigan School for the Blind Act		1893 PA 123 - MCL 393.101 – 393.111	**STATE LEGISLATION - AMEND**	Update archaic language. If amended, repeal MSD Act.
Michigan School for the Deaf Act		1893 PA 116 - MCL 393.15 – 393.69	**STATE LEGISLATION - AMEND**	Update archaic language. If amended, repeal MSB Act.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
School for the Blind - State Board of Education Act		MCL 388.1008b	**STATE LEGISLATION - AMEND**	Authority was transferred from State Board of Education to the Superintendent of Public Instruction by Executive Order. Language should be updated. Reference to “state board” should be amended to “superintendent of public instruction. "Reference to "as authorized by the superintendent of the school for the blind" should be amended to "as authorized by the superintendent of public instruction. Reference to “school for the blind” should be amended to “students who are blind.”
Schools for the Deaf and Schools for the Blind - State Board of Education Act		MCL 388.1010(a)	**STATE LEGISLATION - AMEND**	Update language: Authority was transferred to the Department of Human Services by Executive Order. Reference to "Michigan school for the deaf” and “Michigan school for the blind” should be amended to “schools for the deaf and blind.” Delete reference to “Michigan rehabilitation institute for veterans and disabled adults at Pine Lake.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Right to enroll in Kindergarten in the second semester if a district has semiannual promotions.		MCL 380.1147(2)	**STATE LEGISLATION - AMEND**	**Delete this sentence:** In a school district which has semiannual promotions, a child, resident of the district, is entitled to enroll in kindergarten for the second semester if the child is at least 5 years of age on March 1 of the year of enrollment. **Rationale:** The provision is obsolete as no district currently offers semiannual promotions, which means that each grade, K-12, is divided into a beginning and advanced section, and all children are promoted every semester. There is literature back to the 1950s about eliminating the semiannual option.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
ECIC report on Great Start Collaborative Grants.		MCL 388.1632b(4)	**STATE LEGISLATION - AMEND**	MDE is responsible for submitting ECIC's report. Amend to allow ECIC to submit the report directly. When MDE submits the report, it must be approved on many levels and then be reported to the State Board of Education. ECIC has its own oversight Board. Change as indicated: Not later than December 1 of each fiscal year, for the grants awarded under this section for the immediately preceding fiscal year, the ECIC shall provide to the house and senate appropriations subcommittees on state school aid, the state budget director, and the house and senate fiscal agencies a report detailing the amount of each grant awarded under this section, the grant recipients, the activities funded by each grant under this section, and an analysis of each grant recipient's success in addressing the development of a comprehensive system of early childhood services and supports.
Conviction Report of Teachers - Legislative report on actions affecting a person's teaching certificate during the preceding quarter. Due quarterly.		MCL 380.1535a(12)	**STATE LEGISLATION - AMEND**	Amend language to require this report **annually** instead of quarterly.
Conviction Report of Administrators - Legislative report on actions taken affecting a person's state board approval during the preceding quarter. Due quarterly.		MCL 380.1539b(12) -	**STATE LEGISLATION - AMEND**	Amend language to combine this report with the teacher conviction report and require **annually** instead of quarterly.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
ISD Maps		MCL 380.626	**STATE LEGISLATION - AMEND**	MDE does not collect ISD maps. If the maps are necessary, then this should be amended to require the ISDs to maintain the maps.
Auxiliary Services		MCL 380.1296 R 340.291 - R 340.295	**STATE LEGISLATION - ELIMINATE AND RESCIND RULE**	This section and the rules are duplicative of federal requirements in IDEA. The rules and law impose lower standards for special education services than the federal requirement and are rendered moot. In fact, Sec. 380.1296 creates many funding problems and confusion that leads to consistent noncompliance with the federal law. It is recommended that Section 1296 be repealed and the rules be rescinded.
Special Education Programs and Services		MCL 380.1711(1)(a)	**STATE LEGISLATION- AMEND**	MCL 380.1711(1)(a) should be amended to stike the language that says "develop the maximum potential" from the subsection and replace it with "meet the individual needs". This would align the language with IDEA and Michigan rules.
Certification of Eye Protective Devices		MCL 380.1288 - R 340.1301 - R 340.1305	**STATE LEGISLATION- AMEND OR RESCIND RULES**	Amend 380.1288 reference to National Standards Institute Guidelines are obsolete. Rules governing Eye Protective Devices requires reporting to ISD under R 340.1305. This reporting was added to MEGS several years ago. This rule should be amended or rescinded. Also, Executive Order 1996-12 transferred rule making authority from the State Board of Education to the Superintendent of Public Instruction.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Calendar/Clock Hour Monitoring to each Supterintedent	DS-4168 B	MCL 388.1701(6)	**STATE LEGISLATION-ELIMINATE REPORT**	School Aid Act currently requires reports of planned and actual hours. MDE is seeking elimination of **planned hours** report. MDE is working with CEPI on the electronic reporting of actual hours to streamline the process.
Special Education Scholarships Act		1966 PA 156, MCL 388.1051 – 388.1055	**STATE LEGISLATION-REPEAL ACT**	Obsolete. No longer funded. Provided state scholarships for students in the field of special education.
School Aid Act - Specific Years		1964 PA 230 - MCL 388.671 – 388.674	**STATE LEGISLATION-REPEAL ACT**	Obsolete. School Aid for school years 1961-62, 1962-63 and 1963-64.
Federal Funds for Educational Television Act		1966 PA 153 - MCL 388.1041 – 388.1045	**STATE LEGISLATION-REPEAL ACT**	Obsolete. No longer funded. Authorizes SBE to accept federal funds under the federal Television Broadcasting Facilities Act of 1962 and Title VII of the National Defense Education Act of 1958.
Emergency Financial Assistance for Certain School Districts Act		1966 PA 153 - MCL 388.1041 – 388.1045	**STATE LEGISLATION-REPEAL ACT**	Obsolete. Expired June 30, 1994. Provided for emergency financial assistance for certain school districts.
Teaching Civics and Political Science Act		1931 PA 205 - MCL 388.371 – 388.372	**STATE LEGISLATION-REPEAL ACT**	Outdated. New graduation requirements under 380.1278a and 380.1278b and civics requirement under 380.1166. Requires teaching of civics and political science.
Education for the Gifted and/or Academically Talented Act		1974 PA 299 - MCL 388.1091 – 388.1094	**STATE LEGISLATION-REPEAL ACT**	Obsolete. Commission completed recommendations December 1975. Created state advisory commission for the gifted and/or academically talented.
Federal and State Aid to Vocational Education		1919 PA 149 MCL 395.1-395.10	**STATE LEGISLATION-REPEAL ACT**	Obsolete
Vocational Education; Transfer of Powers and Duties		1964 PA 28 MCL 395.21	**STATE LEGISLATION-REPEAL ACT**	Obsolete

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Federal Funds for Vocational Education		1964 PA 44 MCL 395.31 – 395.34	**STATE LEGISLATION-ELIMINATE**	Obsolete
Federal Funds for Vocational Education		1966 PA 59 MCL 395-41-395.42	**STATE LEGISLATION-REPEAL ACT**	Obsolete
Federal Funds for Vocational Education		1966 PA 198 MCL 395.71-395.73	**STATE LEGISLATION-REPEAL ACT**	Obsolete
Demonstration Educational and Work Experience Programs Act		1964 PA 238 - MCL 395.171 – 395.175	**STATE LEGISLATION-REPEAL ACT**	Obsolete. No longer funded. Rules were rescinded 1-12-96. Demonstration educational and work experience programs through a special job training program for unemployed, out of work and school dropouts. Demonstration educational and work experience programs through a special job training program for unemployed, out of work and school dropouts.
Strict Discipline Academy Report - Legislative report that evaluates strict district academies. Due annually.		MCL 380.1311c	**STATE LEGISLATION-ELIMINATE**	The state does not fund personnel to support strict discipline academies. There are no funds or staff to generate the report that is due annually.
ISD Report on Consolidation of Services		MCL 380.761	**STATE LEGISLATION-ELIMINATE**	This was a one-time report that was completed and submitted to the Legislature.
Labor Day Restrictions for School Year Start.		MCL 380.1284b	**STATE LEGISLATION-ELIMINATE**	This is binding and restrictive of local control, and contrary to goal of increasing student learning in seat-time models of instruction. Additionally, there is no funding for the waiver process through the Department for districts requesting flexibility around that start time.
Report on School Safety		MCL 380.1310a	**STATE LEGISLATION-ELIMINATE**	Consider eliminating as this report required of local districts provides no useable data.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Report on Delinquent Audits		MCL 388.1618(4)(h)	**STATE LEGISLATION-ELIMINATE**	This report is completed every year, but MDE has yet to receive any questions or feedback on the report.
Out-of-state travel - Legislative report that includes all out-of-state travel by classified and unclassified employees. Due January 1.		MDE Boilerplate .214(2)	**STATE LEGISLATION-ELIMINATE**	This information is available through another source (MAIN). The report is a duplication of effort and not necessary.
Pupil Membership Fraud - Legislative report on the scope of and proposed solutions to pupil membership fraud and the incidence of students counted in a district and not remaining in that district for the balance of the school year. Due not later than 60 after audited membership counts are received.		MDE Boilerplate 0.225	**STATE LEGISLATION-ELIMINATE**	The ISD auditors have not received training and are not qualified to label pupil accounting errors as fraud. MDE does not have staff to investigate reported fraud. This is a law enforcement function. There are many legitimate reasons for pupils leaving a district such as moving, graduating, dropping out and dying. Pupil counts have generally been declining and MDE staff does not consider it a cost effective use of resources to develop a new system to capture this information.
Cyber Schools/Seat-Time Waiver Report - Legislative report on the districts, pupils, and costs involved in online education programs operated as either a cyber school or under seat time waivers. Due March 1, 2011.		MDE Boilerplate 0.903	**STATE LEGISLATION-ELIMINATE**	This was a one-time report. The purpose of this report was to identify the successes and challenges in online learning and the cost.
Federal Grant Revenue Report - Legislative report of estimates of federal grant revenues realized and expected for the remainder of the fiscal year. Due before December 1 and June 1.		MCL 18.1384(3)	**STATE LEGISLATION-ELIMINATE**	This report has not been done since 2005. When requested, the information can be pulled from another source (MAIN).

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Settlement or Consent Judgment Report - Legislative Report on final judgments and settlements against MDE. Due December 1.		MCL 18.1396(3)	**STATE LEGISLATION-ELIMINATE**	This report is duplicative and already included in the year-end closing schedule.
Indirect Cost Rate Report - Legislative report on indirect cost rate and percentage to MDE.		MCL 18.1460(1)	**STATE LEGISLATION-ELIMINATE**	There is no due date and the information changes frequently and would require constant updating.
Audit Recommendation Plan - Legislative report on Department's plan to comply with audit recommendations. Due within 60 days after final audit is released.		MCL 18.1462	**STATE LEGISLATION-ELIMINATE**	This has become obsolete. Audit responses and corrective action plans are now incorporated into the published audit reports. This legislative reporting requirement predates this practice. Although DTMB would like the opportunity to review MDE's progress, this reporting requirement comes when staff is generally still implementing the recommendations. Other recipients of this report have not shown an interest in this report in the last 20 years. Deleting this requirement does not prevent DTMB internal auditors from following up on corrective actions.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Biennial Internal Control Evaluation (BICE) - Legislative report on the evaluation of the internal accounting and administrative control system. Due biennially.		MCL 18.1485(4)	**STATE LEGISLATION-ELIMINATE**	This process has generally not been an effective means of disclosing material internal control weaknesses. It has required hundreds, if not thousands, of hours of staff time. Since the inception of the BICE, the Auditor general has significantly increased it's audit coverage (as reflected in its fees) and does a much more thorough review of internal controls than Department staff can. Further, the recent centralization of the internal audit function, within the State Budget Office, has transferred much of the manpower and expertise formerly used to organize this labor intensive process. This process has had 20+ years to show results and has not done so. It is not cost beneficial.
School Improvement Plan Review Report - Legislative report on the review of a random sampling of school improvement plans. Due annually.		MCL 380.1277(4)	**STATE LEGISLATION-ELIMINATE**	School Improvement Plans can vary from district to district and school to school. Last year was the first year in over 20 years that the common plan template has been available for all Federal Title I schools. The template is not mineable and, therefore, the ability to mine the data for the information requested for the report is dependent upon staff time to read a selection of reports and determine generalized activities. The report has never been funded by the state legislature and there is no general fund available for staff time.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Accreditation Report - Legislative report on the evaluation of the school accreditation system and the status of schools. Due annually.		MCL 380.1280(14)	**STATE LEGISLATION-ELIMINATE**	School report cards are currently posted on the Department's website and include everything required for the Annual Accreditation Report except the recommendations to the legislature to help all schools reach accreditation. This report is a duplication of effort and not necessary.
State Board Report - Legislative report on the State Board's operations and recommendations including an itemized statement of receipts and expenditures for the preceding fiscal year, and advise as to the financial requirements of all public education, including higher education. Due biennially.		MCL 388.1011	**STATE LEGISLATION-ELIMINATE**	Duplicative of boilerplate.
Federal Funds for Education - Legislative report on projects that include federal funds accepted to conduct research, surveys and demonstrations in education and to strengthen and improve education policy and educational opportunities in elementary and secondary education. Due April 1.		MCL 388.1033	**STATE LEGISLATION-ELIMINATE**	Duplicative of boilerplate.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Online Financial Data - Financial data information shall be available online to districts and intermediate districts, and shall include per-pupil amounts spent on instruction and instructional support service functions, and indicate how much of those cost were attributable to salaries. Due November 15.		MCL 388.1618(5)	**STATE LEGISLATION-ELIMINATE**	Information is already a part of the annual Bulletin 1011 published by MDE. Some of that some data reporting was added as part of the budget transparency reporting under MCL 388.1618(2) making the language in MCL 388.1618(5) a redundant reporting request.
Community Based Collaborative Prevention - Legislative report of outcomes achieved by the providers of the community-based collaborative prevention services. Due January 30.		MCL 388.1632c(4)	**STATE LEGISLATION-ELIMINATE**	The line item has been eliminated from the budget.
Cost Study Report - Legislative report of a study on the actual costs of providing distance learning or alternative instructional delivery. A school of excellence, the Michigan Virtual University and a school that receives a seat time waiver shall submit MDE any data requested by MDE for the purposes of this study.		MCL 388.1701(12)	**STATE LEGISLATION-ELIMINATE**	This is a one time report and should be eliminated. The potential for Adair funding implications should be noted.
Michigan Merit Exam - Not later than July 1, 2008, MDE shall identify specific high school content expectations to be taught before and after the middle of grade 11 (and therefore eligible to be included on the MME).		MCL 388.1704b(10) - MCL 380.1279g(10)	**STATE LEGISLATION-ELIMINATE**	Reporting responsibility ended July 1, 2008. Also, the MME is in both the Revised School Code and the School Aid Budget. Recommend repealing in the School Aid Act.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Annual Report of the State Librarian - This is an annual report to the Governor and Legislature regarding library operations and on the progress made in automating those operations.		MCL 397.21	**STATE LEGISLATION-ELIMINATE**	This report is no longer needed and the original intent for the report is out of date. The MDE can obtain the information from the Library of Michigan as needed.
State Assessment to High School Pupils		MCL 380.1279	**STATE LEGISLATION-ELIMINATE**	Obsolete. Replaced by the Michigan Merit Exam under 380.1704b and 380.1279g. Similar language was repealed by 2009 PA 121.
Personality Tests		MCL 380.1172 - R 340.1101 - R 340.1107	**STATE LEGISLATION-ELIMINATE AND RESCIND RULES**	If a local district wishes to administer personality tests, they may do so in conjunction with an institute of higher education (IHE). The IHE will work to make sure confidentiality and other requirements are met. Since local district shave this option this rule is not needed. It is recommended that 380.1172(1) be repealed and R 340.1101-R 340.1107 be rescinded. Note: Executive Order 1996-12 transferred authority from the State Board of Education to the Superintendent of Public Instruction under MCL 388.993 and 388.994.
Conviction Comparison Report - Until July 1, 2008, the Department shall report a comparison of the list of registered educational personnel with conviction information from the State Police.		MCL 380.1539b(15) - MCL 380.1230d(7) - MCL 380.1535a(15)	**STATE LEGISLATION-ELIMINATE EXPIRED REPORTING PROVISION**	Reporting responsibility ended July 1, 2008. No longer required. Eliminate expired reporting provision.

Burdensome Law or Report	Form ID	Statute/Rule	ACTION	Rationale for Action
Education of Pregnant Students		R 340.1121 - R340.1124	**STATE LEGISLATION- AMEND AND RESCIND RULES**	The rules are outdated and should be updated or rescinded if determined to be in non-compliance with federal regulations under Title IX regarding pregnant students. R 340.1123 and R 380.1124 are related to alternative programs for pregnant students are obsolete. Note: Executive Order 1996-12 transferred authority from the State Board of Education to the Superintendent of Public Instruction under MCL 388.993 and 388.994.

New, More Rigorous Performance Expectations on Michigan's State Assessments

In Spring of 2011, the Michigan State Board of Education authorized the Michigan Department of Education to conduct a study linking proficiency cut scores on its high school assessment (the Michigan Merit Examination) to readiness for college or technical job training at two- and four-year colleges, and linking proficiency cut scores on its elementary/middle school assessment (the Michigan Educational Assessment Program) to being on track to career and college readiness in high school. That study was conducted over the summer of 2011 and the new career and college ready cut scores were adopted by the State Board of Education in the fall of 2011.

This was a bold and courageous move on the part of the Michigan State Board of Education and Michigan Department of Education in that the proficiency cut scores increased dramatically in rigor, resulting in substantially lower percentages of students being considered proficient. The seriousness of the impact and the level of commitment to career and college readiness in Michigan can be seen in the impact data shown below. The impact data describe in each grade level and content area the percentage of students who were considered proficient based on the previous cut scores and the percentage of students who would have been considered proficient had the new cut scores been in place in the 2010-2011 school year. Figure 1 shows the impact for Mathematics, Figure 2 for Reading, Figure 3 for Science, and Figure 4 for Social Studies.

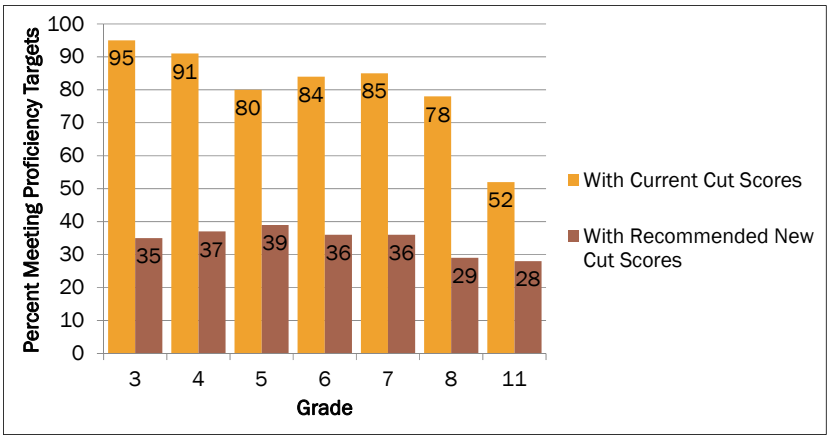


Figure 1. Impact of new cut scores on statewide percents proficient in mathematics.

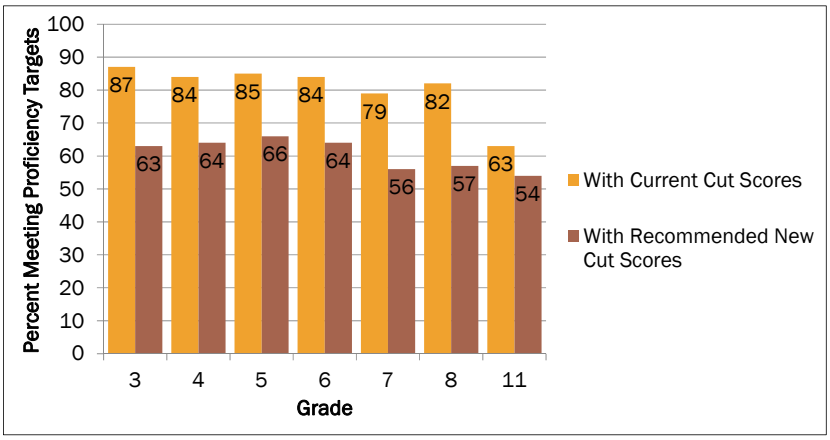


Figure 2. Impact of new cut scores on statewide percents proficient in reading.

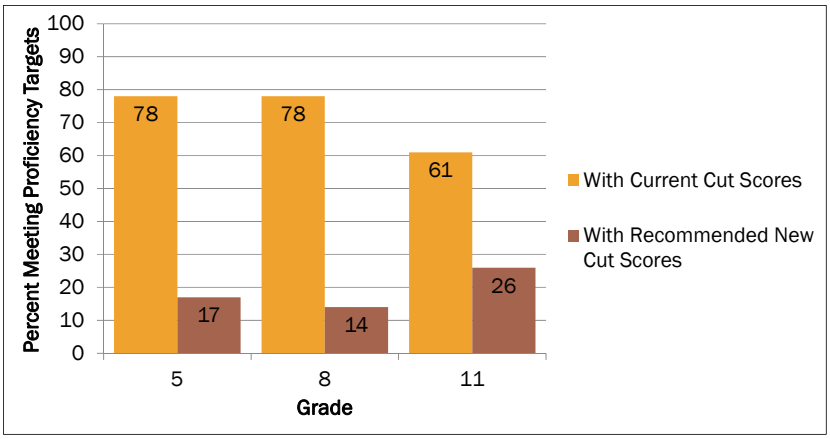


Figure 3. Impact of new cut scores on statewide percents proficient in science.

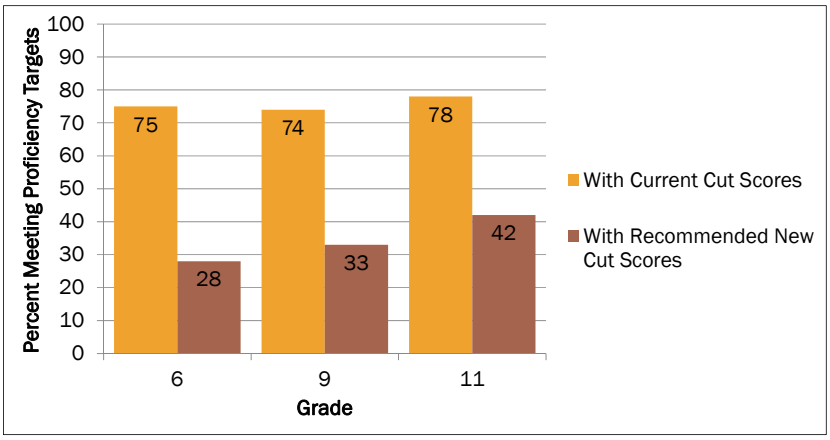


Figure 4. Impact of new cut scores on statewide percents proficient in social studies.

As can be seen from Figures 1 through 4, the rigor of performance expectations on Michigan's standardized assessments has increased dramatically.

Description of the Study Performed to Identify New Cut Scores

Purpose

The purpose of this study was to identify three new sets of cut scores on the Michigan Educational Assessment Program (MEAP) and the Michigan Merit Examination (MME). The first set of cut scores is to represent being on track to succeed in a postsecondary educational experience (for MME) and being on track to success in the next grade level tested (for MEAP). The second set of cut scores is to represent being advanced beyond being on track to succeed in the next level of education. The final set of cut scores is to represent a level of achievement below being on track to succeed in the next level of education.

Three types of links needed to be made in order to identify cut scores. The first is to link 11th grade MME scores to freshman college grades to identify cut scores on the MME. The second is to link MME scores to MEAP scores to identify cut scores on one or more grades of the MEAP. The third is to link MEAP scores in one grade to MEAP scores in another grade to identify cut scores on one the remaining grades of the MEAP.

Methods

Three different methodologies were used in identifying the cut scores. Logistic Regression (LR) and Signal Detection Theory (SDT) were used to link 11th grade MME scores to freshman college grades. LR, SDT, and Equipercentile Cohort Matching (ECM) were used to link MEAP score to MME and to link MEAP scores in one grade to MEAP scores in other grades.

The LR model used in this study takes the form

$$P(success) = \frac{1}{1 + e^{(-\beta_0 - \beta_1 x)}}$$

where

success	is defined as a B or better in college, as proficiency on the MME, or as proficiency on the MEAP;
$P(success)$	is the probability of success;
e	is the base of the natural logarithm;
β_0	is the intercept of the logistic regression;
β_1	is the slope of the logistic regression; and
x	is the MME or MEAP score being used to predict success.

The criterion used with the LR model is the score on the MEAP or MME that gives a 50% probability of success. For example, in identifying the MME cut score, it identified the MME score that gives a 50% probability of receiving a B or better on college.

The SDT model used in this study maximizes the rates of consistent classification from one grade to another. For example, in identifying the MME cut score, it identifies the MME score that maximizes the percentage of students who

- Received a B or better AND were considered proficient on the MME, or
- Received a B- or worse AND were considered not proficient on the MME.

For predicting success in a college class from an MME score, let X denote a score on the MME. The total sample of students is divided into four subsets, where

$A_{00}(X)$	is the number of students who score below X on the MME, and get a grade of below B in the college class (are unsuccessful).
$A_{01}(X)$	is the number of students who score below X on the MME, and get a grade of B or better in the college class (are successful).
$A_{10}(X)$	is the number of students who score at or above X on the MME, and get a grade of below B in the college class (are unsuccessful).
$A_{11}(X)$	is the number of students who score at or above X on the MME, and get a grade of B or better in the college class (are successful).

The method chooses a cut score X that maximizes $A_{00}(X) + A_{11}(X)$.

For the MEAP to MME targets, the formulation above works as well, with successful and unsuccessful being defined as scoring at or above the MME cuts core and scoring below the MME cut score, respectively. Specifically, the same parameterization can be applied when back mapping from a known cut score on the next highest grade assessed. For example, to predict success on the MME Mathematics from grade 8 MEAP Mathematics scores, the total sample of students is again divided into the four aforementioned subsets, but the model is parameterized as follows:

$A_{00}(X)$ is the number of students who score below X on the grade 8 MEAP, and score below the MME Mathematics cut score.
$A_{01}(X)$ is the number of students who score below X on the grade 8 MEAP, and score at or above the MME Mathematics cut score.
$A_{10}(X)$ is the number of students who score at or above X on the grade 8 MEAP, and score below the MME Mathematics cut score.
$A_{11}(X)$ is the number of students who score at or above X on the grade 8 MEAP, and score at or above the MME Mathematics cut score.

Note that under mild monotonicity assumptions, this method is equivalent to choosing the score point such that the conditional probability of exceeding the cut score equals .5. To the extent that the assumption holds, LR and SDT should derive similar solutions. Finally, the SDT analyses were run using smoothed distributions of student scores for both MEAP and MME to avoid any effects of jaggedness of either distribution on the results.

After identifying the cut score for proficiency on the MME, the cut scores were then mapped backward onto the MEAP to achieve the same type of results (meaning that the known outcome was then proficiency on the MME and the unknown outcome was proficiency on the MEAP).

Because both LR and SDT are subject to regression effects, it was important to address these effects by having the minimum number of links in defining each grade level's cut score. By linking each grade to the grade just previous to it, there would be seven links for the third grade cut score as shown here:

1. Linking grade 11 MME to college grades.
2. Linking grade 8 MEAP to grade 11 MME.
3. Linking grade 7 MEAP to grade 8 MEAP.
4. Linking grade 6 MEAP to grade 7 MEAP.
5. Linking grade 5 MEAP to grade 6 MEAP.
6. Linking grade 4 MEAP to grade 5 MEAP.
7. Linking grade 3 MEAP to grade 4 MEAP.

Instead, a different linking scheme was implemented which limited the maximum number of links created to identify any grade level's cut score to three. Table A1 shows the links for each grade and content area to demonstrate that the maximum number of links was three.

Because both LR and SDT are subject to regression away from the mean (meaning that they can inflate cut scores if they are above the mean, or deflate them if they are below the mean), the results of the LR and SDT models were carefully inspected to assure that any place in which there was evidence of regression effects, a different methodology was used.

Table A1. *Links in Tying Cut Scores on MME and MEAP to College Grades*.

Cut Score		
Content Area	**Grade**	**Links created**
Mathematics and Reading	3	#1. Grade 11 MME to College Grades #2. Grade 7 MEAP to Grade 11 MME #3. Grade 3 MEAP to Grade 7 MEAP
	4	#1. Grade 11 MME to College Grades #2. Grade 7 MEAP to Grade 11 MME #3. Grade 4 MEAP to Grade 7 MEAP
	5	#1. Grade 11 MME to College Grades #2. Grade 7 MEAP to Grade 11 MME #3. Grade 5 MEAP to Grade 7 MEAP
	6	#1. Grade 11 MME to College Grades #2. Grade 7 MEAP to Grade 11 MME #3. Grade 6 MEAP to Grade 7 MEAP
	7	#1. Grade 11 MME to College Grades #2. Grade 7 MEAP to Grade 11 MME
	8	#1. Grade 11 MME to College Grades #2. Grade 8 MEAP to Grade 11 MME
	11	#1. Grade 11 MME to College Grades
Science and Social Studies	5/6	#1. Grade 11 MME to College Grades #2. Grade 8/9 MEAP to Grade 11 MME #3. Grade 5/6 MEAP to Grade 8/9 MEAP
	8/9	#1. Grade 11 MME to College Grades #2. Grade 8/9 MEAP to Grade 11 MME
	11	#1. Grade 11 MME to College Grades

ECM was also used for the back-mapping from MME onto MEAP to check for regression effects. Because ECM is a symmetric methodology, it cannot display any regression effects, and can therefore serve as a check for regression effects in the other two methods. The way ECM was used to back-map cut scores onto MEAP was to:

- Take the cohorts that took both the MME and the highest grade level of the MEAP.
- Identify the percentage of the matched cohorts that were proficient on the MME.
- Identify the score on the MEAP that as the cut score gives the most similar percentage passing the MEAP.
- Take the cohorts that took both the highest grade level of the MEAP and the next grade level down.
- Identify the percentage of the matched cohorts that were proficient on the highest level of the MEAP.
- Identify the score on the next grade level down that as the cut score gives the most similar percentage passing the MEAP.
- Repeat the process with the next grade level down until reaching the lowest grade level of MEAP.

The reasons that three methods were used were the following:

- LR and SDT served as a validation of each other.
- ECM served as a check on regression effects.

The three methodologies have different aims. LR aims to identify the score that gives a fixed probability of success. SDT aims to maximize consistent classifications from one level to the next. ECM aims to identify cut scores across grade levels that are approximately equally rigorous in terms of impact. Although they have different aims, they should give similar results. Therefore, it is important to determine which results to use in what circumstances.

SDT was considered the preferred methodology because its aim was to maximize consistent classification from one level to the next (an inherently desirable outcome in that if a student is classified as proficient in one grade, they can be reasonably expected to be proficient in the next grade given typical education). Where SDT and LR were affected by regression effects, ECM was preferable in that it would produce non-inflated/deflated cut scores. Therefore, the results were inspected to determine whether SDT and/or LR were affected by regression effects. Where there was no evidence of regression effects, SDT results were used. Where there was evidence of regression effects, ECM results were used.

Several different analyses were carried out to identify the three sets of cut scores for MME, which were then back-mapped to MEAP. First, the partially proficient, proficient, and advanced cut scores were analyzed in terms of students receiving a C or better, B or better, and A or better, respectively. Second, the proficient and advanced cut scores were analyzed in terms of receiving a B or better in a 2-year or 4-year college, respectively. Finally, the partially proficient, proficient, and advanced cut scores were analyzed in terms of students having a $^{1}/_{3}$, $^{1}/_{2}$, and $^{2}/_{3}$ probability of receiving a B or better, respectively.

Data

The data used for this study included grades in first credit-bearing freshman courses in Michigan public two-year and four-year colleges and universities. The college courses used for the analysis of each MME content area were as given in Table A2. Note that Writing is not included in this analysis. This is because (1) the MEAP writing test was new in Fall 2011 and does not have the data necessary to map cut scores on the MEAP back from cut scores on the MME, (2) the MME writing cut score is already similar to the ACT writing college ready benchmark, and (3) the MEAP writing cut scores were already set to be consistent with the MME writing cut scores.

Table A1. *College Courses Used for the Analysis of each MME Content Area*.

MME Content Area	College Courses Used
Mathematics	College Algebra.
Reading	Courses identified by 4-year universities. Reading-heavy courses such as entry-level literature, history, philosophy, or psychology for 2-year universities.
Science	Courses identified by 4-year universities. Entry level biology, chemistry, physics, or geology for 2-year universities.
Social Studies	Courses identified by 4-year universities. Entry level history, geography, or economics for 2-year universities.

There were nine cohorts for which data were available to perform the study. They are those identified in Table A3. Cohort 1 is the only cohort for which college course grade data are available (where freshman year in college is listed as grade 13). Each cohort goes back to a minimum of grade 3 (since grade 3 is the lowest grade in which students were tested on MEAP). Each cohort goes back only to the 2005-06 (05-06) school year (since each MEAP test was new in the 2005-2006 school year).

Table A3. *Cohorts with Data Available for this Study*.

	Grade										
Cohort	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**
1	-	-	-	-	-	05-06	06-07	07-08	08-09	09-10	10-11
2	-	-	-	-	05-06	06-07	07-08	08-09	09-10	10-11	-
3	-	-	-	05-06	06-07	07-08	08-09	09-10	10-11	-	-
4	-	-	05-06	06-07	07-08	08-09	09-10	10-11	-	-	-
5	-	05-06	06-07	07-08	08-09	09-10	10-11	-	-	-	-
6	05-06	06-07	07-08	08-09	09-10	10-11	-	-	-	-	-
7	06-07	07-08	08-09	09-10	10-11	-	-	-	-	-	-
8	07-08	08-09	09-10	10-11	-	-	-	-	-	-	-
9	08-09	09-10	10-11	-	-	-	-	-	-	-	-
10	09-10	10-11	-	-	-	-	-	-	-	-	-

The links that had to be made using SDT and LR, and the data used to make those links are listed in Table A4 for mathematics and reading. A similar scheme was used for science and social studies. In Table A4, the data in bold are the data used to make the link between MME and college grades. The underlined data are the data used to make the link between MEAP and MME. The italicized data are the data used to make the link between different MEAP grades. With over 100,000 students per cohort, this is a very large set of data used to create the links. For the ECM method of backmapping, the data shaded in gray are the data used to create the links.

Table A4. *Links and Data Used to Make Links in Mathematics and Reading*.

	Grade										
Cohort	3	4	5	6	7	8	9	10	11	12	13
1	-	-	-	-	-	05-06	06-07	07-08	**08-09**	09-10	**10-11**
2	-	-	-	-	05-06	06-07	07-08	08-09	09-10	10-11	-
3	-	-	-	05-06	06-07	07-08	08-09	09-10	10-11	-	-
4	-	-	*05-06*	*06-07*	*07-08*	08-09	09-10	10-11	-	-	-
5	-	*05-06*	*06-07*	*07-08*	*08-09*	09-10	10-11	-	-	-	-
6	*05-06*	*06-07*	*07-08*	*08-09*	*09-10*	10-11	-	-	-	-	-
7	*06-07*	*07-08*	*08-09*	*09-10*	*10-11*	-	-	-	-	-	-
8	07-08	08-09	09-10	10-11	-	-	-	-	-	-	-
9	08-09	09-10	10-11	-	-	-	-	-	-	-	-
10	09-10	10-11	-	-	-	-	-	-	-	-	-

Results

The analyses using college grades of A, B, and C were not usable. The cut scores identified when using the criterion of A or better were in many cases so high that they were not measurable on the MEAP.

The cut scores identified when using the criterion of C or better were so low that they were in the range of scores attainable by chance.

The analyses using college grades of B or better from 2-year versus 4-year colleges were also unusable. While the 2-year college data resulted in slightly lower cut scores than 4-year college data, they were within measurement error of each other. Therefore, the final analyses used both 2-year and 4-year college data together. Therefore, the results using the criteria of probabilities of $^1/_3$, $^1/_2$, and $^2/_3$ were carried out and are the ones used to establish the recommended partially proficient, proficient, and advanced cut scores.

The results of the LR and SDT analyses were nearly identical in identifying cut scores on the MME. Therefore, as SDT is the preferable methodology, SDT results were used for the cut scores on the MME. The results of SDT and LR in back-mapping the proficient cuts for MEAP were not detectably affected by regression effects[1]. Because SDT was the preferable methodology, the SDT cuts were used for the proficient bar on MEAP.

However, the results of LR and SDT were clearly affected by regression effects in back-mapping the partially proficient and advanced cut scores to MEAP[2]. Therefore, ECM was used to back-map the partially proficient and advanced cut scores. The cut scores resulting from the analyses are given in Tables A5 through A8, respectively, for mathematics, reading, science, and social studies. Finally, classification consistency rates are given in Tables A9 for the links from MME to college grades, from MEAP to MME, and from one grade to another for MEAP.

Table A5. *Recommended New MEAP and MME Mathematics Cut Scores.*

Assessment	Grade	Partially Proficient	Proficient	Advanced
MME	11	1093	1116	1138
MEAP	8	809	830	865
MEAP	7	714	731	776
MEAP	6	614	629	675
MEAP	5	516	531	584
MEAP	4	423	434	470
MEAP	3	322	336	371

Table A6. *Recommended New MEAP and MME Reading Cut Scores.*

Assessment	Grade	Partially Proficient	Proficient	Advanced
MME	11	1081	1108	1141
MEAP	8	796	818	853
MEAP	7	698	721	760
MEAP	6	602	619	653
MEAP	5	501	521	565
MEAP	4	395	419	478
MEAP	3	301	324	364

[1] The SDT results for the proficient cuts were above the mean, but were slightly lower than the ECM cuts. Had the SDT results been affected by regression, they would have been inflated and would have surpassed the ECM cuts.
[2] The SDT and LR results were far above the mean for the advanced cut and were below the mean for the partially proficient cut. The resulting SDT and LR cuts were more extreme than the ECM results, and became even more extreme in grades where there were more links there were in the chain.

Table A7. *Recommended New MEAP and MME Science Cut Scores.*

Assessment	Grade	Partially Proficient	Proficient	Advanced
MME	11	1106	1126	1144
MEAP	8	826	845	863
MEAP	5	526	553	567

Table A8. *Recommended New MEAP and MME Social Studies Cut Scores.*

Assessment	Grade	Partially Proficient	Proficient	Advanced
MME	11	1097	1129	1158
MEAP	9	899	928	960
MEAP	6	593	625	649

Table A9. *Classification Consistency Rates.*

Content Area	Grade	Cut Score		
		Partially Proficient	Proficient	Advanced
Mathematics	11	-	65%	-
	8	83%	86%	95%
	7	81%	84%	95%
	6	82%	83%	96%
	5	81%	84%	95%
	4	80%	82%	94%
	3	77%	80%	95%
Reading	11	-	63%	-
	8	83%	78%	87%
	7	86%	76%	85%
	6	85%	74%	83%
	5	88%	75%	84%
	4	80%	82%	94%
	3	80%	72%	86%
Science	11	-	67%	-
	8	80%	84%	92%
	5	76%	82%	92%
Social Studies	11	-	63%	-
	9	85%	81%	91%
	6	81%	77%	91%

The classification consistency rates presented for grade 11 represents the percentage of students classified as either (1) both receiving a B or better and *proficient* or above on MME or (2) both receiving a B- or worse and *partially proficient* or below on MME. It is not possible to create classification consistency rates for the partially proficient and advanced cuts for grade 11 since the threshold for those two cut scores is not 50%.

The classification consistency rates presented for the *proficient* cut in grades 3 through 9 represent the percentage of students who were consistently classified as either *proficient* or above or consistently classified as *partially proficient* or below from one grade level to the next grade level up. The classification consistency rates presented for the *partially proficient* cut in grades 3 through 9 represent the percentage of students who were consistently classified as either *partially proficient* or above or consistently classified as *not proficient* from one grade level to the next grade level up. The classification consistency rates presented for the *advanced* cut in grades 3 through 9 represent the percentage of students who were consistently classified as either *advanced* or consistently classified as *proficient* or below from one grade level to the next grade level up.

Table A9 shows that the lowest classification consistency is from MME to college grades. ACT Inc. indicated that this level of classification consistency is consistent with that obtained in other states for which they have conducted similar analyses. The remaining classification consistency rates indicate a high degree of stability from grade to grade. The difference between MME to college grades and the remainder of the consistency rates is to be expected for two reasons. First, the rates that are based solely on student achievement scores are high because the classifications are being made on the most similar constructs: achievement on two standardized tests of the same subjects. These rates should be higher. Second, the rates for grade 11 are based on less similar but still related constructs: achievement on standardized tests versus college grades in related subjects. These rates should be lower.

Top-to-Bottom Ranking, Priority, Focus and Rewards Schools Identification Business Rules

Overview

Top-to-Bottom Ranking: List of schools and ranked by their performance. The ranking is based on *student achievement, student growth over time, school improvement over time,* and *achievement gaps* across all five tested subjects (mathematics, reading, science, social studies, and writing), as well as graduation rate for schools with graduating students.

All public schools who met the selection criteria are rank ordered to create the Top-to-Bottom (T2B) list using the following business rules:

- All students with test scores who are full academic year (FAY) were included.
- The school receives a ranking if at least 30 FAY students are tested in either the elementary/middle school span or the high school span (or both) for each year in two or more subjects.
- A student with a performance level of 1 or 2 is considered proficient
- Schools were rank ordered using a proficiency index (weighted average of two years of achievement data), a progress index (two or four years of achievement data), and an achievement gap index (weighted average of two years of top/bottom 30 percent of students' achievement data.) Schools with a graduation rate also had graduation rate and graduation rate improvement included in their ranking calculation.
- Achievement is weighted more than improvement or achievement gaps. This is because the focus is on persistently low-achieving schools. Weighting achievement more heavily assures that the lowest performing schools, unless they are improving significantly over time, still receive the assistance and monitoring they need to begin improvement and/or increase their improvement to a degree that will reasonably quickly lead to adequate achievement levels.

Priority Schools: Schools in the bottom 5% of the Top-to-Bottom list are identified as *Priority Schools* (previously known as persistently lowest achieving schools).

Focus Schools: The 10 percent of schools with the largest achievement gaps according to the Top-to-Bottom list are categorized and treated for improvement as *Focus Schools*. The achievement gap is calculated as the distance between the average standardized scale score for the top 30% of students and the bottom 30% of students in each school. Larger gaps decrease a school's overall ranking; smaller gaps help raise their ranking.

Rewards Schools: The top 5% achieving schools as identified from the Top-to-Bottom list using improvement composite index and schools in top 5% in improvement composite index.

Top-to-Bottom Ranking, Priority, Focus and Rewards Schools Identification Business Rules

Summary

Top-to-Bottom Ranking

Data is to be included (if available)

- The most recent (up to) four years of published data for each officially adopted statewide achievement assessment[1]
  - There is no cap on the number of MI-Access or MEAP-Access proficient scores that can be counted toward proficiency.
- Most recent three or four years of published data for four-year graduation rate (four years if four years are available)[2]
- Previous year PLA (or Priority school) list which includes identifiers for Tier 1 pool, Tier 2 pool and State Reform Office schools (2010 and 2011 only)
- Previous year SIG school list (2010)
- Title I status list: i.e. school wide, targeted, non-Title I from the current year
- Graduation rate (most recent year and previous three years)

School and Student criteria for inclusion in the Top-to-Bottom calculations:

- Schools with at least 30 students considered full academic year (FAY) over the two most recent years in at least two tested subjects will have the Top-to-Bottom ranking calculated.
- Schools with fewer than 30 FAY tested students in any given subject will not have that subject included in their ranking.
- FAY tested rules are as follows:
  - Michigan has two semi-annual student count days, as provided in the State School Aid Act. These count days are the fourth Wednesday in September and the second Wednesday in February. These student count days are the basis of Michigan's definition of a full academic year. In addition, school districts report student enrollment at the end of year on the Michigan Student Data System (MSDS).
  - Documentation of full academic year is provided by enrollment in the school or district on the pupil count date.
  - Other documentation of student mobility is not used under the definition.
  - The MSDS is used to look-up prior enrollment to determine if a student is considered "full academic year."
  - MSDS collections used for elementary and middle schools: Fall, Spring, and End of Year at the feeder school, which is the school that the student attended during the school year.
  - MSDS collections used for high schools: Spring, End of Year, Fall and Spring.
  - Students who have been in the school district for a full academic year but have moved from building to building within the district are counted in the district's AYP but not in a building's AYP. This does not affect the Top-to-Bottom ranking, as there is no district ranking.

[1] The number of years will differ for each assessment program.
[2] As required by graduation rate in the top-to-bottom ranking.

- If a student is not reported in an enrollment count in any Michigan school during one of the MSDS collections but is reported in the other two, and the student's school reported data, that student will be considered non-FAY. If a school does not submit MSDS data (i.e. there are no data available for any students in one of the MSDS collections), all students enrolled in that school during the prior count and the following count will be considered FAY, even though they are missing data on one of the counts.

Student Assessment criteria for inclusion in the Top-to-Bottom calculations:

- Top-to-Bottom ranking calculations are based on regular and alternate assessments (MEAP, MEAP-Access (if available), MMF, MMF-Access, and MI-Access.
- All students with valid scores in the assessments were included
- All students with test scores who are full academic year (FAY) are included.
- Only public school students were included (no homeschooled or private school students).
- Each student has a primary education providing entity (PEPE). The PEPE is who is accountable for this student.
  - For the 2011-2012 school year, the PEPE will be held accountable for participation and
  - Feeder school for the 2011-2012 calculations points who had the student in the 2011-2012 school year. No PEPE will utilize former feeder school rules. (For 2012-13 school year feeder PEPE will be utilized and not feeder school.)
- Ninth grade students who repeat ninth grade technically have a high school as their "feeder" school for their social studies test. This test reflects 8th grade content standards and 8th grade learning. For the ranking calculations, the high school is still considered the "feeder" but any school that does not include grade 8 as a grade/setting in the EOM will not receive an elementary/middle school social studies content area in their ranking, even if they have students who populate that field.
- Same calculations as those to determine the AYP student detail table (the base student-level table used in AYP calculations, including FAY and feeder rules. This means that the students for which a school is accountable is the same for both AYP and Top-to-Bottom ranking.

Proficiency (Two Year Average)

- Most recent two years of published data from fall MEAP, grades 03-09 in mathematics, reading, writing, science, and social studies
- Most recent two years of published data from fall MEAP-Access, grades 03-09 in mathematics, reading, and writing
- Most recent two years of published data from fall MI-Access, grades 03-09 in mathematics, science, and English Language Arts (ELA) with ELA being treated as reading is for MEAP and MEAP-Access. (Note: For Supported Independence and Participation, students receive an ELA score. For Functional Independence, they receive a reading score, but do not take writing. These scores are all treated as reading in the calculations.
- Most recent two years of published data from spring MMF, grade 11 in mathematics, reading, writing, science, and social studies (with the addition of 12th graders who were FAY in the school but did not previously count toward either participation or proficiency for any school in a previous year)
- Most recent two years of published data from spring MI-Access, grade 11 in mathematics, ELA, science, and social studies.

Improvement (Two Year Average or Four Year Slope)

- Most recent two years of published Performance Level Change data from fall MEAP, grades 04-08 in reading and mathematics
- Most recent two years of published Performance Level Change data from fall MEAP-Access, grades 04-08 in reading and mathematics (will be included in the Fall 2013 list, when two years of MEAP-Access data are available).
- Most recent two years of published Performance Level Change data from fall MI-Access, grades 04-08 (Functional Independence only)
- Most recent four years of published data for all other grades, subjects, and tests (to calculate four-year improvement slopes). If a school does not have four years of data to produce a slope, DO NOT produce a zero slope for that school.
    - If the school has two years of data, calculate the change from the previous year to the current year as the slope
    - If the school has three years of data, generate the slope based on three years of data only.

Graduation Rate and Graduation Rate Improvement

- Most recent four years of the four-year graduation rate
- Rate is based on a two year average graduation rate (of the four-year cohort rate)
- Improvement is based on a four year improvement slope (of the four-year cohort graduation rate). If the school does not have four years of data to produce a slope, DO NOT produce a zero slope for that school.
    - If the school has less than two years of data, make the slope null and produce the graduation index based *solely on graduation rate for the most recent year*
    - If the school has three years of data, generate the slope based on three years of data only
    - If the school has only two years of data, generate a simple change score based on those two years of data
- The graduation rate will be based on the better of the four-, five-, or six-year graduation rate. Starting with the 2012-13 cycle, five- and six-year graduation rates are available for all years to calculate the improvement slope; until then, only the four-year rate will be used as the default rate.

Priority Schools Identification Calculations

Identify schools which are in the bottom 5% of the current Top-to-Bottom list

1. Using the Top-to-Bottom calculations, and the percentile rank (variable name: spi.pr), identify all schools in the bottom 5th percentile.
    - If spi.pr < 5, then priority school
    - Check to make sure that 5% of the current TTB list includes a number of Title I schools equal to 5% of Michigan's *total* Title I population
        - Source: tbl TitleIbuildings
        - Five percent of the total number of Title I buildings (including both Title I participating and Title I eligible/not participating)
        - This number will be greater than the number of Title I buildings that receive a ranking, because some Title I buildings do not have enough students/data to receive a ranking.
    - Create flag (named priority) where 1=yes and 0=no.
2. Indicator variable will be added to both tbl SchoolAccreditation and v.SchoolPerformanceData

3. Label indicators for Priority schools: 1 = Yes and 0 = No
4. Closed schools.
   a. If a school is active as of September 30 of the current school year AND has data from the current school year attributed to it, the school receives a ranking, even if they are closed at the time of the ranking.
   b. If a school receives an overall ranking, they are eligible for Priority schools status.
   c. An indicator should be added if the school is currently inactive at the time of list publication.

Focus Schools Identification Calculations

1. Calculate achievement gap composite index for all available subjects for school j.
   a. Sum all available subject achievement gap values for each individual educational entity.
      - In AYP.dbo.vSchoolPerformanceData, the columns that contain gap index values are those that begin with gapi (for gap index): gapi.zs.m.em, gapi.zs.r.em, gapi.zs.s.em, gapi.zs.l.em, gapi.zs.w.em, gapi.zs.m.b, gapi.zs.r.b, gapi.zs.s.b, gapi.zs.l.b, gapi.zs.w.b
   b. Divide the sum of all available achievement gap values by total number of achievement gap values available for each individual educational entity.
      - Schools can have between 2 and 10 gap values
      - Create a new field that stores the number of achievement gap values used in the calculation

2. Sort schools by achievement gap composite index.

3. Determine count of focus schools to be identified.
   a. Number of schools must include 10% of Title I schools. (Title I multiplied by 0.10 equals the target number).
      - In the AYP database, tbl_TitleIBuildings
   b. If the resultant is a decimal number, round down to the nearest whole number.
   c. Base this 10% number on the total population of Title I buildings, not only the number of Title I buildings that receive a ranking.
   d. Title I = Title I participating OR Title I eligible but not receiving
4. Continue ranking until that number of Title I schools is achieved
   a. All schools with lower ranking (regardless of Title I status) are included in focus schools
   b. If a school is a priority school, they cannot be a Focus school.
      - Must get a number of schools equal to 10% of Title I schools that does not include schools also named as priority schools.

5. Add any schools who have a graduation rate below 60 for three years (variable grd60 in v.SchoolPerformanceData: if grd60 = 1 & priority1 = 1, then Focus)
6. Remove any schools whose bottom 30% subgroup scores above the state average (in terms of proficiency rates) on at least two tested subjects.
7. Create indicator variable named Focus, where 1 = yes and 0 = no.
   a. Populate the variable with 0 for all non-Focus schools, not NULL.

7.8. If a school receives an overall ranking, the school is eligible for Focus school status.
8. Update the tbl.SchoolAccreditation and v.SchoolPerformanceData with the following fields:
   a. Focus (indicator variable)
   b. Composite gap index number
   c. Number of gap indices that went into the composite gap index.
   d. The average z-scores for the top 30% and bottom 30% subgroup for the current and previous years
      - These fields are: bzs.3.av.cm, bzs.2.av.cm, bzs.3.av.h, bzs.2.av.h, tzs.3.av.cm, tzs.2.av.cm, tzs.3.av.h, tzs.2.av.h (for each subject)
   e. Actual gap indices for each subject
      - Fields: gap.zs.cm and gap.zs.h (for each subject)
9. _____All above fields should be populated for all schools, regardless of Focus or non-Focus status.

Reward Schools Identification Calculations

1. Identify any school which has already been identified as priority, focus or failing AYP (or "red" in the Accountability Scorecard beginning in 2013).

2. For the remaining schools only (i.e. those not priority, focus or failing AYP/red, do the following steps.

3. Identify top 5% of schools in overall Top-to- Bottom Ranking.
   a. Of the remaining schools, identify the top highest performing by looking at the value in column "spi." For the top 5% of schools with the highest values of spi, then Reward = 1.
   b. Create indicator variable named RewardHighPerforming, where 1=yes and 0=no.

4. Calculate improvement composite index for school j.
   a. Sum all available subject improvement values for each individual educational entity.

      i. In v.SchoolPerformanceData, these variables are named with ci (for change index) or with zsi (for zscore improvement): ci.m, ci.r, zsi.b1.s.cm, zsi.b1.r.cm, zsi.b1.w.cm, zsi.b1.m.h, zsi.b1.r.h, zsi.b1.s.h, zsi.b1.t.h, zsi.b1.w.h

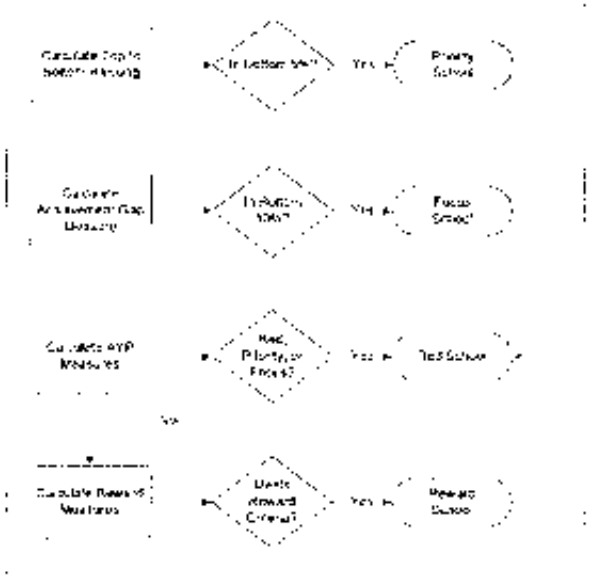
   b. Divide the sum of all available improvement values by total number of improvement values available for each individual educational entity.

      i. Create a field that stores the number of improvement values used in the calculation.

5. Multiply .05 by total number of schools ranked in Top-to-Bottomlist to determine count of reward schools to be identified. If they resultant is a decimal number, round down to the nearest whole number.
6. Sort schools by improvement composite index.
7. Remove schools who are:
   a. Priority

   b. Focus
   c. Failing AYP
   d. Already identified as high performing reward schools
8. Identify the remaining top 5% improvement composite index schools, where the number of these schools is equal to 5% of the total number of schools ranked in the overall Top to Bottomranking.
9. Create indicator variable named RewardHighProgress, where 1=yes and 0=no.
10. Create overall Reward indicator variable, where Reward=1 if either RewardHighPerforming or RewardHighProgress=1, and 0= neither.
    a. A school cannot be a reward school if they are either a priority or a Focus school.
    b. A school cannot be a reward school if they failed AYP.
       i. Use dbo.AYPPhaseHistory to determine AYP status from current school year, then remove all schools failing AYP from eligibility for the Reward list
    c. If a school would have been a reward school but was removed from the reward list for either reason (a or b), then set their RewardHighPerforming or RewardHighProgress indicators to 0.
11. If a school receives an overall ranking, the school is eligible for Reward school status.
12. Update both tblSchoolAccreditation and tblSchoolPerformanceData with the following fields:
    a. Reward indicator
    b. RewardHighPerforming indicator
    c. RewardHighProgress indicator
    d. Composite improvement index
    e. Number of improvement indices included in the overall improvement index
13. When Beating the Odds is run, update Reward to include Beating the Odds schools

Michigan's accountability system graphic:



Source: page 53 ESEA Flexibility Waiver (version 2.21.12)

Top-to-Bottom Ranking, Priority, Focus and Rewards Schools Identification Business Rules

Technical Version

Content Areas to be included (if available)

- Reading
- Mathematics
- Science
- Social Studies
- Writing
- Graduation Rate (*see Graduation Rate Inclusion rules*)

Assessment Data Inclusion rules

- Include only scores from students who are full academic year (FAY)
- Include full scores in data for the previous year's school and previous grade using feeder codes
- Include spring scores for the current year's school and grade
- Calculate ranking for a school on a content area only if at least 30 FAY students were tested in the elementary/middle school span (3-8) *or* the high school span (9-12), *or* both, for the most recent two years
- Include only public school students (no home schooled or private school students)
- Calculate an overall ranking for schools only if they meet the 30 FAY threshold for at least two content areas.
- Include schools only if they are not shared educational entities (SEEs) whose scores are returned to the sending districts for accountability purposes
- English Language Arts is used for MI-Access in place of Reading, since MI-Access does not offer a standalone reading test

Graduation Rate Inclusion rules

- Include graduation rates if CEPI produces a graduation rate for a school. If a school does not qualify for the ranking based on 30 FAY students in at least two tested content areas, then their graduation data will not be included and used in generating statewide means and standard deviations for graduation rate.
- While graduation rate is not a "content area," it will be treated similarly to all other content area measures in developing the scale for ranking schools.

Definitions

- Elementary/middle school – a school housing any of grades K-8
- High school – a school housing any of grades 9-12
- Secondary school – a school housing any of grades 7-12
- Full academic year (FAY) indicates that the student was enrolled by the school on the previous two count days
- Comparable schools are defined for regular elementary/middle schools (i.e., schools with assessment data in grades 3-8) as all elementary/middle schools, and as high schools (i.e., schools with assessment data for grades 9-12) as all other high schools.

Conventions

- A school classified as both elementary/middle and high school has ranks calculated for both sets of grades; final rank is an average of the two.
- The definitive version is based on mathematical operations as performed by Microsoft SQL.
- Overall school percentile ranks are truncated to the integer level (the decimal portion is deleted) to reflect that minor differences in percentile ranks are not practically important.
- Schools that are currently inactive but have performance data attributed to them receive a ranking.
  - Generate a Top-to-Bottom ranking for all schools that have sufficient performance data attributed to them based on the most recent two years.
  - If a school was open as of September 30 of the current school year AND has data attributed to it from the most recent school year, the school receives a ranking (even if the school is inactive at the time of the ranking).
  - Add an indicator variable named "Active" where 1 = active at the time of list publication and 0 = inactive. This will be used in displays.
  - Schools closed at the time of list publication are obviously not subject to the sanctions/consequences (as they have been closed) but still receive the designation and will be reported to USED and in other reporting requirements as such.

Steps in Calculations

1. For each test, grade, content area (including graduation rate where applicable), and year, calculate a normalized and capped z-score[1] for each student based on their scale score, calculated as using the following steps:
   a. Order unique observed scores in ascending order
   b. Obtain the frequency of each unique observed score
   c. Calculate the percentile rank of each unique observed score as

$$PR_i = 100 \cdot \left[\frac{F_{c,i} - F_i/2}{N} \right]$$

where

PR_i is the percentile rank of the ith unique observed score,
$F_{c,i}$ is the cumulative frequency of all unique observed scores with values less than the ith unique observed score,
F_i is the frequency of the ith unique observed score, and
N is the total number of observed scores

This results in percentile ranks being in the (0, 100) range non-inclusive, which allows for step d to function appropriately.

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[1] Calculating z-scores for each student within a test for content (reading/math, science, social studies) and grade level (including the graduation rate) and year, and then converting back to a percentile rank for each student within a grade and year. Using z-scores for individual students also makes the ranking more robust to changes in cut scores (recently adopted by the Michigan State Board of Education). Starting with percent proficient within a school is problematic because it is very common for schools to have zero percent proficient, and for students, have no more than 5% of whom are the lowest 5%.

[1] [illegible] School Ranking Business Rules

d. Calculate the normalized z-score of each unique observed score as

$$z_j^* = \varphi^{-1}(PR_j/100)$$

where

z_j^* is the normalized z-score of the jth unique observed score, and
φ^{-1} is the inverse of the standard normal cumulative frequency distribution.

Operationally, because Microsoft SQL does not have a built-in function for φ^{-1}, φ^{-1} is closely approximated by using a lookup table in which there are two columns, Percentile rank, and approximated φ^{-1}. The percentile ranks in the lookup table run from 0.005 to 99.995, with associated φ^{-1}s calculated to three decimals of precision. The lookup table is used by finding the percentile rank in the table nearest to PR_j and using the associated φ^{-1}.

e. Replace any z_j^* with a value less than -2 with the value -2.

f. Replace any z_j^* with a value greater than 2 with the value 2.

~~g. $z_i = (SS_i - \bar{s}_{gg})/\hat{s}_{gg}$, where SS_i indicates the scale score for student i; $\bar{s}_{gg}$ indicates the mean of scale scores across all students for the test, grade, content area, and year; and $\hat{s}_{gg}$ indicates the standard deviation of scale scores across all students for the test, grade, content area, and year, and z_i indicates the z-score for student i.~~

2. [Repeat steps 3-7 separately for mathematics, reading, science, social studies, and writing; and each grade range (elementary, middle versus high school) for each school with 30 or more FAY students tested in the grade and content area in the most recent two years for which data are available]

3. For each school, calculate an achievement index for the most recent two years in which data are available:
   a. Calculate the within-school average (mean) z-scores for the most recent (year 3) and next most recent (year 2) years tested for each school j ($\bar{z}_{j,3}$ and $\bar{z}_{j,2}$, respectively)
   b. Obtain the number of students tested in school j for the most recent year (year 3) and the next most recent year (year 2) for each school j ($N_{j,3}$ and $N_{j,2}$ for the most recent and previous year, respectively)
   c. Calculated a weighted within-school average (mean) z-score over the most recent two years as $\bar{z}_{j,t} = [(N_{j,3}\bar{z}_{j,3}) + (N_{j,2}\bar{z}_{j,2})]/[(N_{j,3} + N_{j,2})]$.
   d. Calculate the achievement index for school j as $ach_j = (\bar{z}_{j,t} - \bar{z}_{s,t})/\hat{z}_{s,t}$, where $\bar{z}_{s,t}$ indicates the statewide mean of $\bar{z}_{j,t}$ across all comparable schools, $\hat{z}_{s,t}$ indicates the statewide standard deviation of $\bar{z}_{j,t}$ across all comparable schools, and ach_j is a z-score delineating how many standard deviations above or below the statewide mean of comparable schools school j lies.

4. For each school, calculate a percent change index:
   a. Where adjacent year testing occurs (e.g., reading & math in elementary-middle school):
      a. Obtain the numbers (in the table below) for the most recent year and for the previous year.

Previously Proficient	Performance Level Change	
	Most recent year	Previous year

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	SD	D	M	I	SI	SD	D	M	I	SI
No	SD_{1n}	D_{1n}	M_{1n}	I_{1n}	SI_{1n}	SD_{2n}	D_{2n}	M_{2n}	I_{2n}	SI_{2n}
Yes	SD_{1y}	D_{1y}	M_{1y}	I_{1y}	SI_{1y}	SD_{2y}	D_{2y}	M_{2y}	I_{2y}	SI_{2y}

Where "SD" indicates a significant decline in performance level from one year to the next, "D" indicates a decline in performance level, "M" indicates maintaining performance level, "I" indicates an improvement in performance level, and "SI" indicates a significant improvement in performance level. Previously proficient (yes/no) indicates whether the student was considered proficient on the test the year before.

If a student had a previous performance level of I, and a current performance level of I, but had a PLC of D or SD, consider that student to have a PLC of M, and assign a value of I.

b. Calculate the total number of FAY students with performance level change scores for the most recent year and the next most recent year as:

$N_{FAY1} = SD_{1n} + SD_{1y} + D_{1n} + D_{1y} + M_{1n} + M_{1y} + I_{1n} + I_{1y} + SI_{1n} + SI_{1y}$, and

$N_{FAY2} = SD_{2n} + SD_{2y} + D_{2n} + D_{2y} + M_{2n} + M_{2y} + I_{2n} + I_{2y} + SI_{2n} + SI_{2y}$, respectively.

Note: If a school has 30 FAY students in a content area, but does not have 30 FAY students with performance level change scores, do not use performance level change for that school; use the slope calculations (described below).

c. Calculate weighted improvement scores for each school using the weights given in the table below:

Previously Proficient	Performance Level Change				
	SD	D	M	I	SI
No	-2	-1	0	1	2
Yes	-2	-1	1	1	2

Such that the two-year weighted performance level change for school j is calculated as the sum of the weighted improvement scores, divided by the weighted number of full academic year students with improvement scores[4]

d. The improvement index for school j is calculated as $imp_j = (PLC_j - \bar{u}_{PLC})/\hat{\sigma}_{PLC}$, where $\bar{u}_{PLC}$ indicates the statewide mean of PLC_j across all comparable schools, $\hat{\sigma}_{PLC}$ indicates the statewide standard deviation of PLC_j across all comparable schools, and imp_j is a z-score delineating how many standard deviations above or below the statewide mean of comparable schools school j lies.

e. Where adjacent grade testing does not occur (i.e., for all calculations in high school [including graduation rate] and in science, social studies, and writing):

i. Obtain the school-mean z-score for a total of four years, including the present year and previous year ($\bar{u}_{y,1}$ and $\bar{u}_{y,2}$, respectively), as well as the years two years and three years ago ($\bar{u}_{y,3}$ and $\bar{u}_{y,4}$, respectively).

[4] [illegible]

ii. Obtain the number of FAY students tested in the school (j) for the four most recent years ($n_{j,t}$, $n_{j,t-1}$, $n_{j,t-2}$ and $n_{j,t-3}$)

iii. Calculate the slope (β_j) of the simple regression of school j mean z-scores on year (representing the annual change in school mean z-scores) if there are at least 20 FAY students tested in each of the years used for calculating slopes.

iv. Special situations[5]

A. The improvement index should not be used to calculate a performance index for any content area where less than 20 FAY students were tested in any one of the years used to calculate slopes.

B. Where there are only three years of data available for a given content area, calculate β_j as the three year simple regression of school mean z-scores on year.

C. When there are only two years of data available, β_j for that content area will be as the simple gain in school mean z-scores over the past two years, or $\beta_{j,t} = \bar{z}_{j,t} - \bar{z}_{j,t-1}$.

D. When there is only one year of data available, use the rate itself as the whole index.

E. Use the improvement index slope for mathematics and reading in any elementary or middle school in which there are not 30 FAY students with performance level change data.

If a school does not have a grade 4 or higher, automatically use the improvement slope calculations, as opposed to performance level change, as no change data is available on students until at least fourth grade.

f. Calculate the improvement index for each school (j) as $imp_j = (\beta_j - \mu_\beta)/\sigma_\beta$ where μ_β is the statewide mean improvement slope across all comparable schools (elementary/middle or high school), σ_β is the statewide standard deviation of improvement slopes across all comparable schools (E/MS or HS), and imp_j is a z-score indicating how far above or below the state average for comparable schools (E/MS or HS) the improvement slope for school j is.

g. Compute average of improvement index for all schools for all available content areas.

h. Identify 5 percent of all schools having the highest improvement index. These schools will be known as Reward schools (among others) if AYP is also met.

5. Calculate an achievement gap index[6] for each school in each available subject using the following steps:

a. Identify the top 30% and the bottom 30% of student z-scores in each school.

b. Calculate the average z-score of the top 30% of student z-scores, and the average z-score of the bottom 30% of student z-scores.

c. Calculate (combining across both the most recent and next most recent years) the average z-scores of the bottom 30% of z-scores in the school and subtracting from that the average of the top 30% of z-scores in the school. This gives a negative number which when

[5] [illegible]

[6] [illegible]

compared to all schools in the state assures that schools with the highest achievement gap receive the lowest z-scores as intended.

d. Calculate the achievement gap index for school j (gap_j) as the z-score of that gap as compared to the statewide distribution across all comparable schools, such that the following quantities are produced:

   Gap j = (z = u-hat)/(sigma-hat)

e. Compute average of achievement gap index for all schools - for all available content areas.
f. Identify 10 percent of all schools having the lowest achievement gap index (bottom 10% of achievement gap index). These schools will be known as focus schools.

All schools with a sufficient number of students to meet the ranking criteria (30 in the current and most recent year in at least two content areas) receive a gap. The top and bottom subgroups do not need to be a certain size.

6. Calculate the school performance index for each content area as $Y_j = (2ach_j + imp_j + gap_j)/4$, where Y represents a given content area (e.g., $math_j$). The calculation described is to be carried out in all cases except in the following special situations:
   a. Where achievement gap indices are not available, calculate the overall school performance index for each content area as $Y_j = (2ach_j + imp_j)/3$.
   b. Where improvement indices are not available or the most recent year's proficiency rate is at or above 90%[1], calculate the overall school performance index for each content area as $Y_j = (2ach_j + gap_j)/3$.
   c. Where achievement gap indices are not available AND (improvement indices are not available OR the achievement index is or above 90% of students proficient), calculate the overall school performance index for each content area as $Y_j = ach_j$.
   d. When calculating the school performance index for graduation rate, the two available components are the average graduation rate over the previous two years (ach_j) and the graduation rate improvement (imp_j). These two components are combined as $Y_j = Grad_j = (2ach_j + imp_j)/3$. Note: Graduation improvement is only considered if the school does not already have above a 90% graduation rate.
7. Calculate the statewide school percentile rank on Y_j (for display purposes only), ranking within elementary/middle schools and within high schools at this point. This provides a content-area specific rank relative to other schools of the same level. This will be used only for display and will not figure into further calculations.
8. For each content area, compare the content index (or grad rate index) to other elementary/middle schools or to other high schools. This creates a z-score (Y_jz) for each content/grad index that compares the school's index in that content area or grad index to other schools of the same level.
9. Calculate the overall school performance index (sp_j) across all content areas (including graduation rate where applicable) in which the school received a school performance index z-score. sp_j is calculated as the average of from 2 to 11 Y_jz's depending upon the grade

[1] This modification is necessitated by high performing schools are not included for being available for improvement or achievement of the same magnitude as lower performing schools due to ceiling effects.

configuration and enrollment). For schools without a graduation rate index, *syi* is calculated as the straight average of all $y_i z$'s calculated for the school. For schools with a graduation rate index, the school performance index on graduation rate must account for exactly 10 percent of the overall school performance index. This is accomplished by multiplying the straight average of all other $y_i z$'s calculated for the school by the value 0.9, and adding to that result the quantity *Grai*, multiplied by the value 0.1.

10. Calculate the school's overall percentile rank (*yi*) across all content areas (including graduation rate as applicable) as the school percentile rank on *syi*.
11. Identify 5 percent of all schools having the lowest school percentile rank on *yi* (bottom 5% of school performance index). These schools will be known as Priority schools.
12. Identify 5 percent of all schools having the higher school percentile rank (top 5% of school performance index). These schools will be known as Reward schools (among others) if AYP is also met.

OVERVIEW OF RECOMMENDED MODIFICATIONS OF THE TOP-TO-BOTTOM METRIC TO IMPROVE IDENTIFICATION OF FOCUS SCHOOLS

Context

At the December 19, 2012 meeting of the Education Alliance at the Michigan Department of Education (MDE), it was determined that it was desirable to modify the top to bottom metrics to blunt the impact of outliers on the identification of focus schools. It was further determined that it was desirable to blunt the impact of positive outliers (very high scoring students) as well as negative outliers (very low scoring students).

There were both statistical and policy rationales for blunting the impact of outliers on both ends. The statistical rationale was that there is more measurement error (or noise) in both the positive and negative ends of student score distributions, and that blunting the impact on both sides is desirable to minimize the impact of poorly estimated achievement whether the poorly estimated achievement is on the top or bottom end.

The policy rationale was that focus identification may inappropriately influence school configuration decisions. For example, housing a gifted and talented program within a school may bring up the top 30 group scores sufficiently to identify such schools as focus schools. On the other end, housing an alternative education or special education center program within a school might bring the bottom 30 group scores down enough to identify such schools as focus schools. Blunting the impact of outliers on both ends would allow for school configuration decisions to be based on educational concerns rather than on concerns about impacts on accountability designations.

MDE's Bureau of Assessment & Accountability (BAA) committed to proposing approaches to blunting the impact of outliers, and taking those proposed approaches to the BAA's Technical Advisory Committee (TAC) and to BAA's Advisory Committee (AC). The BAA TAC is a group of nationally recognized technical experts in psychometrics, statistics, and measurement. The BAA AC is an advisory group of stakeholders representing education associations, ISDs, and higher education that is more focused on policy issues. BAA further committed to receiving feedback and recommendations from the TAC and AC to take back to the State Superintendent, and ultimately to the Education Alliance association heads for their support.

Meeting with Technical Experts Chosen by the Education Alliance

Following the December 19, 2012 meeting, BAA staff met with the technical experts brought to the meeting by the Education Alliance association heads to discuss possible methods of blunting the impact of outliers on the identification of focus schools, at both the lower end and the upper end. At that meeting, two broad concepts were put forward. They were:

1. Normalizing the student z-score distributions to eliminate extreme outliers and to make the impact of positive and negative outliers symmetrical.
2. Capping the student z-score distributions to blunt the impact of large positive and large negative z-scores.

Several possibilities for capping the z-scores were discussed. It was determined that tying the z-score caps in some way to Michigan's cut scores was desirable. One suggestion was to tie the z-score caps to the advanced cut scores. The rationale for choosing the advanced was to ensure that there still remains an incentive to move students who have achieved proficiency to still higher levels of achievement.

Another suggestion was to tie the z-score caps to the proficient cut score. The rationale for choosing the proficient cut score was to reflect that achieving proficiency is the bar that schools are asked to help all students reach.

Two options were discussed regarding caps on the top end. It was suggested that the caps could either be the same for every grade, subject, and test combination or they could differ by grade/subject/test combination depending on the cut score or each combination.

Two options were also discussed regarding caps on the bottom end. It was suggested that the caps on the bottom end could be either the negative of the caps on the top end (e.g., the caps on the bottom and top end could be symmetric) or they could be set independently of the caps on the top end.

BAA Deliberations

After the meeting with the technical experts brought by the Education Alliance to the December 19, 2012 meeting, BAA staff deliberated on the pros and cons of each suggestion.

Normalizing the Student Z-Score Distributions

There were no identifiable cons to normalizing the student z-score distribution. Therefore, student scores were transformed into normalized z-scores using the following steps for each grade/subject/test combination.

1. Order unique observed scores in ascending order.

2. Obtain the frequency of each unique observed score.

3. Calculate the percentile rank of each unique observed score as:

$$PR_j = 100 \cdot \left[\frac{F_{<j} + F_j/2}{N} \right]$$

where

PR_j is the percentile rank of the jth unique observed score,
$F_{<j}$ is the cumulative frequency of all unique observed scores with values less than the jth unique observed score,
F_j is the frequency of the jth unique observed score, and
N is the total number of observed scores.

This results in percentile ranks being in the (0, 100) range, non-inclusive, which allows for step 4 to function appropriately.

4. Calculate normalized z-score of each unique observed score as

$$z_j^* = \varphi^{-1}(PR_j/100)$$

where

z_j^* is normalized z-score of the jth unique observed score, and
φ^{-1} is the inverse of the standard normal cumulative frequency distribution.

However, BAA's large-scale data manipulation package (Microsoft SQL) does not have a function for φ^{-1}. To closely approximate φ^{-1}, BAA staff instead used a lookup table of percentile ranks running from 0.005 to 99.995 in increments of 0.01 with corresponding z_j^*'s as excerpted in table 1 below.

Table 1. Lookup table translating percentile ranks into approximate normalized z-scores.

PR	z^*
0.005	-3.891
0.015	-3.615
0.025	-3.481
0.035	-3.390
...	...
49.975	-0.001
49.985	0.000
49.995	0.000
50.005	0.000
50.015	0.000
50.025	0.001
...	...
99.965	3.390
99.975	3.481
99.985	3.615
99.995	3.891

The z_i^*s were closely approximated by finding the percentile rank in the table nearest to PR_i and using the corresponding z^*.

This procedure is able to flawlessly transform a radically non-normal continuous distribution into a normal distribution. For example, it was able to transform continuous log-normal distribution shown in the left panel of figure 1 below into the continuous normal distribution shown in the right panel of the same figure.

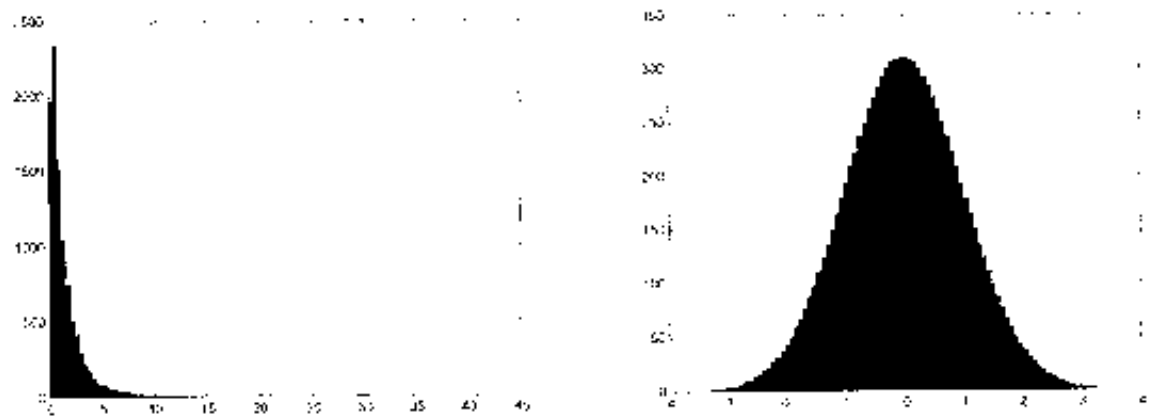


Figure 1. Lognormal distribution and normalized distribution.

For discrete distributions such as those resulting from state assessments, the procedure works well, but it not able to exactly normalize the distributions. Rather, it approximately normalizes the distributions. For example, in grade 3 MEAP mathematics and in MME mathematics, the non-normalized distributions of student scores are as shown in figure 2.

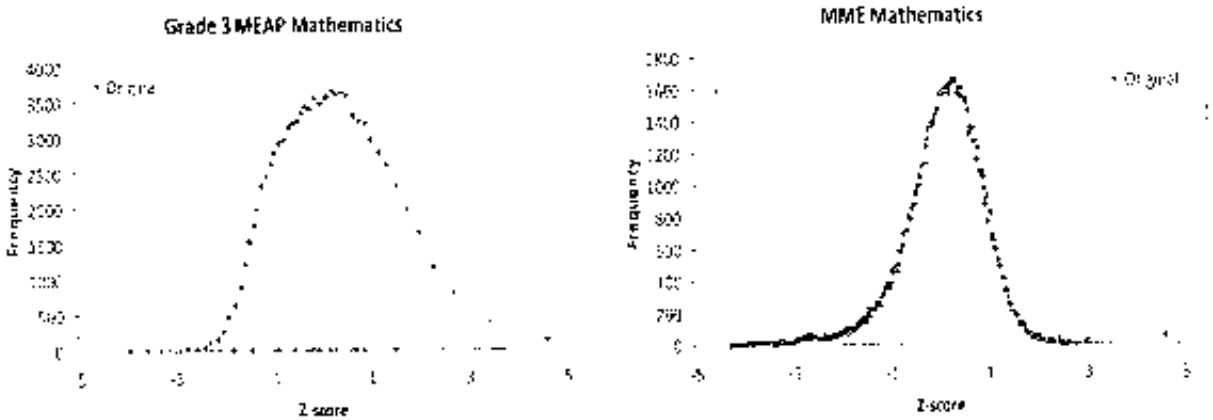


Figure 2. Non-normalized Grade-3 MEAP and MME mathematics distributions.

In figure 2, it is clear that the distributions are not normal. Rather, grade 3 MEAP mathematics is skewed to the right, and MME mathematics is skewed to the left, with a spike (nearly 1600) in students scoring the lowest possible score. When the

normalizing procedure is applied to the data, it results in the distributions represented by the red dots in the figure 3. The resulting distributions are clearly more symmetrical than the original distributions. In addition, the cumulative frequency distributions of the normalized scores lines up nearly exactly with the cumulative frequency of the standard normal density, indicating that the normalizing transformation was successful.

One of the concerns raised by the TAC was that of the spike at the lower end on MME distributions, and whether that would still result in inordinate impacts of outliers on identifying focus schools. Because of the spike of nearly 1600 students achieving the lowest possible score, it is clear that normalizing alone is not sufficient to address the impact of outliers, and that capping is also needed. When capping is applied, there is nearly exactly the same number of students at the upper cap as at the lower cap, even with the spike seen on the MME graphs.

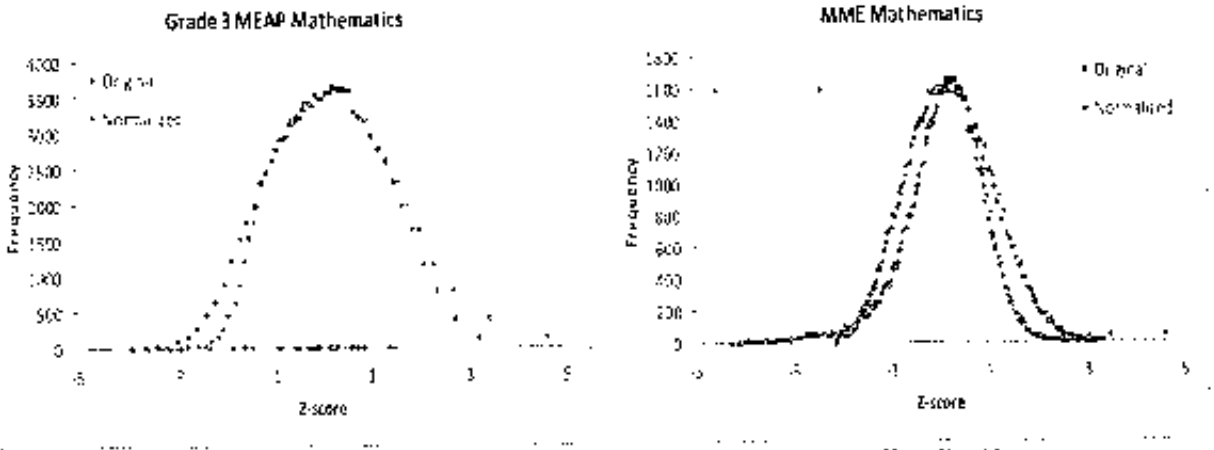


Figure 2. Normalized Grade-3 MEAP and MME mathematics distributions.

Capping the Student Z-Score Distributions

There were also no cons to capping the z-score distributions at some level. However, there were significant drawbacks to the different methods of identifying caps.

For caps on the upper end of student z-score distributions, the pros and cons of using different caps for each subject/grade/test combination follow. The pro of setting different caps for each combination would result the caps being tied directly to the cut scores for each specific subject/grade/test combination. The cons of such an approach are (1) that it would be difficult to explain that each combination is capped differently, and (2) that the subject areas with the highest cut scores would be less affected by the caps. Number (2) would result in the combinations with the highest caps driving the focus designation because greater variation would be allowable in those subjects. Because science and social studies have the highest cut scores, this would result in the focus designations being based largely on science and social studies, but only minimally on mathematics, reading, and writing. Because of unintended consequences this could produce, it was considered such a significant drawback that it was determined to take to the BAA TAC and BAA AC only those options in which the caps were set at the same level for each subject/grade/test combination.

There were also similar drawbacks to the different methods of identifying caps for the lower end of the student score distributions. BAA staff could think of no reasonable rationale for why the lower caps should not be symmetrical to the upper caps. For example, if the lower caps were allowed be further from the mean than the higher caps, then variation including greater measurement error on the lower end would largely drive focus designations. Conversely, if the upper caps were allowed be further from the mean than the lower caps, then variation including greater degrees of measurement error on the upper end would drive focus. BAA staff were unable to identify any reasonable rationale for allowing this to occur. Therefore, it was determined to take to the BAA TAC and BAA AC only those options in which the upper and lower caps were symmetrical.

To select possible cap locations, a simple set of analyses were run. After normalizing each z-score distribution, the normalized z-scores associated with the proficient and advanced cut scores were submitted to descriptive analysis. The results showed the following:

1. The maximum normalized z-score associated with an advanced cut score was 1.966.
2. The mean normalized z-score associated with an advanced cut score was 1.425.
3. The maximum normalized z-score associated with a proficient cut score was 1.015.
4. The mean normalized z-score associated with a proficient cut score was 0.173.

Because values from numbers 1, 2, and 3 (above) happened to be near the round numbers 2, 1.5, and 1, BAA staff reran the top to bottom ranking along with priority and focus designations in the following five ways to show the impact of each possible set of modifications:

1. Without any modifications.
2. Using normalized student z-scores without capping.
3. Using normalized student z-scores with caps at -2 and 2.
4. Using normalized student z-scores with caps at -1.5 and 1.5.
5. Using normalized student z-scores with caps at -1 and 1.

The results of these five runs were then taken to the BAA TAC meeting for review and recommendation.

BAA TAC Meeting and Recommendations

At the BAA TAC meeting, the TAC members were briefed on the issues behind the proposed modifications, and on the five options being investigated. The task for the BAA TAC was identified as providing recommendations to BAA on the proposed changes with the following guiding principles:

- Modifications should address the concerns about outliers having an inordinate impact on the identification of focus schools.

- Modifications should not result in a significant shift in the population of schools identified as priority schools (as the priority list is reasonably established and is not facing the type of criticism that is being leveled at the focus list).
- Modifications should not result in a total shift in the population of schools identified as focus schools (as the issues with the focus list is an inordinate impact of outliers on identification of schools as focus schools)
- Modifications should not result in a focus list that simply identifies the next lowest performing schools after priority schools (as the purpose of the focus metric is to identify the largest gaps rather than to identify low achieving schools).
- Modifications should not result in over identifying specific types of schools other than those that have large achievement gaps (e.g., should not result in focus school designation becoming a proxy for economic diversity).

The TAC was shown the scatterplots in figures 4-7 to demonstrate the impact of the modifications on top to bottom (TTB) rankings and on priority identification. In these scatterplots, the TTB percentile ranks for each option are compared to the original TTB percentile rank. Figure 4 shows that normalizing alone does not much affect TTB percentile ranks, as the correlation between the originals and those based on normalized data without caps is 0.9934. Figure 4 shows that normalizing and capping at -2 and 2 is similar, in that the correlation is 0.9930. Figure 5 shows that capping at -1.5 and 1.5 has more of an impact on TTB ranking and priority designation in that the correlation drops to 0.9884. Finally, figure 6 shows that capping at -1 and 1 has an even larger impact, with the correlation dropping to 0.9648.

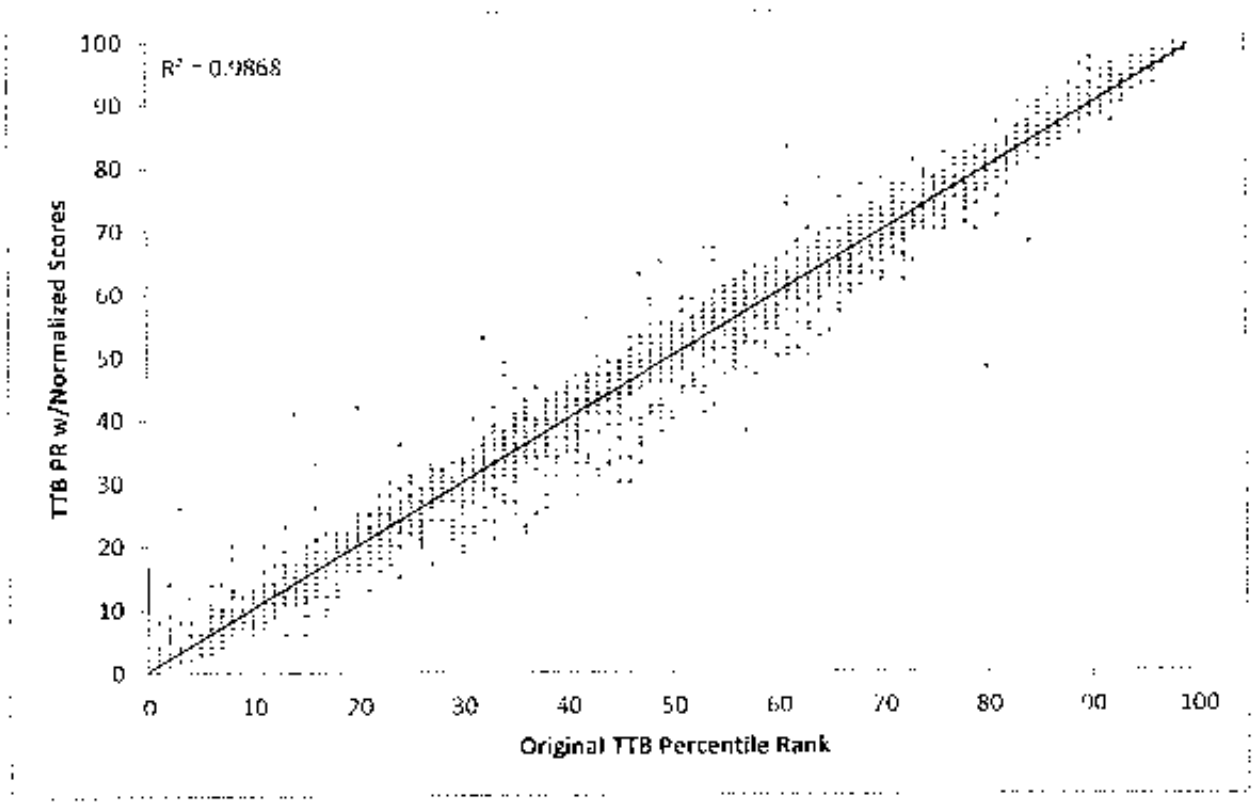


Figure 4. Relationship between original TTB ranks and TTB ranks based on normalized data without caps.

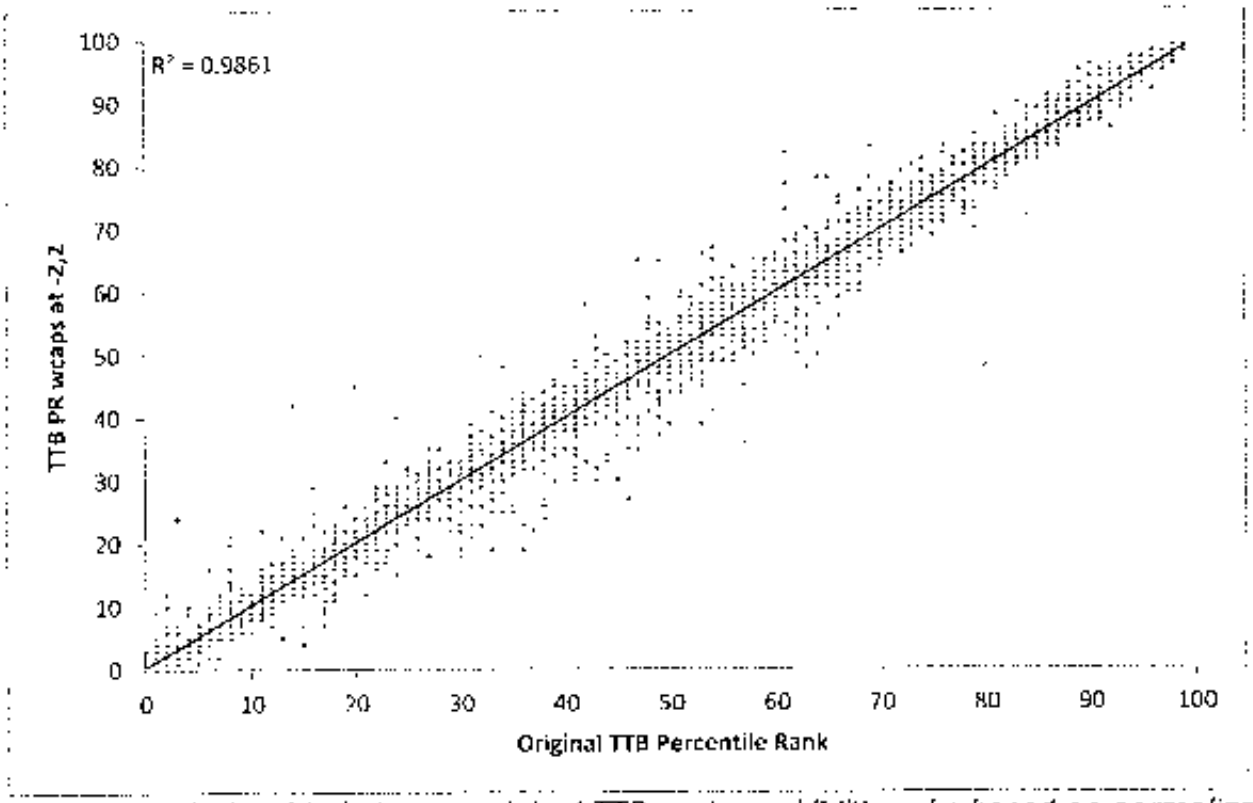


Figure 5. Relationship between original TTB ranks and TTB ranks based on normalized data with caps at -2 and 2.

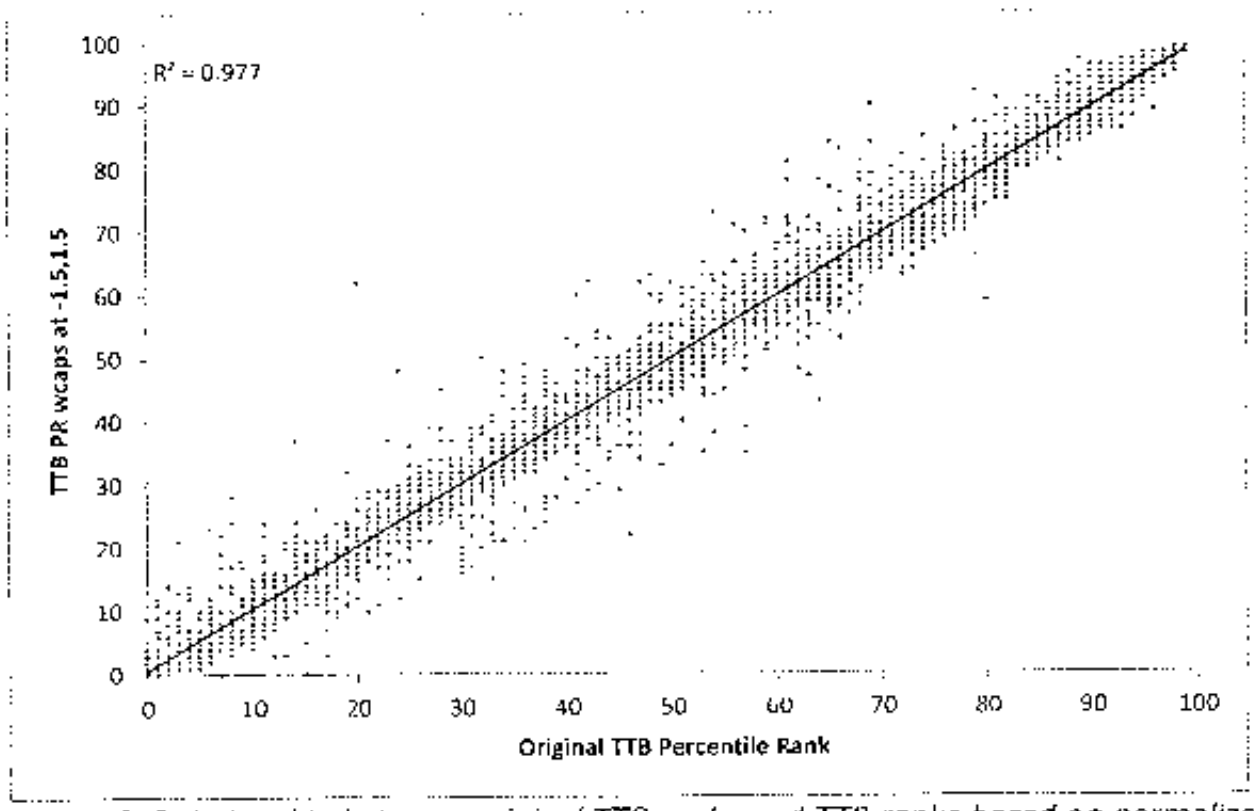


Figure 6. Relationship between original TTB ranks and TTB ranks based on normalized data with caps at -1.5 and 1.5.

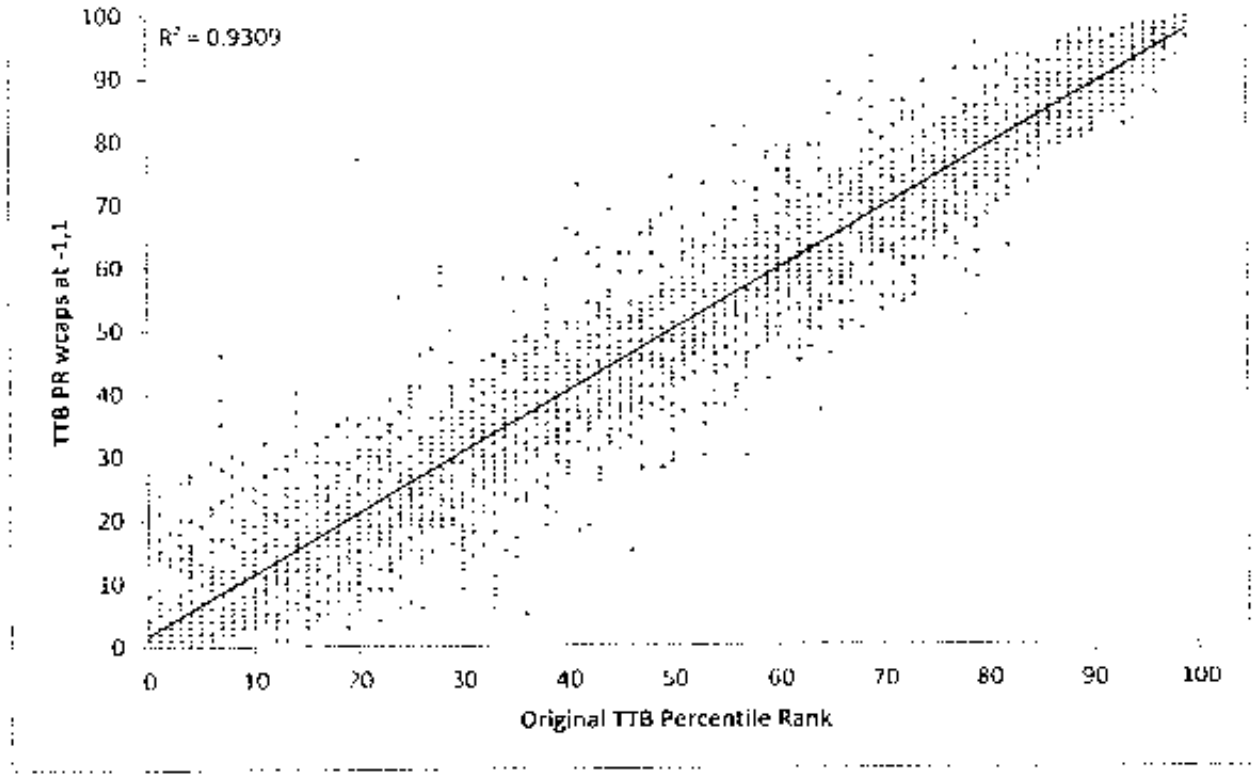


Figure 6. Relationship between original TTB ranks and TTB ranks based on normalized data with caps at -1 and 1.

In addition, the number of individual schools whose priority designation is affected by each option are presented in Table 2, with those whose focus designation is affected presented in Table 3.

Table 2. Consistency of priority designation with original.

	Impact on Priority Designation		
Modification	In original, Not in modified	In modified, not in original	In both
Normalized, no caps	10	9	136
Normalized, caps at 2, 2	16	15	130
Normalized, caps at -1.5, 1.5	42	42	104
Normalized, caps at -1, 1	57	58	88

Table 3. Consistency of focus designation with original.

	Impact on Focus Designation		
Modification	In original, Not in modified	In modified, not in original	In both
Normalized, no caps	97	80	261
Normalized, caps at -2, 2	113	86	245
Normalized, caps at -1.5, 1.5	153	111	205
Normalized, caps at -1, 1	203	144	155

As can be seen in Table 2, priority designations do not shift much from the original with normalizing alone or with normalizing and placing caps at -2 and 2. However, with caps at -1.5 and 1.5, the impact results in nearly as many schools changing priority designation as those that are consistently classified as priority. Finally, capping at -1 and 1 results in more schools changing priority designation than those that are consistently classified as priority.

As can be seen from Table 3, the modifications have a greater impact on focus designation, as both hoped and expected. For both normalizing alone and normalizing with caps at -2 and 2 there is more stability in being identified as focus than there is change, but for capping at -1.5 and 1.5 or -1 and 1, there is more change than stability.

The TAC was also shown the impact on gap measures of each of the four options, as show in figure 7. As can be seen from Figure 7, the distribution of composite achievement gap metrics remains relatively symmetrical when normalizing without caps, becomes slightly skewed to the right when normalizing and capping at -2 and 2, becomes increasingly skewed when capping at -1.5 and 1.5, and becomes extremely skewed when capping at -1 and 1.

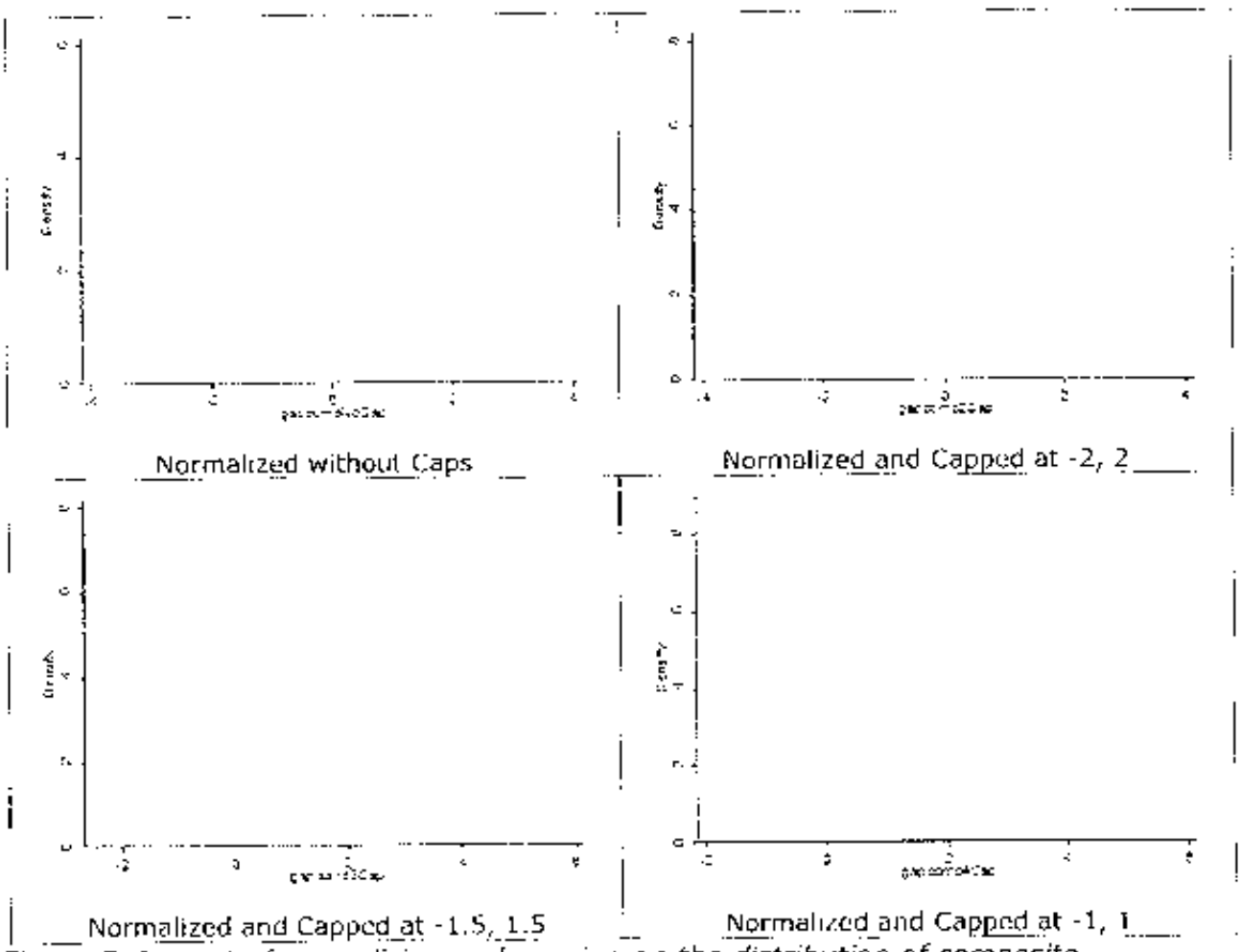


Figure 7. Impact of normalizing and capping on the distribution of composite achievement gap.

The TAC was also shown the scatterplots in Figures 8-12 demonstrating the relationship between TTB percentile rank and composite gap measures for the original metric and the four modification options.

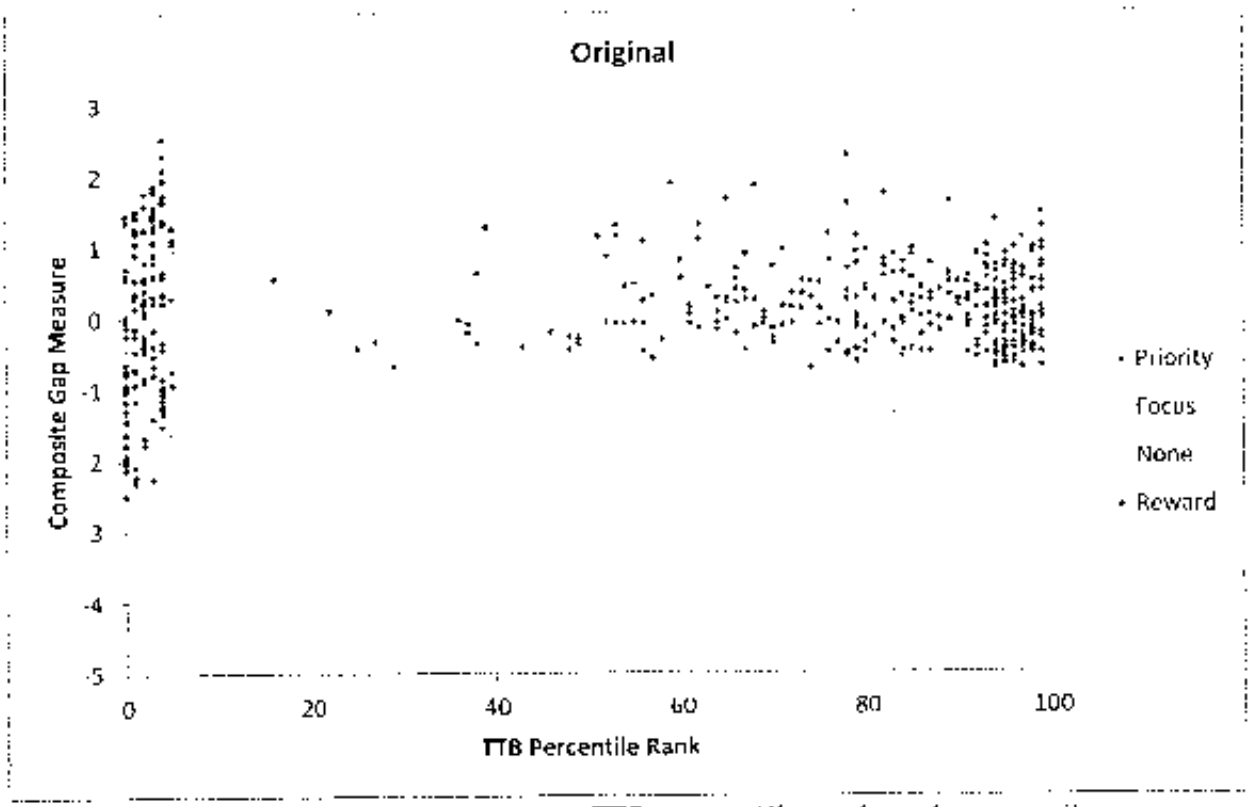


Figure 8. Original relationship between TTB percentile rank and composite gap.

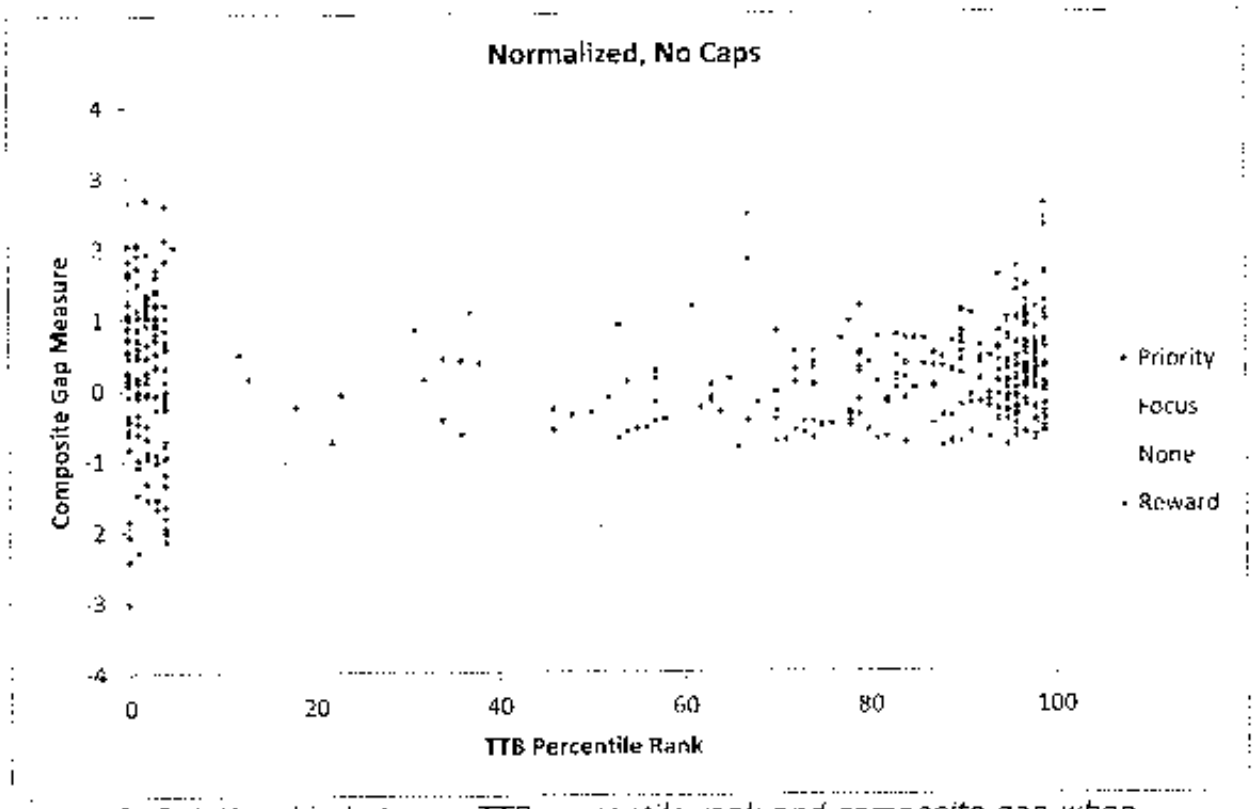


Figure 9. Relationship between TTB percentile rank and composite gap when normalizing alone.

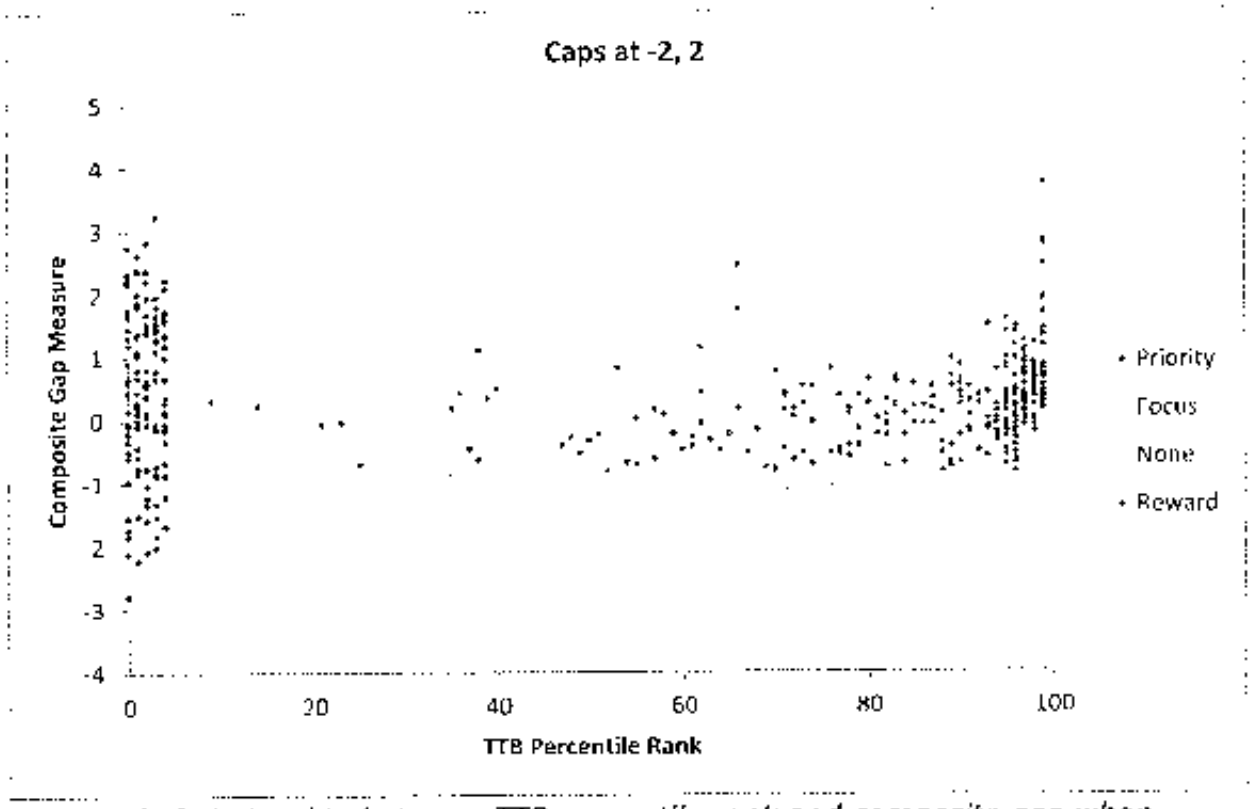


Figure 10. Relationship between TTB percentile rank and composite gap when normalizing and capping at -2, 2.

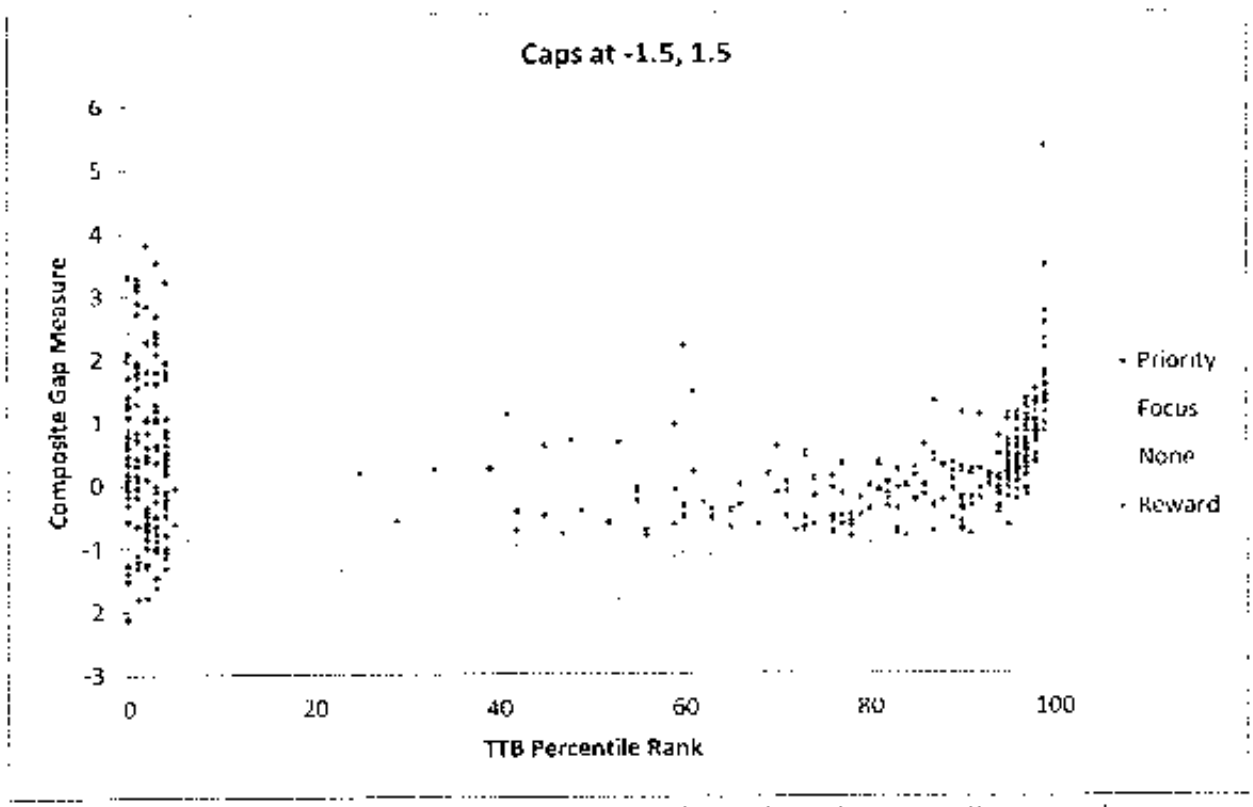


Figure 11. Relationship between TTB percentile rank and composite gap when normalizing and capping at -1.5, 1.5.

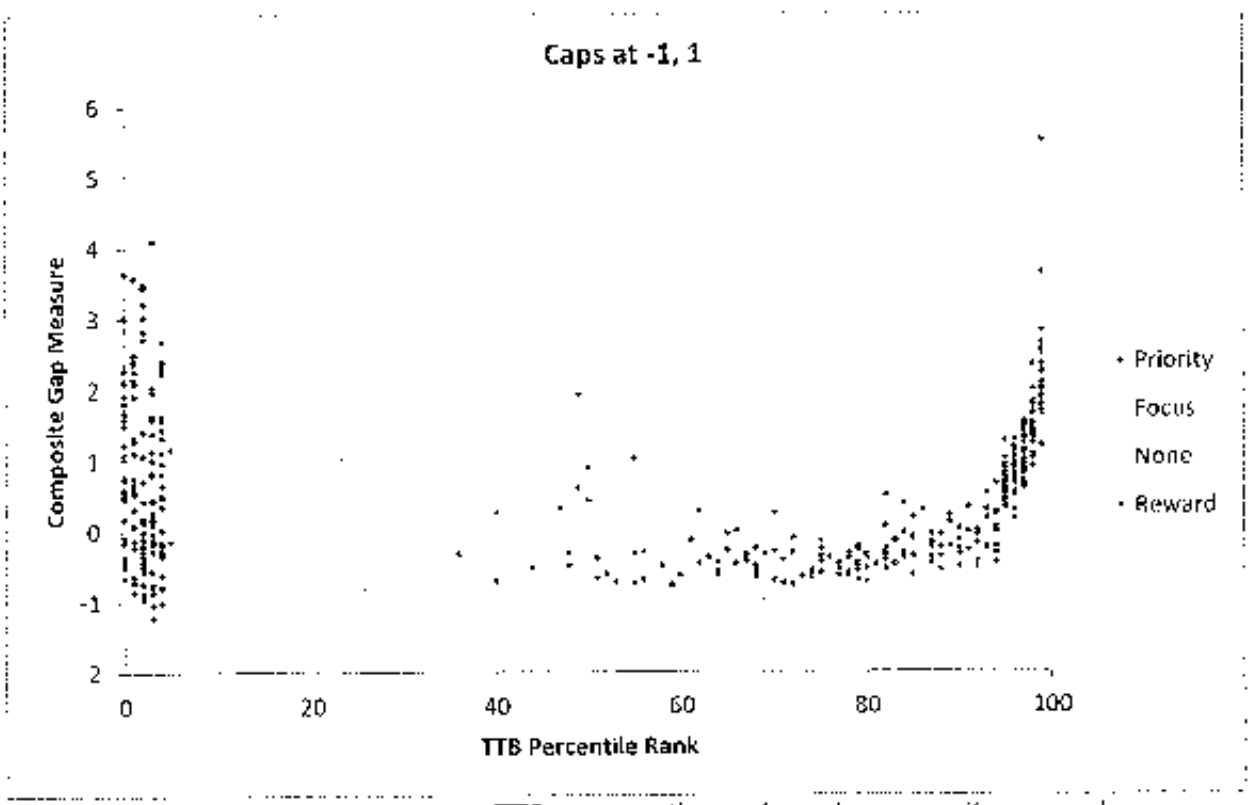


Figure 12. Relationship between TTB percentile rank and composite gap when normalizing and capping at -1, 1.

Figures 8-12 show the relationship between TTB percentile rank and composite gap, identifying priority, focus, and reward schools in each scenario. The impact of the choice of modifications is clear. Normalizing alone reduces the number of extremely high ranked schools that are identified as focus schools. Normalizing and capping at -2 and 2 increases that impact slightly, with no schools ranked above 95 identified as focus schools. Capping at -1.5 and 1 increases that impact markedly, with few schools above the 80th percentile identified as focus schools. Finally, capping at -1 and 1 identifies very few schools above the 75th percentile as focus schools.

The TAC was also shown the impact of the various choices on the relationship between percentage of students disadvantaged in a school and being identified as a focus school. Figures 13-17 show those relationships. Figures 13-17 show the relationships as well as identifying the priority, focus, or reward designation for each school. As can be seen from Figure 13, focus schools tended originally to be distributed throughout the range of economic disadvantage, with very poor schools often instead being identified as priority. Figure 14 shows that normalizing without caps results in fewer very well to do schools being identified as focus schools. Normalizing and capping at -2 and 2 slightly increases that impact. However, normalizing and capping at -1.5 and 1.5 significantly increases that impact. Finally, normalizing and capping at -1 and 1 results in focus schools being identified solely from schools in the middle range of economic disadvantage. This indicates that choosing to normalize and cap at -1 and 1 would result in identifying schools solely from those with the greatest economic diversity.

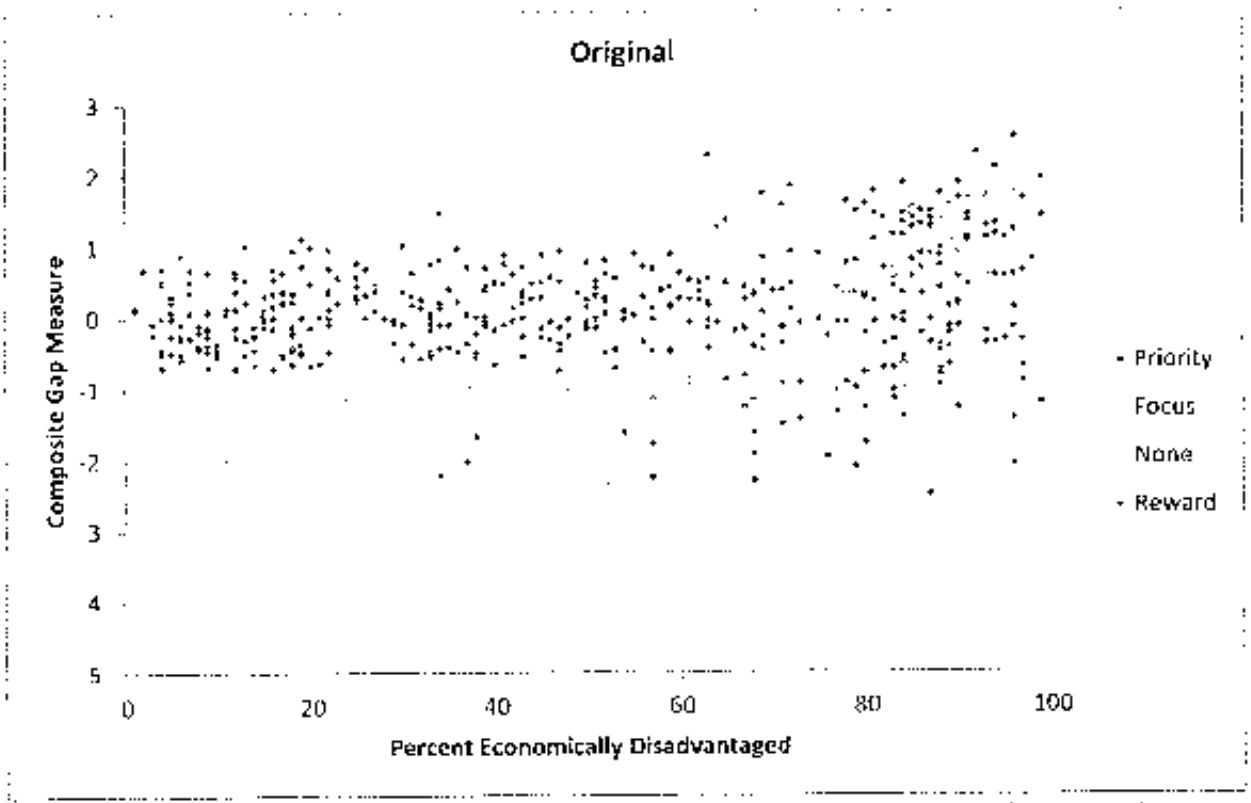


Figure 13. Original relationship between economic disadvantage and composite gap.

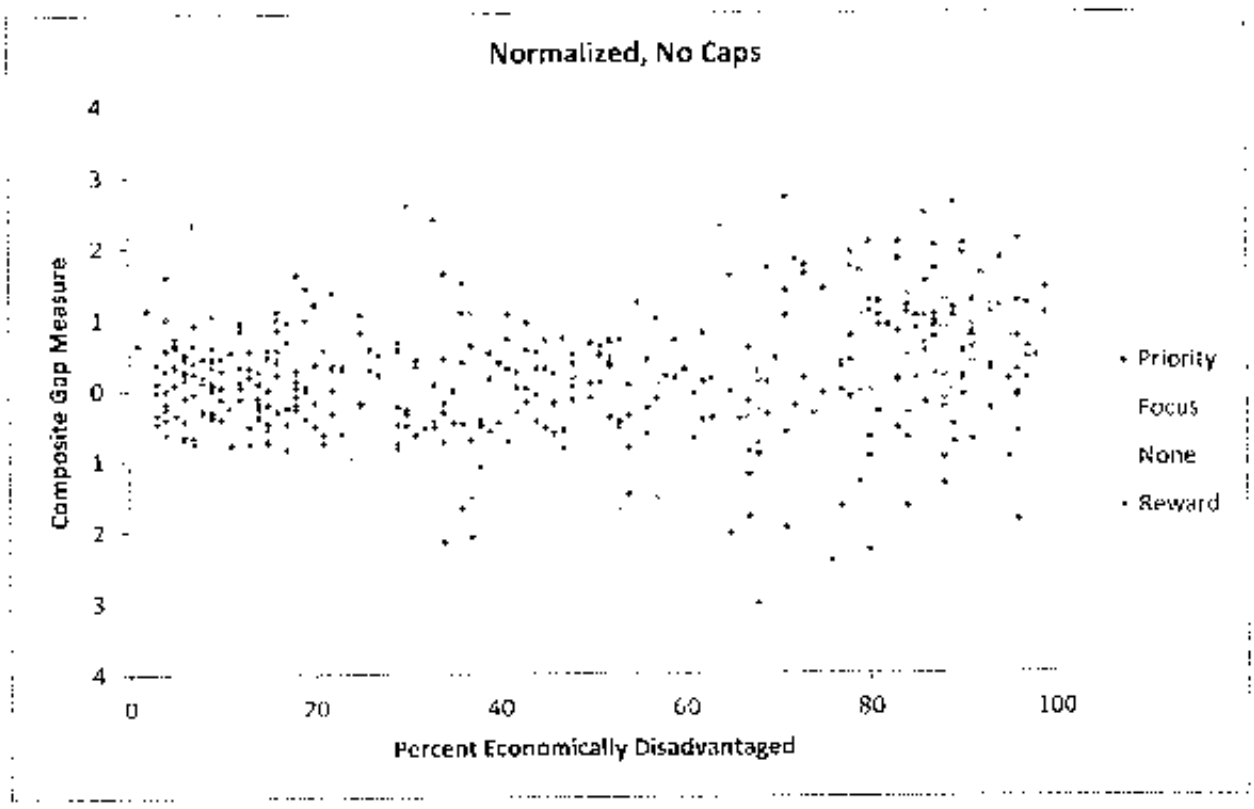


Figure 14. Relationship between economic disadvantage and composite gap when normalizing alone.

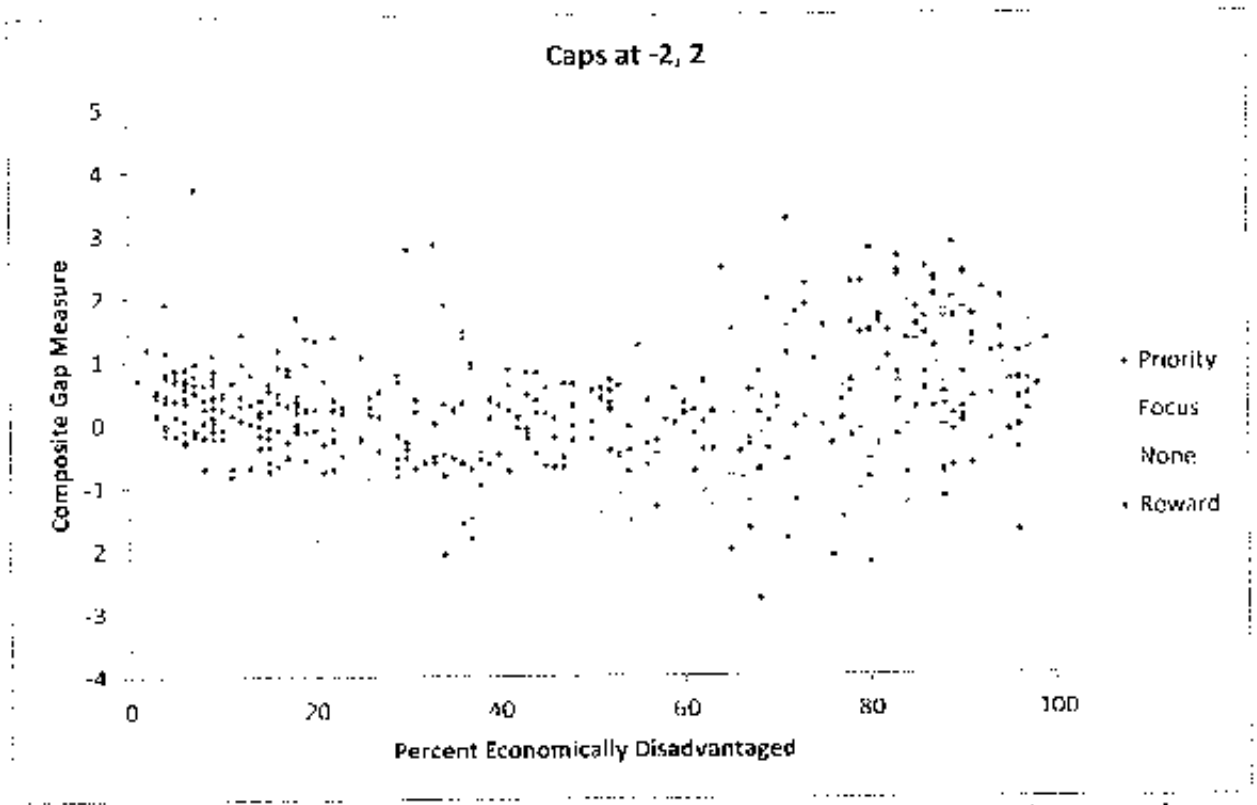


Figure 15. Relationship between economic disadvantage and composite gap when normalizing and capping at -2 and 2.

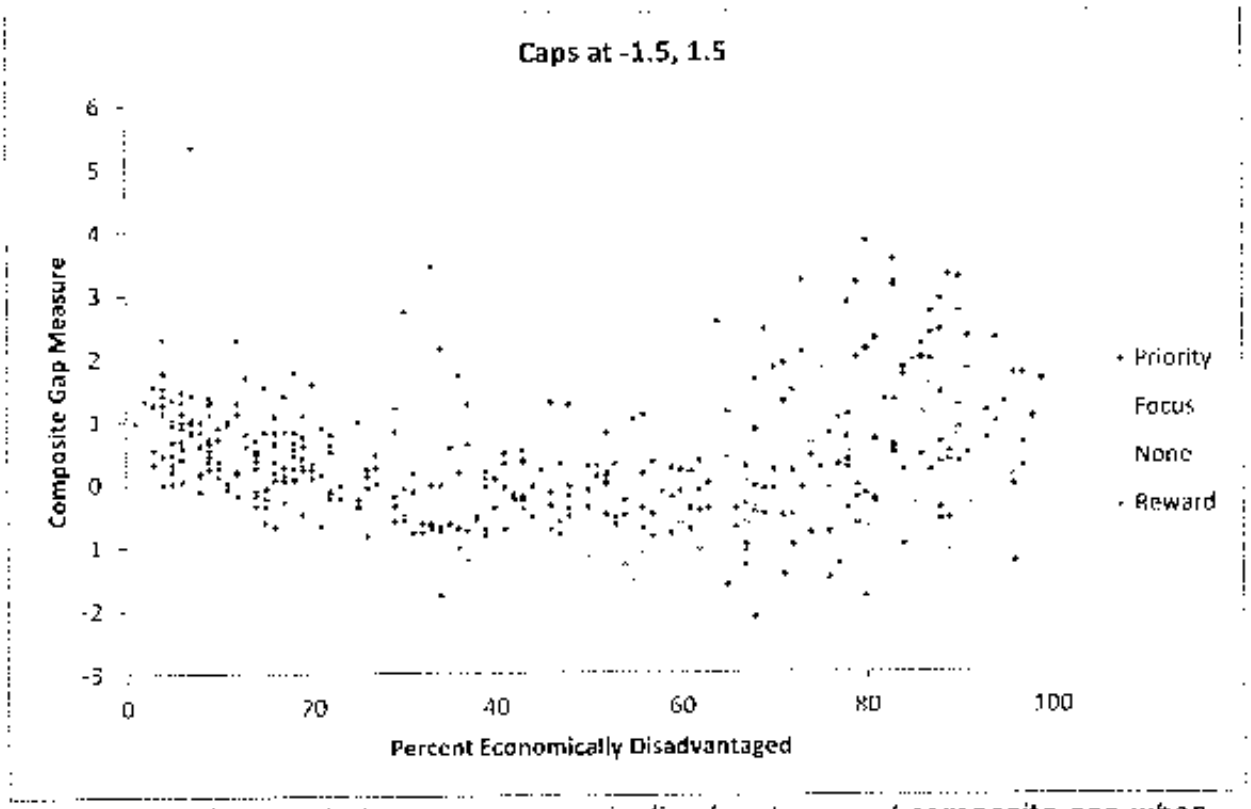


Figure 16. Relationship between economic disadvantage and composite gap when normalizing and capping at -1.5 and 1.5.

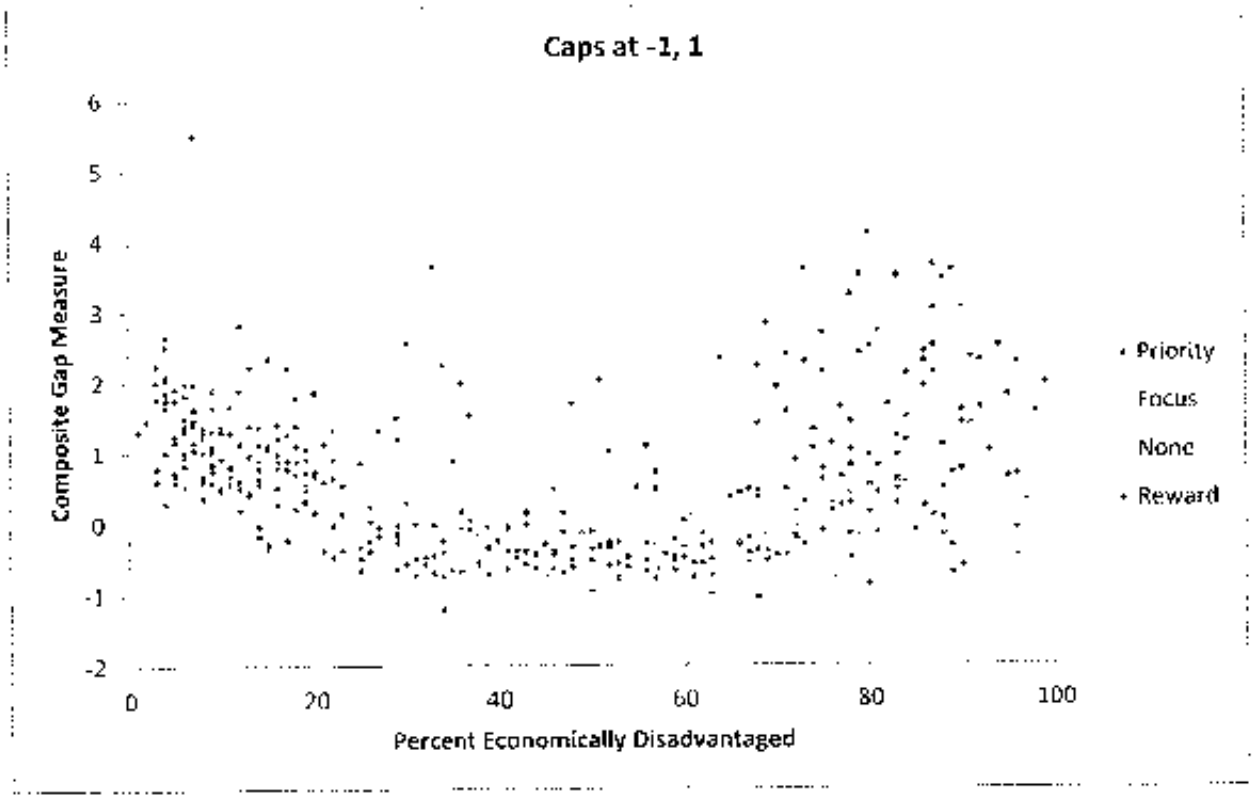


Figure 17. Relationship between economic disadvantage and composite gap when normalizing and capping at -1 and 1.

The TAC was also shown the impact of the various choices on the relationship between percentage of minority students in a school and being identified as a focus school. Figures 18-22 show those relationships, identifying the priority, focus, or reward designation for each school.

From Figures 18-22, it is clear that none of the options for modification has a large impact on the distribution of focus schools across the range of minority rates in schools.

Finally, the TAC was shown the relationship between composite achievement levels and composite gaps, for each of the five runs, as shown in Figures 23-27.

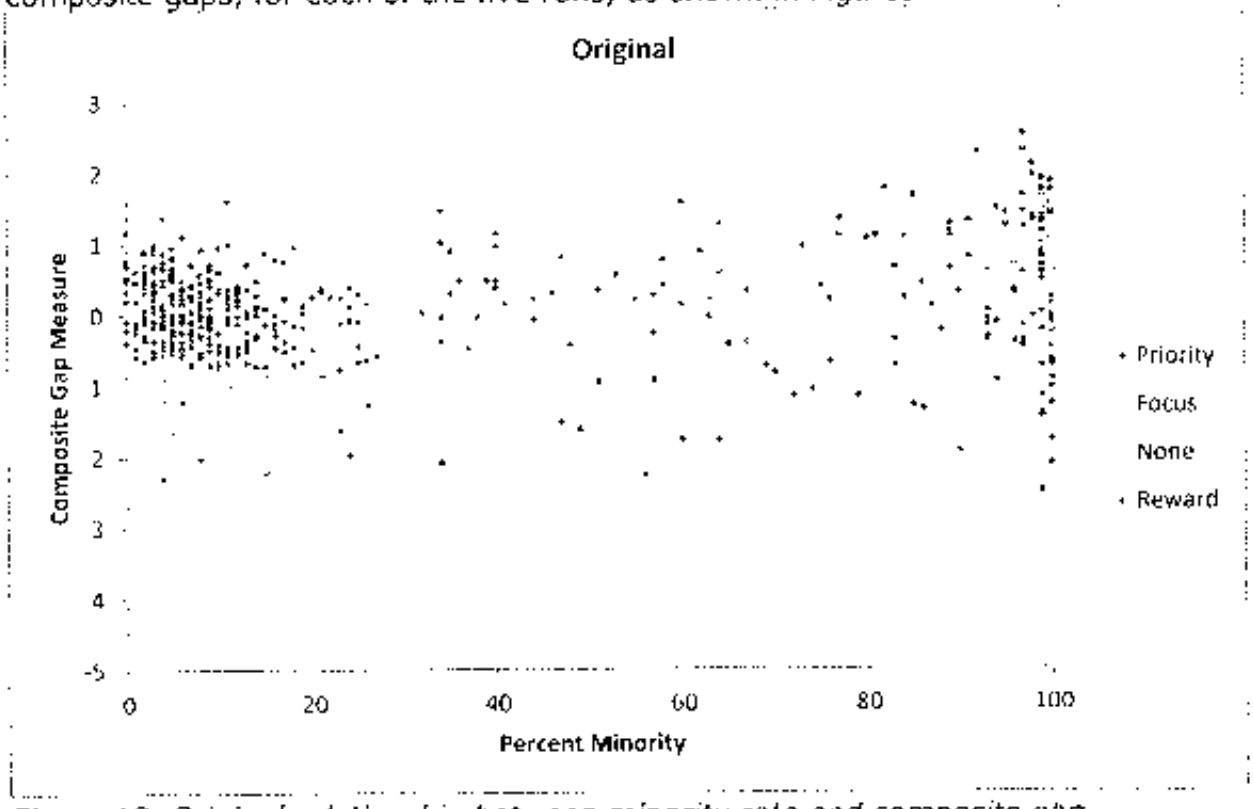


Figure 18. Original relationship between minority rate and composite gap.

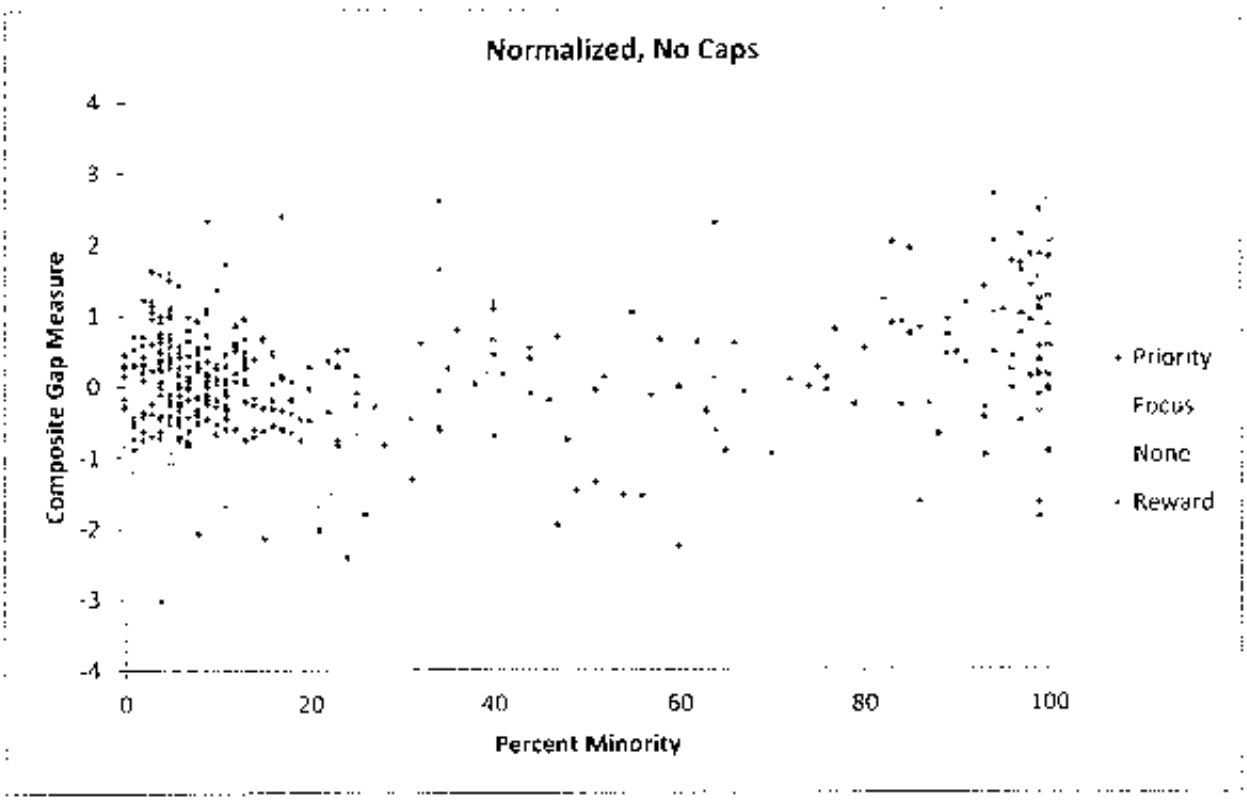


Figure 19. Relationship between economic disadvantage and composite gap when normalizing alone.

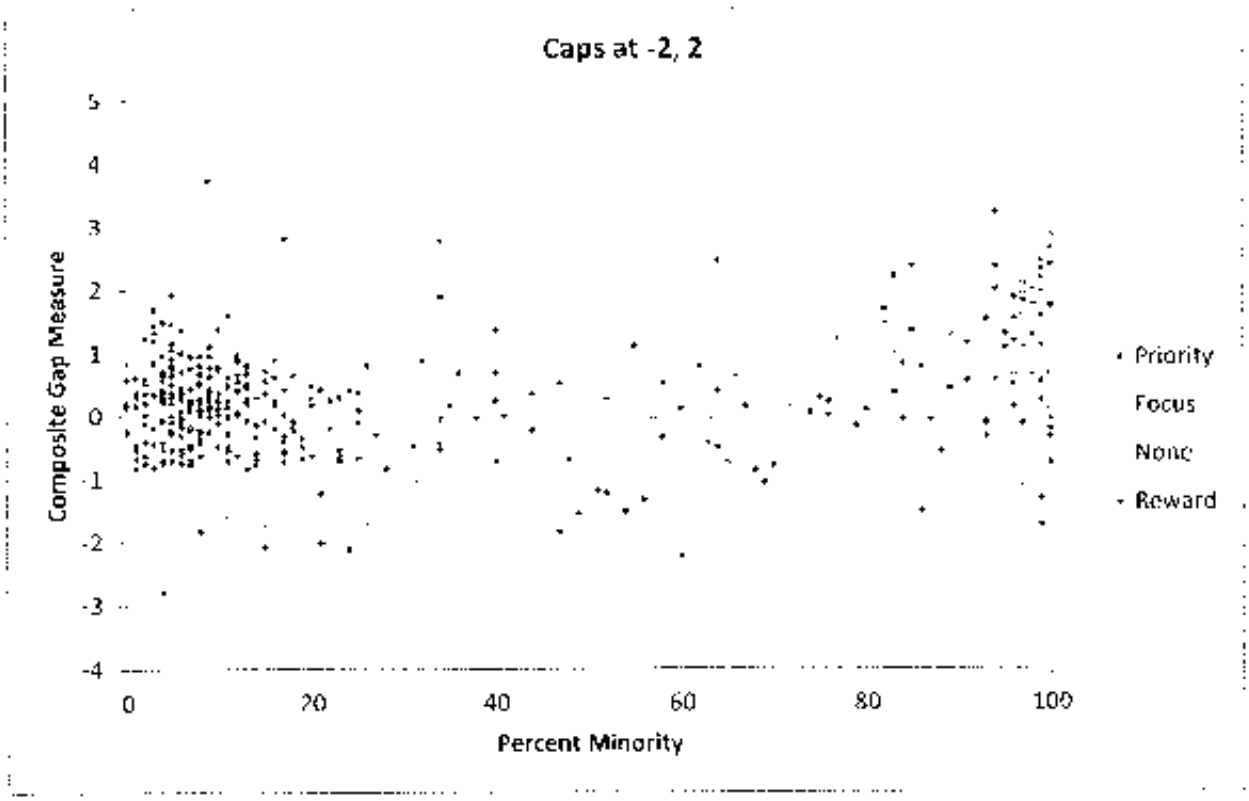


Figure 20. Relationship between economic disadvantage and composite gap when normalizing and capping at -2 and 2.

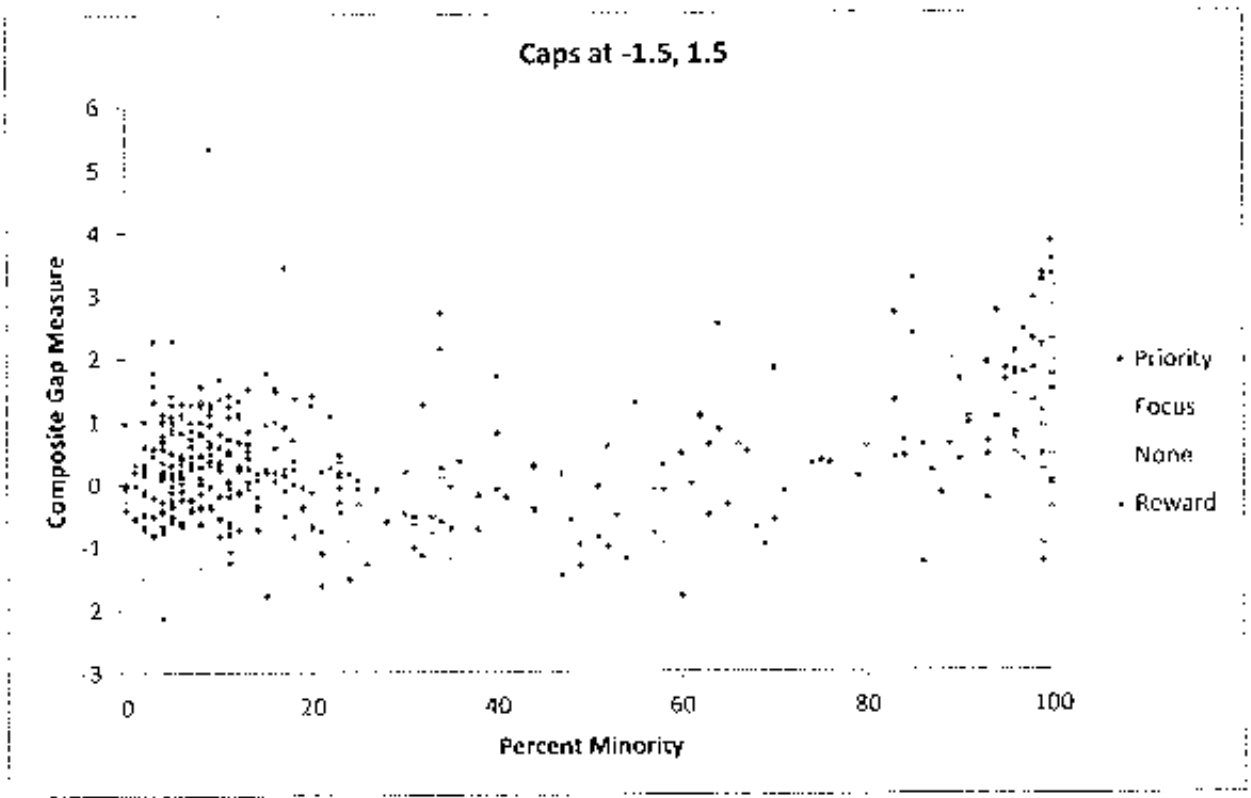


Figure 21. Relationship between economic disadvantage and composite gap when normalizing and capping at -1.5 and 1.5.

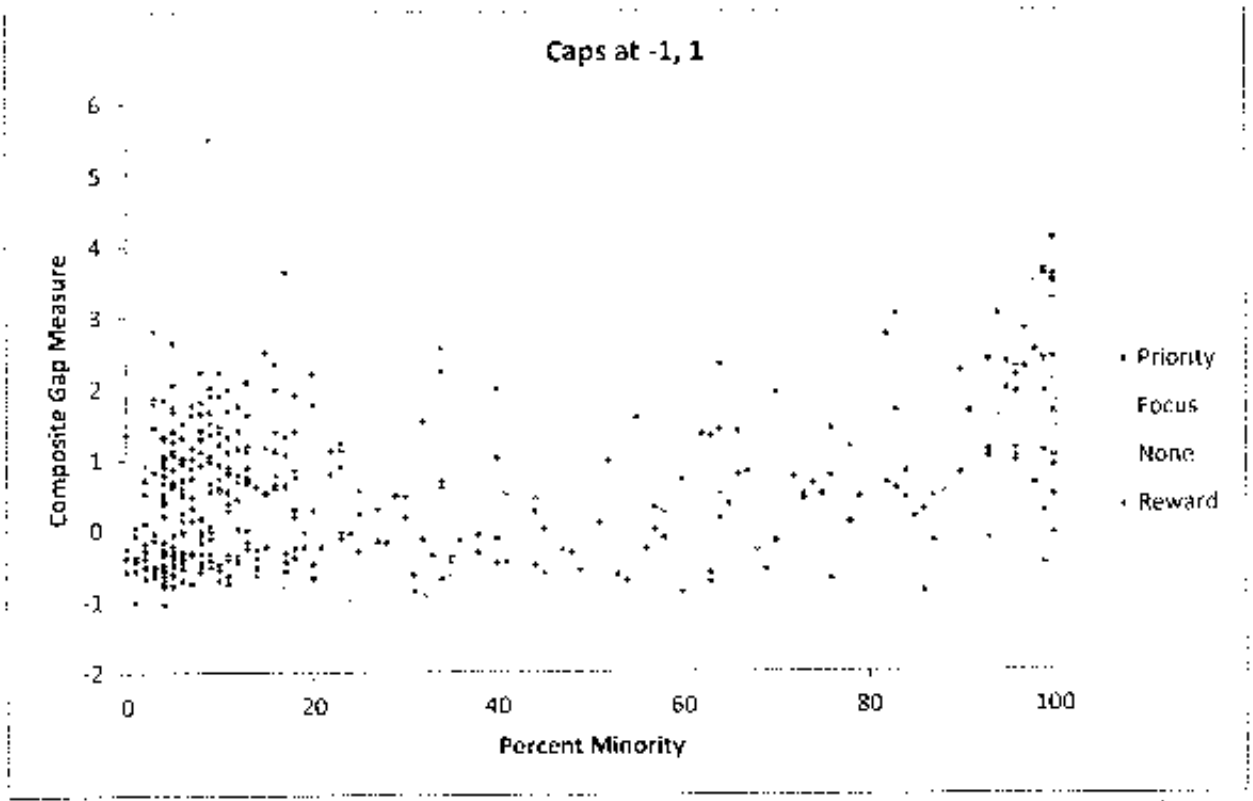


Figure 22. Relationship between economic disadvantage and composite gap when normalizing and capping at -1 and 1.

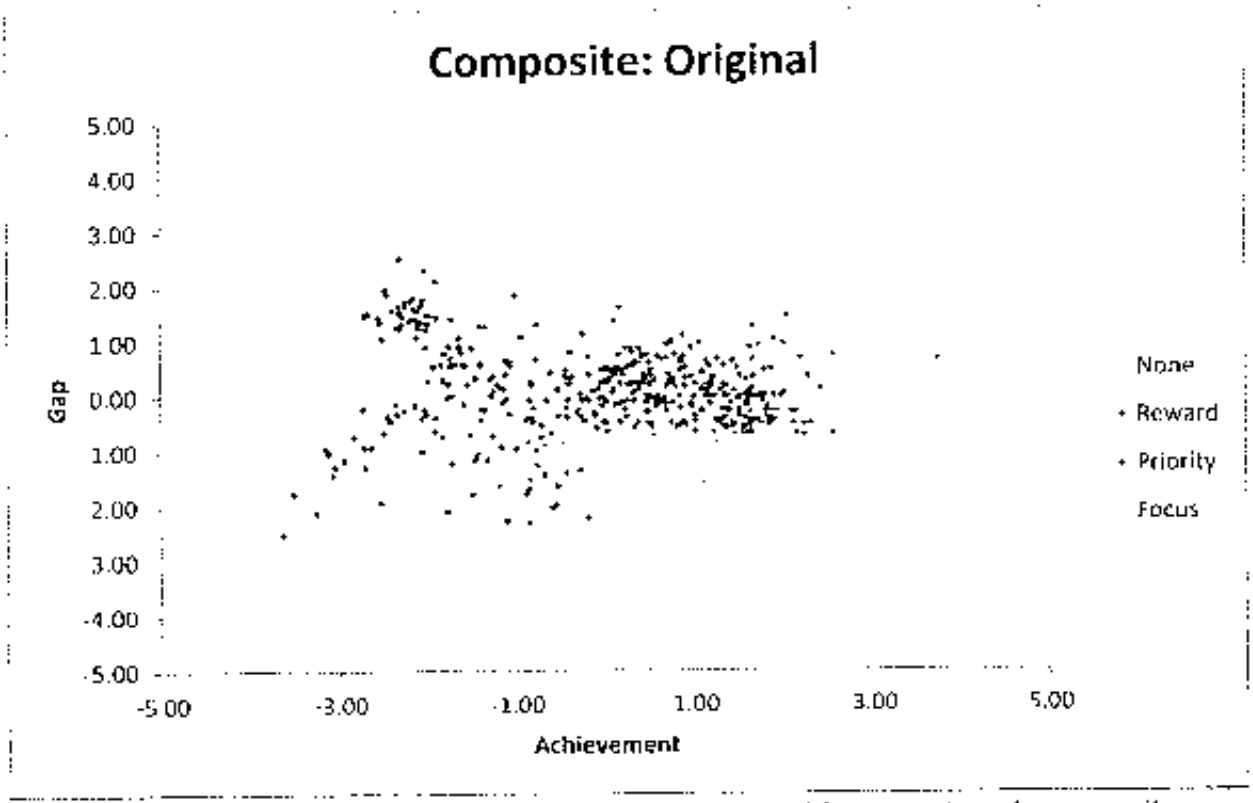


Figure 23. Original relationship between composite achievement and composite gap.

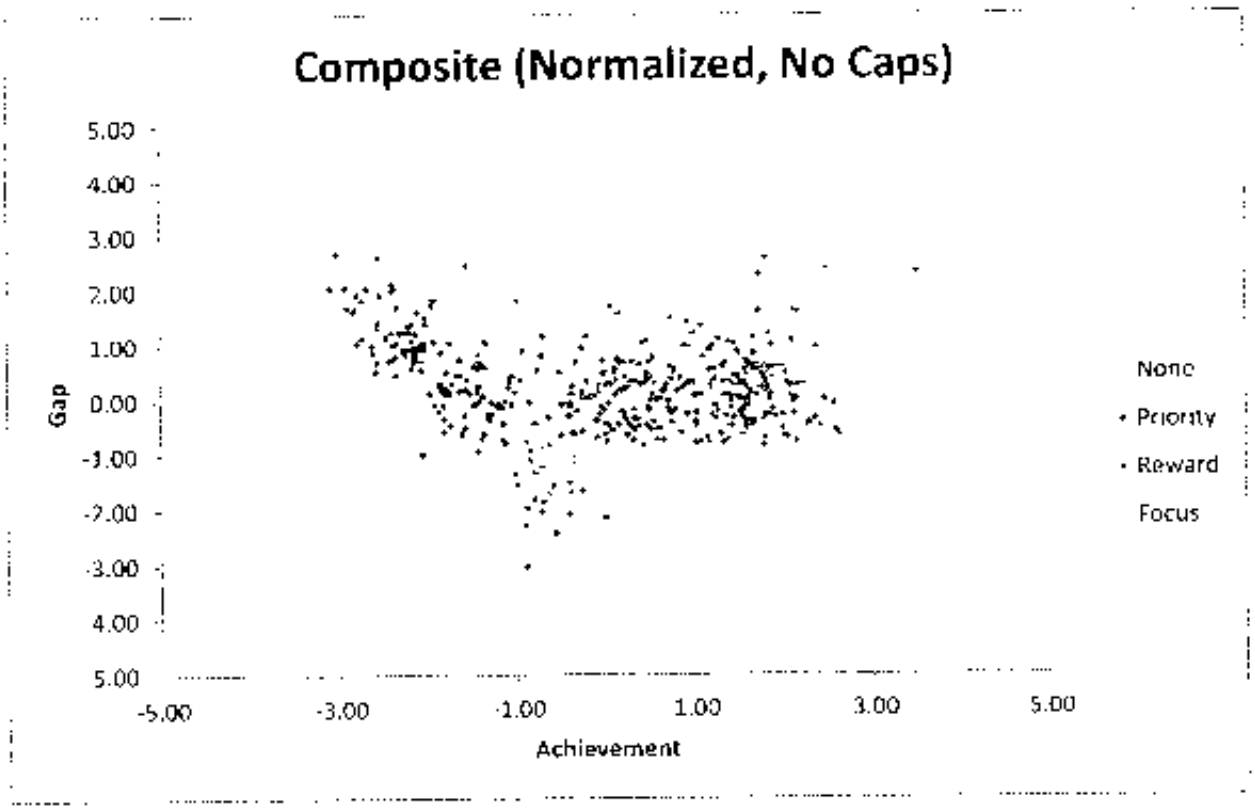


Figure 24. Relationship between composite achievement and composite gap when normalizing alone.

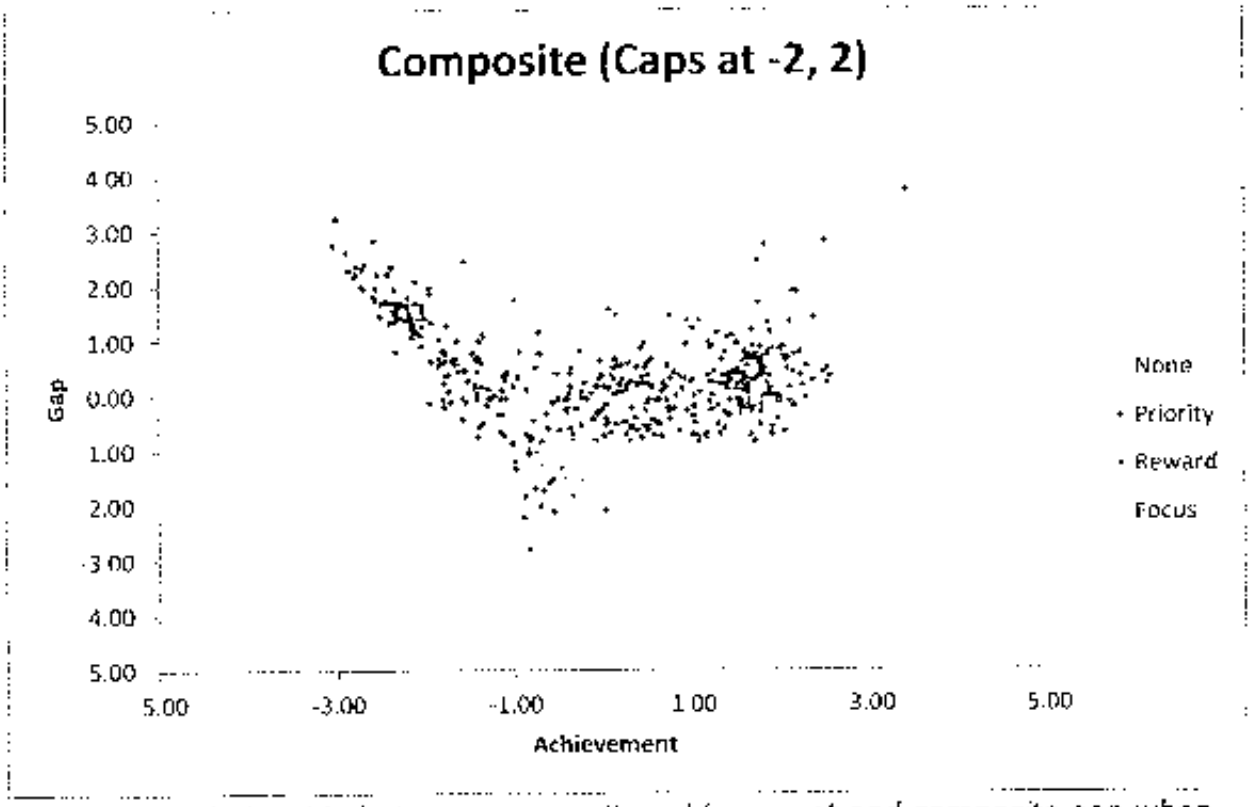


Figure 25. Relationship between composite achievement and composite gap when normalizing and capping at -2 and 2.

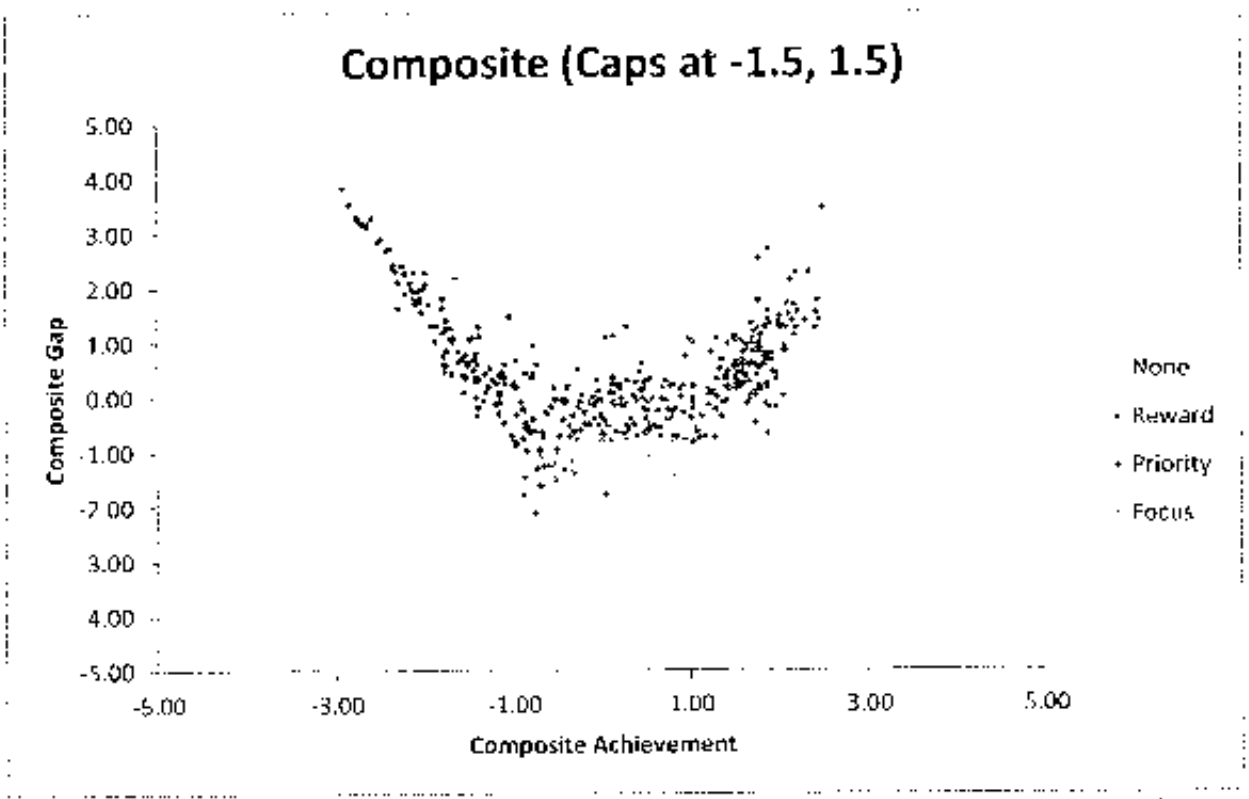


Figure 26. Relationship between composite achievement and composite gap when normalizing and capping at -1.5 and 1.5.

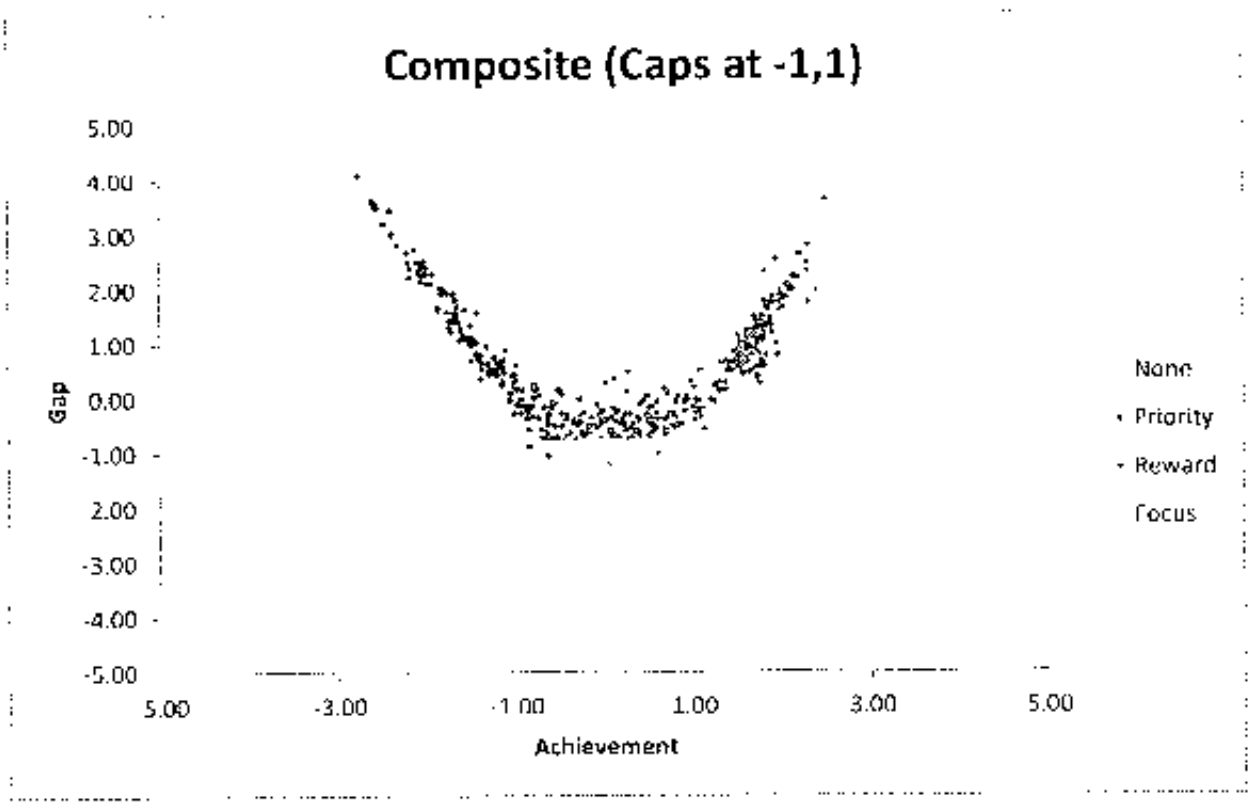


Figure 27. Relationship between composite achievement and composite gap when normalizing and capping at -1 and 1.

As can be seen in figure 23, the relationship between composite achievement and composite gap is negative for the lowest achieving schools, and relative unrelated for the remainder of schools. Normalizing along (figure 24) does not have a strong impact on the relationship, nor does normalizing and capping at -2 and 2 (figure 25). However, capping at -1.5 and 1.5 results in only schools in the middle range of achievement being identified as focus schools. Capping at -1 and 1 exaggerates that effect in that only schools from a small middle range of achievement are identified as focus schools.

The TAC recommended to BAA staff that in order to accomplish the object (to blunt the impact of outliers on focus identification), that the top to bottom metric should be modified by both normalizing student z-scores and by capping at least at -2 and 2. The TAC did indicate that capping at -1 and 1 would have a deleterious impact in terms of making the focus designation a proxy for middle levels of achievement and economic diversity. The TAC indicated that from a technical point of view the lower cap should lie somewhere between -2 and -1.5 and the upper cap should lie somewhere between 1.5 and 2, but the exact location of the caps is more a policy decision, and would be better deliberated upon by the BAA AC. The TAC also indicated that putting the information in some of the scatterplots into tables instead may help the BAA AC in interpreting the data.

BAA AC Meeting and Recommendations

The BAA AC was convened after the meeting with the BAA TAC. They were provided with the same information as the BAA TAC, plus the information in tables 4-8. Table 4 shows the average TTB rank of focus and non-focus schools and the maximum rank of a focus school under the five different methods of calculating the TTB metrics. As can be seen from Table 4, the average TTB rank of focus schools drops considerably when normalizing, with capping having a small effect. In addition, the average TTB ranking of non-focus schools increases slightly with normalizing and capping. Finally, the maximum ranking of focus schools decreases with normalizing and capping, indicating that fewer very highly ranked schools are identified as focus schools when normalizing and capping.

Table 4. Descriptive Statistics on TTB Rank.

Modification	Average TTB Rank of Focus Schools	Average TTB Rank of Non-Focus Schools	Max Rank of Focus Schools
Original	55	49	99
Normalized, no caps	41	51	98
Normalized, caps at -2, 2	39	51	95
Normalized, caps at -1.5, 1.5	39	52	92
Normalized, caps at -1, 1	42	52	95

Table 5 shows the number of priority schools by range of economic disadvantage, and table 6 shows the same for focus schools. It is clear from table 5 that normalizing has a

minimal effect on the relationship between economic disadvantage and priority designation, with a slightly larger effect when adding in caps at -2 and 2. However, the impact of capping at -1.5 and 1.5 or -1 and 1 is considerable in that many more schools in the 26-50% range and the 51-75% range are identified as priority schools.

Table 5. Number of Priority Schools by Range of Economic Disadvantage

	Range of Economic Disadvantage			
Modification	<25%	25-50%	51-75%	>75%
Original	0	8	30	108
Normalized, no caps	0	8	32	105
Normalized, caps at -2, 2	0	9	35	101
Normalized, caps at -1,5, 1.5	0	12	46	88
Normalized, caps at -1, 1	0	15	50	81

Table 6 shows that normalizing reduces the number of schools identified as focus schools, and that capping reduces that number even further. The BAA AC found this to be a significant advantage. However, capping at -1.5 and 1.5 or at -1 and 1 does move many more focus schools into the middle ranges of economic disadvantage. Given that this results in identifying focus schools only from those that are the most economically diverse, the BAA AC found this to be a significant disadvantage.

Table 6. Number of Focus Schools by Range of Economic Disadvantage

	Range of Economic Disadvantage			
Modification	<25%	25-50%	51-75%	>75%
Original	118	134	87	19
Normalized, no caps	89	127	98	27
Normalized, caps at -2, 2	73	137	96	25
Normalized, caps at -1,5, 1.5	43	137	114	22
Normalized, caps at -1, 1	17	147	116	19

After discussion of the information presented and the issues surrounding the different options for modification, the BAA AC concurred with the BAA TAC recommendations of normalizing and capping at least to some degree. However the BAA AC indicated that capping at -2 and 2 was the preferable option in that it had minimal impact on the relationships between economic disadvantage and focus identification and between school achievement levels and focus identification. BAA AC did express concern that if caps other than -2 and 2 were implemented, priority identification would be limited to economically diverse schools and to schools in a small middle range of achievement.

However, the BAA AC members felt that while normalizing and capping at -2 and 2 would address the vast majority of problematic identifications of focus schools, there might still be a small number of schools whose bottom 30 groups are high performing enough to warrant their not being identified as focus schools. They recommended that BAA staff identify a reasonable threshold for the performance of bottom 30 groups that would exempt schools from being identified as focus schools if the bottom 30 group scored above that threshold. They also recommended that this threshold replace the good getting great exemption already in MDE's approved flexibility waiver.

BAA Identification of Bottom 30 Threshold to Exempt Schools from Being Identified as Focus Schools

BAA staff identified three possible thresholds for the bottom 30 subgroup for exempting schools from focus identification. These were:

1. Exempt schools from focus identification if their bottom 30 subgroup meets its scorecard target in at least two subjects and their TTB percentile rank is at least 75.
2. Exempt schools from focus identification if their bottom 30 subgroup scores higher than the overall state average in at least two subjects and their TTB percentile rank is at least 75.
3. Exempt schools from focus identification if their bottom 30 composite achievement is at or above the 90th percentile of composite achievement for bottom 30 subgroups.

While each threshold would exempt a similar small number of schools whose bottom 30 group is relatively high performing, each has different strengths. The strength of option 1 is that it is tied to the school scorecard. The strength of option 2 is that it is directly related to the criticisms many have leveled concerning the focus metric—that focus schools whose bottom 30 groups exceed the state average should not be considered focus schools. The strength of option 3 is that it is cleaner to implement. In evaluating the strengths of each option, it was clear that tying the threshold directly to one of the major criticisms of the metric was the most desirable.

Summary of Recommendations

Based on consultations with stakeholders, it is recommended that the top to bottom metric be modified in the following ways:

1. Normalizing student z-score distributions.
2. Capping student z-score distributions at -2 on the lower end and at 2 on the upper end.
3. Exempting from focus designation any school whose bottom 30 group scores at or above the state average in at least two subject areas.

BOTTOM 30% SUBGROUP IN FOCUS SCHOOLS
DATA APPENDIX

Michigan's addition of the bottom 30% subgroup has added a new layer and dimension to accountability and helps schools focus on their within-school *achievement* gaps. It is the size of this within-school gap between the top 30% subgroup and the bottom 30% subgroup that identifies schools as Focus schools within Michigan, meaning that the schools with the largest within school gaps are identified as focus schools. This addendum provides an analysis of the demographic characteristics of the bottom 30% subgroup in Focus schools.

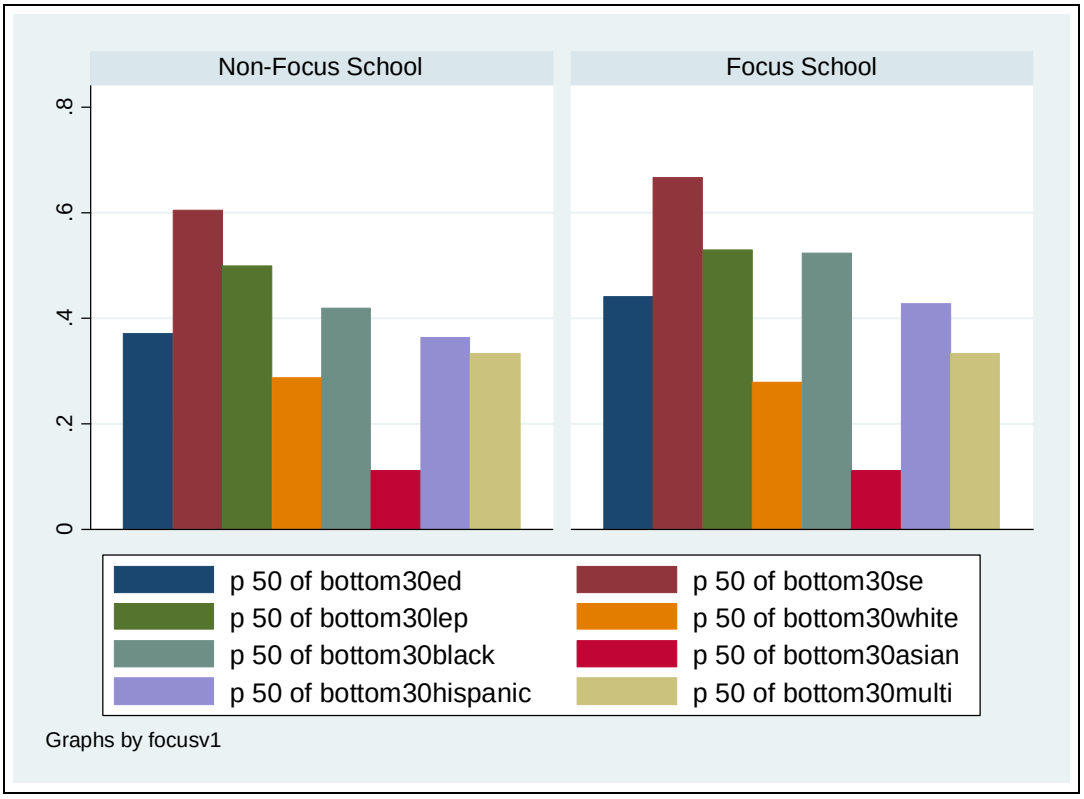
To produce Figure 1, we calculated for each school the proportion of the bottom 30% subgroup that was marked as being in each traditional demographic subgroup (for example, the proportion of the bottom 30% subgroup that was also economically disadvantaged). We then sorted schools by whether they were or were not flagged as focus schools. Then, for each group of schools (non-focus, focus), we calculated the median proportion of the bottom 30% subgroup that was also marked as being in one of the traditional subgroups.

In Figure 1, the left panel represents non-focus schools and the right panel represents focus schools. The bars then represent the typical proportion of the bottom 30% subgroup in each type of school that are also flagged as being in one of the traditional demographic subgroups. For example, the dark blue bars indicate that in non-focus schools, the bottom 30% subgroup is typically also approximately 38% economically disadvantaged; but that in focus schools the bottom 30% subgroup is also typically approximately 43% economically disadvantaged.

Figure 1 demonstrates two main points:

1. The bottom 30% subgroup in Focus schools contains all of the standard ESEA subgroups.
2. Focus schools have a higher representation of students with disabilities (labeled "se" in the above graphic), limited English proficient (LEP) students, and black and Hispanic students in their bottom 30% subgroup than non-focus schools.

Figure 1: Composition of Bottom 30% Subgroup in Non-Focus and Focus Schools

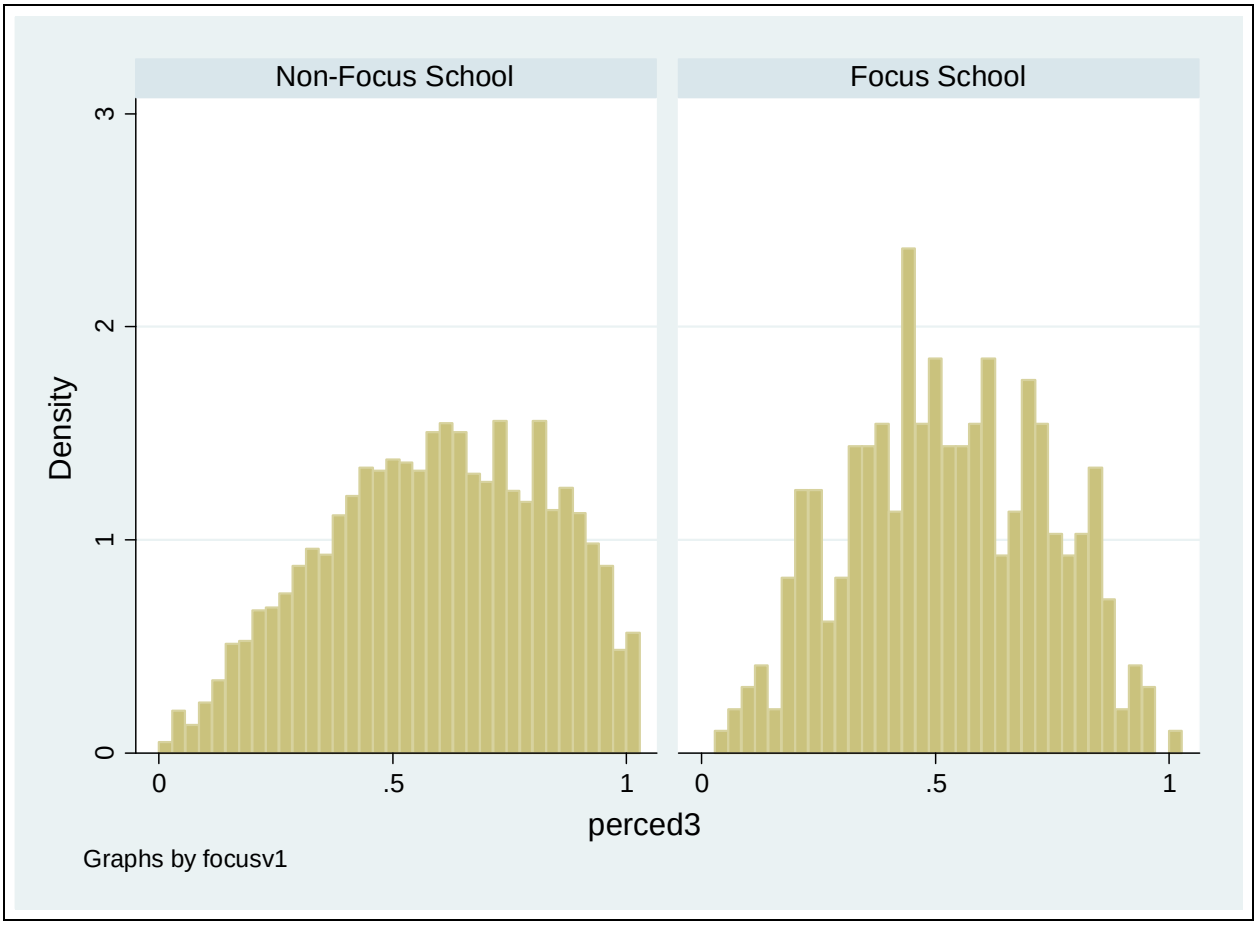


Economically Disadvantaged in Focus Schools

Figure 2 shows the distribution of the bottom 30% subgroup that is also economically disadvantaged in Focus schools and non-Focus schools. The left panel of Figure 2 represents non-focus schools and the right panel represents focus schools, with the x axis of each panel representing the proportion of students in each school that are economically disadvantaged and the y axis representing the number of schools with each degree of economic disadvantage.

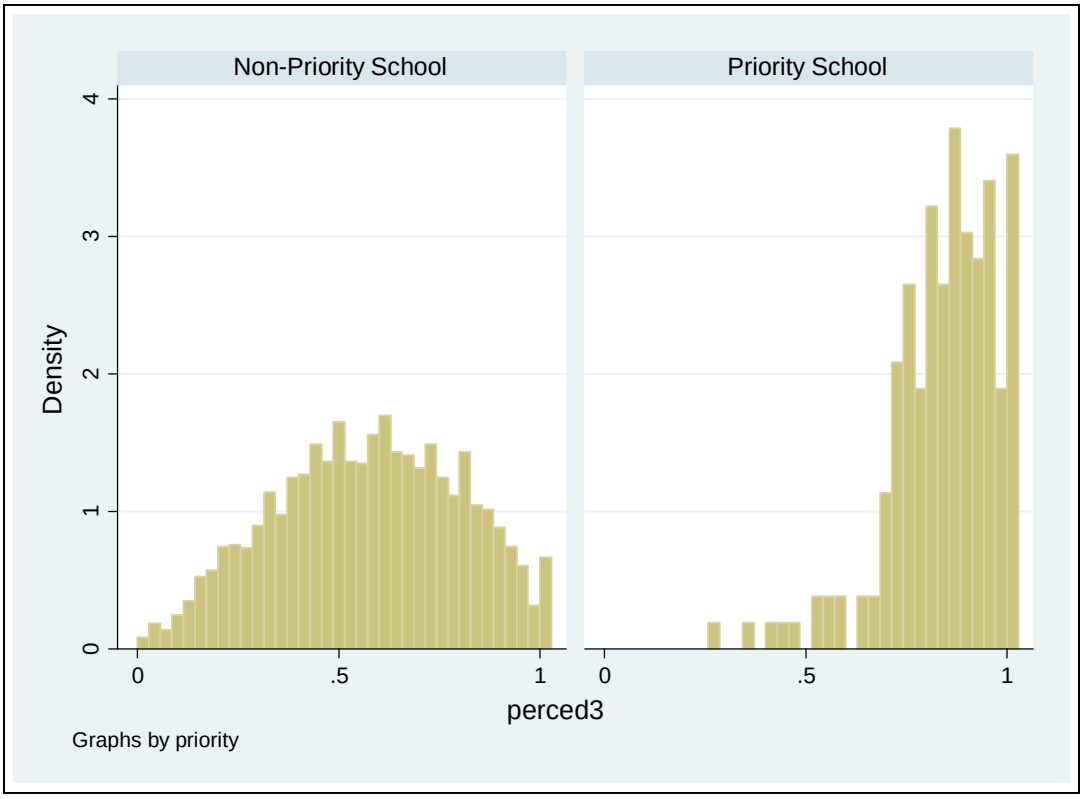
It can be seen that the bottom 30% subgroup in Focus schools includes schools with both high and low levels of economic disadvantage. While the percentages of economically disadvantaged students in the bottom 30% subgroup in Focus schools tends to be higher than in non-focus schools, it is not strikingly so, and economic disadvantage is not the defining characteristic of the bottom 30% subgroup. This was important for us to understand if the bottom 30% subgroup was simply serving as a proxy for another demographic characteristic. It does not appear to be functioning in that way.

Figure 2: Composition of the Bottom 30% Subgroup in Focus and Non-Focus Schools



One reason for the somewhat lower representation of schools with a high proportion of economically disadvantaged students in the bottom 30% subgroup in the Focus category is that many of these schools are already priority schools. Figure 3 (the same as Figure 2, but with the left and right panels representing non-priority and priority schools) demonstrates that the bottom 30% subgroup in Priority schools is predominately economically disadvantaged; this is also due to the fact that Priority schools, as a whole, are highly economically disadvantaged, regardless of bottom 30% subgroup status.

Figure 3: Composition of the Bottom 30% Subgroup in Priority and Non-Priority Schools



Racial/Ethnic Categories

Returning to Figure 1, it is clear that the bottom 30% subgroup in Focus schools consists of all of the ESEA-required demographic subgroups, including the six racial/ethnic categories. To dig a bit deeper, we now analyze the composition of the bottom 30% subgroup in Focus schools in terms of the percent of students who are black/African American. The questions are twofold: 1) to what degree does the bottom 30% subgroup in Focus schools include black/African American students as compared to non-focus schools, and 2) does the bottom 30% subgroup ONLY include black/African American students? Figure 4 below shows the composition.

Figure 4: Composition of Black/African-American Students in the Bottom 30% Subgroup in Focus and non-Focus Schools

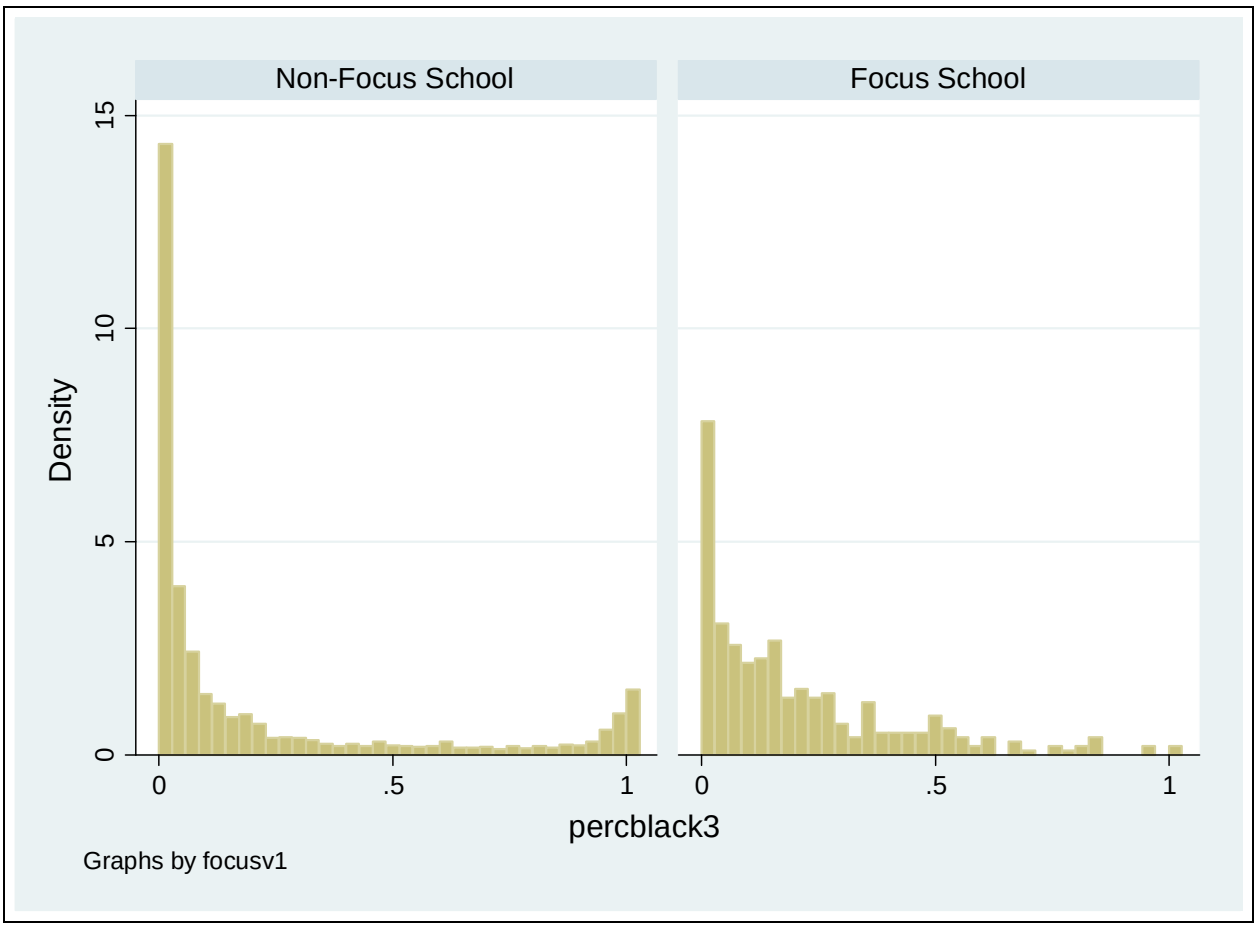
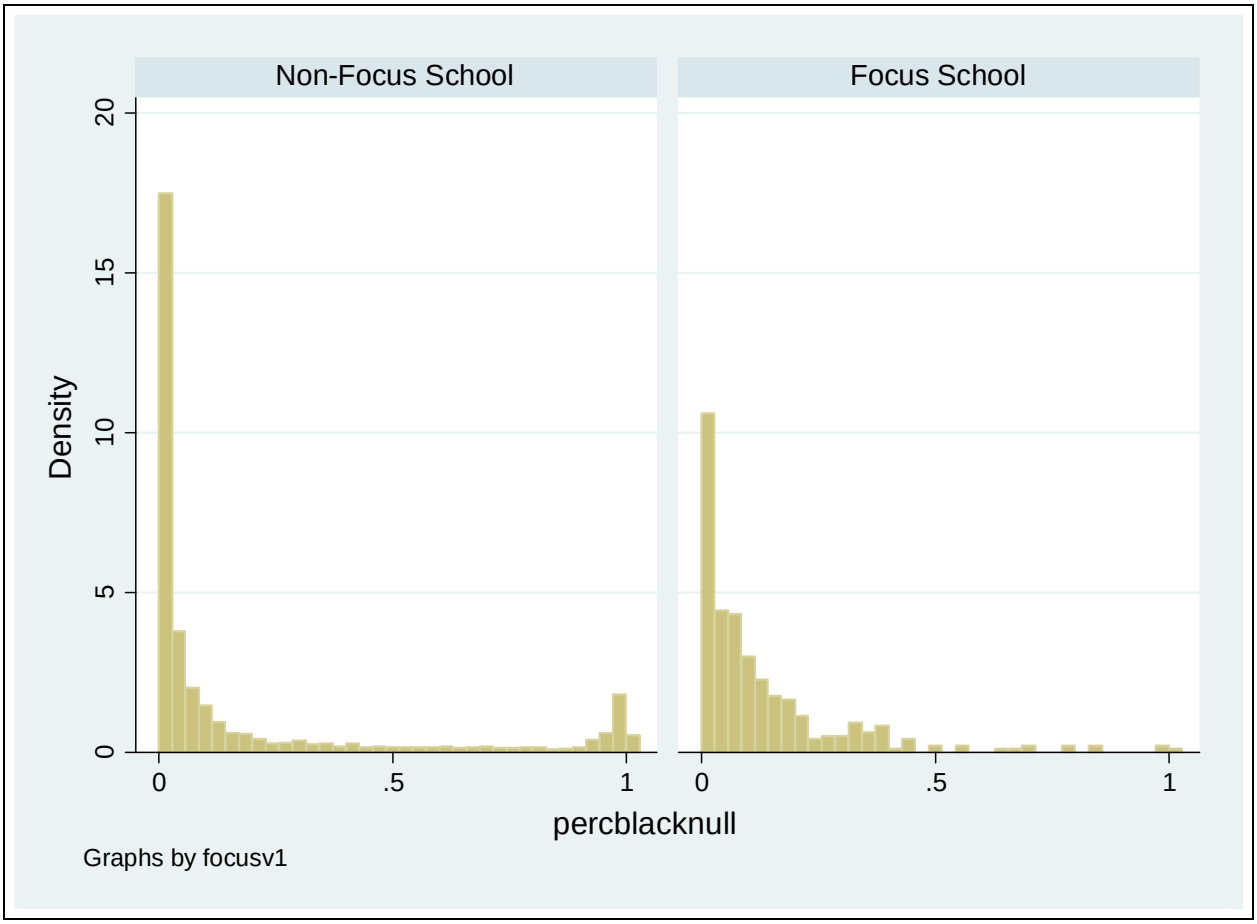


Figure 4 shows that the distribution of the percentage of the bottom 30% subgroup that is black/African American in Focus schools is different than in non-focus schools. From Figure 4, it can be seen that Focus schools tend to contain a higher proportion of black/African-American students than non-Focus Schools, but there are many non-focus schools with high proportions of black/African American students. Figure 5 shows the proportion of the each entire school (not just the bottom 30% group) that is black/African American. In comparing Figure 5 to Figure 4, it can be seen that the distributions are very similar, demonstrating that black students are not over-represented in the bottom 30% subgroup in Focus schools as compared to the composition of the school overall. In other words, Focus schools tend to have a more diverse composition in terms of black/African-American students, and these students are relatively evenly distributed across the school and the bottom 30% subgroup.

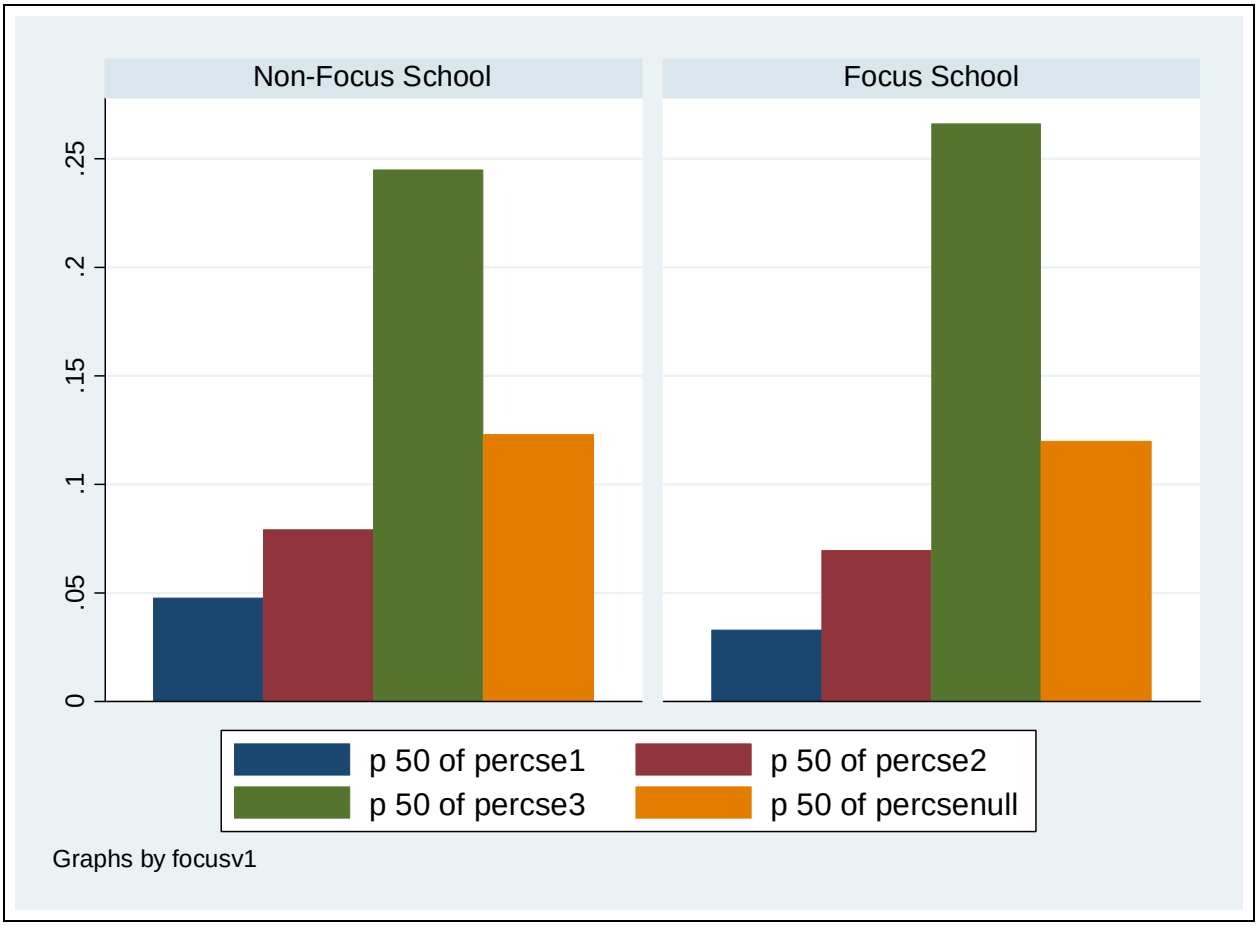
Figure 5: Whole-School Composition of Black/African-American Students in Focus and non-Focus schools.



Students with Disabilities in the Bottom 30% Subgroup in Focus Schools

Figure 6 shows the distribution of students with disabilities in each of the subgroups (top 30% in dark blue, middle 40% in red, bottom 30% in green, and whole school in orange) in Focus and non-Focus schools. The bottom 30% subgroup includes students with disabilities at a higher rate than the other two subgroups across both types of schools as might be expected. However, the composition of the bottom 30% in Focus schools is similar to that in non-Focus schools in terms of students with disabilities.

Figure 6: Distribution of Students with Disabilities in Focus and non-Focus Schools.



Accountability Designation Considerations and Supports for Center Programs

Throughout Michigan, there are center programs that are designed to meet the specific academic, social and transition goals of students with disabilities with more intensive programming than those offered in traditional school settings. Center programs by design, are organized to meet unique needs of a very specific population of learners. Center programs serve students through age 25, require an accountability system that aligns with the types of programming offered for students with disabilities. Center programs are designated as individual schools for the purpose of data tracking, and have a separate building code.

Michigan assures that all students, including those in center programs, are assessed, using appropriate state approved assessments. These center programs are included in the Top-to-Bottom ranking, using the specialized assessments identified for each student within their individual education program (IEP). The specific set of interventions and requirements identified for the "Priority" or "Focus" accountability designation are not appropriate for center programs in Michigan, due to the unique nature of these schools. Although reward schools do not require interventions that are problematic, the designation of "reward" does not align with the measures that should be used to identify progress and achievement in center programs.

A litigation settlement between the MDE and a number of these center programs in 2013 removes these designations and the placement of such schools under authority of the School Reform Office for the purposes of developing and implementing a reform/redesign plan or similar efforts.

Since center programs are not considered identified as Priority or Focus Schools, nor placed under the supervision of the School Reform Office, alternate mechanisms are needed to include them in Michigan's accountability system.

Center programs whose Top-to-Bottom ranking is in the state's bottom 5% will therefore be required to conduct a facilitated, comprehensive data analysis of their appropriate state assessments, prepare a plan to improve instruction and student achievement, identify these Teaching and Learning Priorities in the state's School Improvement website, ASSIST and incorporate them into their school improvement plans.

MDE will review the School Improvement Plans and Annual Education Reports of these center programs annually to monitor the center program's implementation of the Teaching and Learning Priorities and improvement activities as well as their required reporting activities. MDE will provide support over multiple years to enable center programs to make progress in student achievement. In this way, MDE will ensure that there is accountability for student learning in the center programs.