



District Improvement Plan

Madison School District (Lenawee)

Mr. Ryan Rowe, Superintendent
3498 Treat Highway
Adrian, MI 49221-9763

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Introduction

The District Improvement Plan (DIP) has been designed to provide schools and districts with a common planning template that addresses student learning and system needs that have been identified through the schools' Comprehensive Needs Assessment. It has also been designed to address any federal, state and locally required elements that must be contained in a School Improvement Plan.

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Executive Summary

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Introduction

Every school system has its own story to tell. The context in which teaching and learning takes place influences the processes and procedures by which the school system makes decisions around curriculum, instruction, and assessment. The context also impacts the way a school system stays faithful to its vision. Many factors contribute to the overall narrative such as an identification of stakeholders, a description of stakeholder engagement, the trends and issues affecting the school system, and the kinds of programs and services that a school system implements to support student learning.

The purpose of the Executive Summary (ES) is to provide a school system with an opportunity to describe in narrative form the strengths and challenges it encounters. By doing so, the public and members of the community will have a more complete picture of how the school system perceives itself and the process of self-reflection for continuous improvement. This summary is structured for the school system to reflect on how it provides teaching and learning on a day to day basis.

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Description of the School System

Describe the school system's size, community/communities, location, and changes it has experienced in the last three years. Include demographic information about the students, staff, and community at large. What unique features and challenges are associated with the community/communities the school system serves?

Description of the School System - School Context

Madison School District serves a Pre K-12 population of approximately 1500 students. The population's youngest students, four-year olds, are served by Great Start housed within Madison Elementary School. Madison is a unique school district for several reasons. One reason is that approximately 49% of the students enrolled at Madison School District are School of Choice students. Madison serves resident students from the City of Adrian as well as Adrian, Madison, and Palmyra townships. Students enrolled through School of Choice are primarily residents of the Adrian School District. Additionally, Madison's student enrollment continues to grow, mostly due to School of Choice, while enrollment throughout Lenawee County has significantly decreased over the past ten years. Madison School District is comprised of an elementary school, a middle school, and a high school. All three schools are located on one campus and under one roof.

Madison School District employs over 100 certified, highly qualified teachers. In addition, support staff in areas of instruction, transportation, technology, custodial/maintenance, and food service work to support student growth. Madison, due to enrollment growth has more than doubled its Pre K-12 student population since 1994. This year eight teachers were hired to fill vacant positions, provide additional sections at specific grade levels, or to expand educational programming. The District continues to strategically enhance nationally recognized programs such as Project Lead the Way and, at the same time, initiate new programs to enhance educational opportunities. Madison administration and staff continue to research, develop, and initiate additional course offerings. Today Madison School District taxpayers continue a proud tradition of supporting funds for additional facilities to support educational programs. A new 5.2 million dollar Performing Arts Center has been constructed and serves as a state-of-the-art venue for strings, band, choir, performing and fine arts.

Madison School District is comprised of a diverse student population. Families who choose to send their child(ren) to Madison are of varying religion, race, and socio-economic status. It is a point of pride that each and every student at Madison, regardless of background, receives a quality, well-rounded education. Madison has earned a positive reputation for delivering quality education and, at the same time, providing each student individualized attention. Each year staff and students join the Madison family to teach and learn. Madison School District is their school of choice.

Family Context -

Madison School District has a relatively diverse PreK-12 student population compared with the resident population of Lenawee County. Although some students may reside in Madison Charter Township where the campus is physically located, students may also reside within the District if they own or rent a home in the City of Adrian or Adrian, Madison, or Palmyra townships. Furthermore, additional School of Choice students live throughout, and at times beyond, Lenawee County. Madison Charter Township is therefore a small portion of area which constitutes the student population enrolled at Madison. Of the approximately 1500 students enrolled at Madison 12% receive special education services. Approximately 70% of Madison students are eligible for free and reduced lunch. However, all Madison School District students at the elementary receive and breakfast lunch at no cost to their family through a federal grant. This is based on the high free and reduced lunch percentage among Madison School District's student population.

Community Context-

Madison Charter Township is located within the Metropolitan Statistical Area of Adrian, Michigan, 49221. 2,365 households with 1,751

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families reside within the Township. The population density is 283.7 per square mile. Madison Charter Township is located in Lenawee County. The county consists of 749.56 square miles, 30.9 square miles of which is Madison Charter Township.

Ethnicity/Race-

Students enrolled at Madison consist of the following ethnicity/race. Included in parenthesis are Lenawee County percentages as defined by the U.S. Census Bureau, for comparison. Madison School District's student population is relatively diverse compared to the overall percentages located within Lenawee County. Madison School District consists of 63% (87.5%) White persons not Hispanic; 7% (2.8%) Black persons; 2% (1.8%) Persons reporting two or more races; 31% (7.6%) Persons of Hispanic or Latino origin. 10% of families located in Adrian speak a language other than English in their home.

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System's Purpose

Provide the school system's purpose statement and ancillary content such as mission, vision, values, and/or beliefs. Describe how the school system embodies its purpose through its program offerings and expectations for students.

The mission (purpose) statement of Madison School District is reviewed and revised at the annual School Board retreat. The retreat provides an opportunity for stakeholders to discuss various aspects of the school's mission and vision (direction). This event includes time to reflect upon the mission statement and reaffirm the statement based on input from stakeholders. The Madison Board of Education and administration utilize this opportunity to collaborate with parents, students, district school improvement team members, alumni, and staff. The mission is reviewed and, if necessary, revised to assure the purpose and direction aligns with the strategic plan. The mission and vision statement is adopted once stakeholders in attendance have an opportunity to discuss proposed changes. It is with great pride that stakeholders of the Madison School District gather to honor past contributions, cherish present accomplishments, and deliberately move towards future goals.

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Notable Achievements and Areas of Improvement

Describe the school system's notable achievements and areas of improvement in the last three years. Additionally, describe areas for improvement that the school system is striving to achieve in the next three years.

Overall Strengths-

Madison continues to sustain educational opportunities aligned with the use of technology. A full-time teacher designated for technology instruction at the elementary, computer labs, iPads, SmartBoards, and graphing calculators are a few resources intended to enhance student use of technology as a part of their learning experience.

Performing and Fine Arts programming continues to expand while maintaining a standard of excellence with current course offerings. Quality instruction for performing and fine arts is a point of pride.

Madison families continue to participate with their children's educational process in numerous ways. Parents are able to access Home Access Center (HAC) to view their child's academic progress. Teachers also utilize various means to communicate with families. E-mail, phone calls, and face-to-face meetings occur often. In addition the county-wide Alert Now system provides yet another resource to keep parents informed.

Furthermore, staff at Madison School District take advantage of opportunities to assist students with fulfilling Pre K-20 educational and career development plans. Students are able to exercise a variety of educational options while continuing to reside in Lenawee County. The Lenawee Intermediate School District (LISD) serves Madison School District which is one of 11 Lenawee County public school districts. Program offerings related to general education, special education, and career and technical education are available to students who attend Madison School District. Several students choose to take advantage of these options. Approximately 20% of Madison high school students attend career and technical education programs at the LISD TECH Center to further their post-secondary preparation. Pregnant and parenting teens are offered the opportunity to attend LISD PREP Academy. Finally, the K-12 Deaf and Hard of Hearing (DHH) Program, facilitated by the LISD, is housed at Madison School District.

Madison students are able to either utilize Jackson Community College (JCC)/LISD Academy: A Regional Middle College or dual enrollment options through Madison School District if they choose to begin post-secondary coursework as a high school student. A significant resource to residents is the availability of three post-secondary institutions located in Adrian. Siena Heights University, Adrian College, and Jackson Community College offer numerous post-secondary certification and degree programs.

Overall Challenges-

Madison School District has a significant student population that is classified as low socio-economic status (SES). Often families of lower SES have limited access to resources which may prepare students for additional educational opportunities. Often priorities focus on daily necessities such as food, shelter, and clothing rather than opportunities which may enhance the existing educational setting. Despite these challenges Madison School District continues to exceed expectations, receiving state and national recognition for significant accomplishments related to student growth. Madison staff pride themselves on individualizing instruction and providing personal attention, sustaining a positive school culture where each and every student has the opportunity to reach his or her greatest potential.

Notable Achievements and Areas of Improvement

Notable Achievements -

Madison School District serves approximately 1500 students, 49% of which are School of Choice. Families choose to send their children to Madison for several reasons, personal attention, quality educational programs, and structured environment to name a few. Madison School
SY 2015-2016

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District has received substantial recognition from state and national organizations due to tremendous effort and a direct result of the dedicated, focused, and collaborative efforts of students, staff, and the community.

Madison For the past two years Madison Elementary School (MES) has been identified as a Michigan Department of Education "Reward School". MDE introduced the Top-to-Bottom List as a rating program during the 2010-11 school year. This program recognizes Michigan schools that find ways to overcome identifiable risk factors associated with low student achievement, such as economic status, race and ethnicity, or proficiency with the English language. MES is offering a voluntary Balanced School Year (BSY) option which began with the 2014-15 school year. This educational option is available to parents of elementary students who choose to have their child participate with the BSY program.

Madison Middle School continues a tradition of excellence, significantly improving student growth. Madison Middle School is identified as a Michigan Department of Education "Reward School" for the fourth consecutive year. There are two methodologies employed to identify BTO schools. The first compares schools to like schools in terms of geographic setting, demographic makeup of student population, etc. and recognizes those schools outperforming similarly-situated schools. The second uses identifiable risk factors to project an expected level of student achievement and progress and then recognizes those schools that are outpacing their expected levels. A BTO school can be identified using one or both methodologies. In addition, Madison Middle School is recognized as a National Title I Distinguished School by the National Title I Association. Madison Middle School received national recognition from the National Title I Association November 2012. The National Title I Association has been selecting examples of superior Title I school programs for national recognition through the National Title I Distinguished Schools program since 1996.

Madison High School continues to receive substantial recognition from state and national organizations due to tremendous effort and a direct result of the collaboration by students, staff, and the community. For the second year in a row, U.S. News & World Report recognized Madison High School as an exemplary school, "Best High Schools 2013 and 2014".

Challenges -

Included in this year's strategic plan is the development of a five-year facilities/maintenance plan. Significant improvements to various aspects of the existing facility will be outlined as part of this process.

Another focus of this year's strategic plan is to develop a plan to manage student enrollment at Madison. Significant fluctuations have occurred due to School of Choice. Stakeholders desire to initiate a plan to provide stability with current and future K-12 populations. This will allow administration the opportunity to effectively allocate available resources. A committee will be appointed to develop this plan. In addition five areas related to academic growth are included in the 201 Madison School District School Improvement Plan.

Additional Information

Provide any additional information you would like to share with the public and community that were not prompted in the previous sections.

Systems Purpose

Madison School District Mission (Purpose) Statement

Madison School, in cooperation with our community, will enable each student develop his or her full potential to be successful in an ever-changing world.

Madison School District Vision (Direction) Statement

Developing individual excellence through rigorous academics, innovative technology, and personal attention.

Madison School District Belief Statements

We Believe -

- Everyone can learn and has the right to learn in a safe, respectful, supportive, and stimulating environment
- Motivation, a positive attitude, and acceptance of responsibility are imperative to success in learning
- Students' learning, attendance, and behavior improve when they are actively engaged in rigorous, relevant, and meaningful work
- Students need to have adults and peers in their lives that model a strong work ethic, integrity, compassion, commitment, and pride
- The foundation of education is a partnership that includes two-way communication between family, school, and community - the Madison Family

Madison School District will continuously measure progress towards outcomes related to student achievement, facilities/maintenance, educational opportunities and fiscal responsibility, community and stakeholder engagement, student leadership and involvement, and enrollment management.

Madison School District Strategic Planning Goals

I. Student Achievement

Madison School District will ensure that all students achieve at a high level.

1. Each student will make no less than one year's growth in one year's time; a formal system will be developed to identify and provide appropriate support for students in danger of not achieving this standard.
2. 85% of students will read at or above grade level.
3. Madison School District will explore offering middle school and 9th and 10th grade students Pre AP classes.
4. Relevant real-life learning experiences will occur in every class.
5. Data regarding progress of Madison graduates towards the completion of a post-secondary certificate or degree will be monitored.

Information will be communicated to stakeholders.

II. Facilities/Maintenance

Madison School District will create a five-year facility maintenance plan to address infrastructure/maintenance issues to include:

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- a. Heating/Cooling
- b. Repurposing the old elementary school gymnasium
- c. Elementary classroom water problems
- d. Narrow high school hallways
- e. Football facilities
- f. Middle School facilities
- g. Restrooms and locker rooms
- h. Crowded busses
- i. First/Second grade classrooms

III. Educational Opportunities and Fiscal Responsibility

Madison School District will evaluate and enhance opportunities for students while maintaining a responsible fund balance.

- a. Technology
 - 1. Explore options to deliver one-to-one technology and/or mobile learning labs including required infrastructure, apps, and maintenance
 - 2. Explore the opportunity to secure a millage to fund technology
 - 3. Provide professional development for teachers
 - 4. Provide opportunities for community members to utilize district resources to access the Internet
 - 5. Budget to maintain innovative technology and infrastructure
 - 6. Develop additional high school class options related to science, technology, engineering, and mathematics (i.e. Project Lead the Way)
- b. Financial
 - 1. Continue to fairly compensate our employees.
- c. Societal Challenges and Concerns
 - 1. Student and parent use of technological resources at home while being cognizant of limited access for many who attend Madison
 - 2. Emphasize character development
 - 3. Continue to communicate positive classroom behaviors and expectations

IV. Community and Stakeholder Engagement

Madison School District will improve community and stakeholder engagement. This will be accomplished by:

- a. Enhanced two-way communication via the district website
- b. Employ an individual to maintain communication (publicist)

V. Student Leadership and Involvement

Madison School District will improve student leadership and involvement. This will be accomplished by:

- a. Providing incentives for students to attend events (presale or reward ideas)
- b. Developing and encouraging student leadership opportunities
- c. Empower students to lead select portions of the New Student Orientation

VI. Enrollment Management

Madison School District will appoint a focus group to implement a growth strategy, including:

- a. Sustain a healthy high school population - manage attrition
- b. Remain a large class "C" school (approximately 120 students per grade)

Improvement Plan Stakeholder Involvement

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Introduction

The responses should be brief, descriptive, and appropriate for the specific section. It is recommended that the responses are written offline and then transferred into the sections below.

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Improvement Planning Process

Improvement Planning Process

Describe the process used to engage a variety of stakeholders in the development of the institution's improvement plan. Include information on how stakeholders were selected and informed of their roles, and how meetings were scheduled to accommodate them.

Each year stakeholders are invited to participate in two (2) meetings focused on the development of Madison School District's improvement plan. Each spring, student achievement data is analyzed and presented to stakeholders. Results of this data guide the development and implementation of the school improvement plan and process. This meeting is intended to discuss, with various stakeholders, aspects of the improvement plan. Stakeholder input guides the decision-making process intended to improve student growth and student achievement. In addition, the annual retreat, which occurs each fall, reviews aspects of the school improvement plan. Stakeholders are provided the opportunity to review and discuss how each aspect of the school improvement plan is being implemented and assessed. The annual retreat also provides an opportunity to illustrate how the school improvement plan corresponds with the strategic plan.

Stakeholders (parents, students, community members, teachers, paraprofessionals, kitchen, and maintenance staff) are invited to attend by administration. Building administration inform each stakeholder of their role in the process. Meetings dates are reviewed and established to accommodate the schedule of attendees.

Describe the representations from stakeholder groups that participated in the development of the improvement plan and their responsibilities in this process.

Administration, supervisors, members of the Madison Michigan Education Association (MEA), paraprofessionals, parents, students, alumni, and kitchen and maintenance staff are involved in the development of the improvement plan. Administration provides information pertaining to available resources necessary to implement the plan for the following school year. Supervisors facilitate discussion and provide input regarding support to the improvement plan. Members of the MEA, students, parents, alumni, and staff provide input regarding specific strategies to accomplish goals set forth within the plan. Administration and staff take advantage of this opportunity each spring to collaborate with parents, students, district improvement team, members, alumni, and staff so that all voices are heard. Adoption of the school improvement plan occurs following the meeting and after receiving subsequent feedback. The school improvement plan represents the community's desire to provide a stable, yet progressive learning environment for all students.

Explain how the final improvement plan was communicated to all stakeholders, and the method and frequency in which stakeholders receive information on its progress.

The final school improvement plan is presented to the Board and then published on the Madison School District website. Various aspects of the plan are discussed at building school improvement team meetings and staff meetings. Monthly parent/community forums will occur throughout the school year where data related to the school improvement plan will be shared. Parents and community members will have an opportunity to discuss, with stakeholders, relevant advancements regarding the goals, strategies, and assessments measuring the effectiveness of the plan.

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District Additional Requirements Diagnostic

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Introduction

This diagnostic contains certification requirements for Michigan districts. This diagnostic must be completed by all districts.

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Label	Assurance	Response	Comment	Attachment
	The District School Improvement Team reviews the CIMS data.	Yes	The District School Improvement Team, consisting of administrators, supervisors, teachers, instructional support staff, parents, students, alumni, and facility/maintenance personnel, met to review data, including CIMS data. This review process by stakeholders guides District and school improvement efforts. This meeting took place in October 2014 and is scheduled to occur again this October 2015 once all local testing is finished, data is disseminated, and released to the District. Each member had a voice in developing the goals and objectives outlined in the District Improvement Plan.	

Label	Assurance	Response	Comment	Attachment
	CIMS data is used to prepare our District Improvement Plan.	Yes		

Label	Assurance	Response	Comment	Attachment
	The District Technology Protection Measure blocks or filters adult and student internet access to inappropriate materials (visual depictions that are obscene, child pornography, or harmful to minors).	Yes	We continue to comply with the requirements of the Children's Internet Protection Act. (CIPA) We are committed to providing a safe computing experience for our students. Staff will continue to educate students on Internet safety including appropriate on-line behavior. Internet access for the District is provided by the Lenawee Intermediate School District. This connection contains an E86 server, CIPA compliant filter, which is administered by the LISD. We also request that staff supervise students accessing the Internet.	

Label	Assurance	Response	Comment	Attachment
	The district has a process to monitor adult and student use of the internet.	Yes	Landesk is used to monitor systems throughout the District.	

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Label	Assurance	Response	Comment	Attachment
	The district has an Internet Safety Policy in place.	Yes	Board Policy 7540 - COMPUTER TECHNOLOGY AND NETWORKS	

Label	Assurance	Response	Comment	Attachment
	The Internet Safety Policy meets the requirements as outlined in the state Technology Planning and CIPA requirements.	Yes	Board Policy: 7540.03 - STUDENT NETWORK AND INTERNET ACCEPTABLE USE AND SAFETY 7540.04 - STAFF NETWORK AND INTERNET ACCEPTABLE USE AND SAFETY	

Label	Assurance	Response	Comment	Attachment
	The district uses school-wide assessments to determine the telecommunication services and hardware support that are needed to support teaching and learning in all schools.	Yes	The MTRAx application will use data about the technology device and network environment provided by each district to gauge that district's readiness for online testing at the building, district and ISD level based on predetermined criteria for the requirements for online testing (e.g. number and specification of devices available, network bandwidth and others). The MTRAx application will also be developed to provide on-demand data update and reporting capabilities, add an instructional component to allow for the development of a Michigan Framework for Effective Use of Technology.	

Label	Assurance	Response	Comment	Attachment
	The district uses the school-wide assessment data to identify the needs of the schools in the following areas: infrastructure (wiring, internet connections T1, etc.) in all classrooms, in all labs, in all media centers, in the main office, in counseling offices, in support staff offices; hardware; software; professional development. If "yes," specify the needs in the comments section.	Yes	The school utilizes the MTRAx.	

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Label	Assurance	Response	Comment	Attachment
	The district has identified specific actions that promote curriculum and teaching strategies to effectively integrate technology. If "yes," specify the actions in the comments section.	Yes	Curriculum Goal: To integrate the Michigan Education Technology Standards into the K-12 core curriculum for each grade level. Objective : Work collaboratively with school representatives to begin alignment and development. Strat 1: Form a new Technology Integration Committee (TIC) with representation of each building level, technology Coordinator, administration. Strat 2: The TIC will coordinate the alignment of the District's curriculum with state and national standards. Strat 3: Identify and promote curricula and teaching strategies that integrate technology effectively into the classroom.	

Label	Assurance	Response	Comment	Attachment
	The district adjusts its curriculum to include technology literacy for all students.	Yes	Curriculum Objective : Expand class/course opportunities using online/distance learning opportunities insuring that each student will receive at least one online/distance learning class/course before they graduate. Strat 1: Madison Schools will provide each student with an online learning opportunity to fulfill the requirements of the Michigan Merit Curriculum. Strat 2: Required technology courses/classes to expand student knowledge. Strat 3: Expand the use of software as an intervention strategy for students needing additional assistance in completing a class/course work and credit recovery.	

Label	Assurance	Response	Comment	Attachment
	The district adjusts its instructional program to promote technology literacy. If "yes," specify the adjustments in the comments section.	Yes	Curriculum Objective 2: To focus on technology literacy in grades K-12 Strategies: a) Integrate disciplines of study and collaborative planning with a focus on technology literacy skills across all subject areas. b) Train teaching staff on ways to integrate technology literacy strategies into content areas, and to integrate multiple approaches to enhance instruction. c) Monitor the implementation of collaborative planning, integration of technology literacy strategies, and use of multiple instructional approaches.	

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Label	Assurance	Response	Comment	Attachment
	The institution complies with all federal laws and regulations prohibiting discrimination and with all requirements and regulations of the U.S. Department of Education. It is the policy of this institution that no person on the basis of race, color, religion, national origin or ancestry, age, gender, height, weight, marital status or disability shall be subjected to discrimination in any program, service or activity for which the institution is responsible, or for which it receives financial assistance from the U.S. Department of Education.	Yes		

Label	Assurance	Response	Comment	Attachment
	The institution has designated an employee to coordinate efforts to comply with and carry out non-discrimination responsibilities. If "yes," list the name, position, address and telephone number of the employee in the comments section.	Yes	Dawn Opsal, Administrative Services Coordinator 3498 Treat Hwy Adrian, Mi. 49221 dawn.opsal@madison.k12.mi.us (517) 265-1847	

Label	Assurance	Response	Comment	Attachment
	The District has a District Board Policy that is related to Parent Involvement.	Yes		

Label	Assurance	Response	Comment	Attachment
	The District has additional information necessary to support your improvement plan.	No		