

**Interested Goal:** Seek information regarding the *High Schools That Work/Making Middle Grades Work* Goals, Key Practices and Key Conditions.

| Leadership Involvement          | Performance Goals  | Expectations  | Performance Indicators   |
|---------------------------------|--|---|--|
| School District Representatives | <ul style="list-style-type: none"> <li>Express interest in the <i>HSTW/MMGW</i> model</li> </ul> | <ul style="list-style-type: none"> <li>Leadership to identify the need for a comprehensive school improvement model</li> <li>Attend <i>HSTW/MMGW</i> orientation meeting</li> </ul> | <ul style="list-style-type: none"> <li>Letter/communication to <i>HSTW/MMGW</i> state program manager or regional coordinator requesting more information about the <i>HSTW/MMGW</i> school improvement model</li> </ul> |

**Exploring Goal:** Collect and analyze data (local, state and national) that will support the need for change. Examine the key practices of *High Schools That Work/Making Middle Grades Work* and obtain district commitment for school improvement and restructuring.

| Performance Goals   | Expectations   | Performance Indicators   |
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| <ul style="list-style-type: none"> <li>Foster interest in the <i>HSTW/MMGW</i> model</li> </ul> | <ul style="list-style-type: none"> <li>Participate in <i>HSTW/MMGW</i> local, regional, state and national professional development training and visit outstanding <i>HSTW/MMGW</i> sites</li> <li>Appoint representatives from faculty and staff, student body, parents and community members to serve on the <i>HSTW/MMGW</i> Exploration Team</li> <li>Submit required Exploring Site Memorandum of Understanding to regional office</li> </ul> | <ul style="list-style-type: none"> <li>Key stakeholder leadership and interest are evident. Attendance at local, state, regional and national professional development training, workshops and meetings is documented</li> </ul> |

| Performance Goals   | Expectations   | Performance Indicators   |
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| <ul style="list-style-type: none"> <li>• Declare interest</li> <li>• Invest time and resources</li> </ul> | <ul style="list-style-type: none"> <li>• Career-technical center – invite <i>HSTW/MMGW</i> participation of at least two associate/feeder schools</li> <li>• High school – invite involvement with the associate career-technical center</li> <li>• Attend a regional/state <i>HSTW/MMGW</i> Orientation</li> <li>• Create a <i>HSTW/MMGW</i> Exploration Team to investigate <i>HSTW/MMGW</i> sites and attend regional, state and national professional development training</li> </ul>  | <ul style="list-style-type: none"> <li>• Attendance of partnering schools, at local, state, regional and national professional development opportunities, can be documented</li> </ul>                                   |
| <ul style="list-style-type: none"> <li>• Commitment to move to planning stage</li> </ul>                  | <ul style="list-style-type: none"> <li>• Examine key structures relative to <i>HSTW/MMGW</i> key practices (scheduling courses of study, tracking)</li> <li>• Attend 4-5 regional, state and national professional development meetings throughout exploring year to learn more about <i>HSTW/MMGW</i></li> <li>• Analyze student data (number in general track, attendance, dropout rate, performance data, postsecondary plans)</li> <li>• Submit letter indicating faculty support and a district board of education resolution adopting <i>HSTW/MMGW</i> as the school improvement model to regional office</li> <li>• Commit to administer the <i>HSTW/MMGW</i> Assessment</li> </ul> | <ul style="list-style-type: none"> <li>• Documentation of the faculty support at a minimum of 60%</li> <li>• District board of education resolution adopting <i>HSTW/MMGW</i> as the school improvement model</li> </ul> |

**Planning Goal:** Develop a Five-Year Site Action Plan and build capacity to implement the *High Schools That Work/Making Middle Grades Work* school improvement model that aligns and supports other school improvement plans.

| Leadership Involvement  | Performance Goals  | Expectations   | Performance Indicators  |
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| <p><b>School District Leaders</b></p> <ul style="list-style-type: none"> <li>• Superintendent</li> <li>• District Board of Education</li> <br/> <li>• New Administrators</li> <br/> <li>• Urban Sites, Sites with Multi-High/Middle School Districts</li> </ul> | <ul style="list-style-type: none"> <li>• Promote a shared vision of high achievement for all students</li> </ul> | <ul style="list-style-type: none"> <li>• Provide school leaders and teachers with the encouragement and support to define problems, explore and develop affective teaching strategies</li> <li>• Attend regional, state and national professional development meetings</li> <li>• Support the <i>HSTW/MMGW</i> Planning Committee/Team</li> <li>• Review and sign the Ohio Department of Education <i>High Schools That Work/Making Middle Grades Work</i> Memorandum of Understanding for the fiscal year</li> <li>• Submit a letter of commitment from the new administrator(s) to provide leadership for <i>High Schools That Work/Making Middle Grades Work</i></li> <li>• Attend the <i>HSTW/MMGW</i> Leadership Meeting held in September</li> <li>• Identify a <i>HSTW/MMGW</i> school district representative to support the building principals, <i>HSTW/MMGW</i> site coordinators and the <i>HSTW/MMGW</i> leadership team in implementation of the model</li> <li>• Communicate regularly with regional coordinator progress made in implementing the <i>HSTW/MMGW</i> site action plan</li> </ul> | <ul style="list-style-type: none"> <li>• Leadership has established a structure to oversee and monitor the implementation of the plan and supervise investment decisions</li> </ul> |

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| <p><b>High/Middle School Leaders</b></p> <ul style="list-style-type: none"> <li>• Principal/Director</li> <li>• <i>HSTW/MMGW</i> Site Coordinator</li> <li>• Planning Committee/Team</li> </ul> | <ul style="list-style-type: none"> <li>• Select Instructional leadership to fully implement the <i>HSTW/MMGW</i> school improvement model</li> </ul> | <ul style="list-style-type: none"> <li>• Appoint a <i>HSTW/MMGW</i> site coordinator</li> <li>• Submit signed and dated Memorandum of Understanding and ODE Grant Application to <i>HSTW/MMGW</i> state program manager by designated day <ul style="list-style-type: none"> <li>○ Submit (with MOU) the documented faculty vote and school board resolution adopting <i>HSTW</i> as the school improvement model</li> </ul> </li> <li>• Appoint a <i>HSTW/MMGW</i> Leadership team to provide overall direction for the <i>HSTW/MMGW</i> model <ul style="list-style-type: none"> <li>○ The leadership team should include representatives from: focus team, guidance, district office, private sector and postsecondary</li> <li>○ Complete the work identified in the <i>HSTW</i> Site Action Plan</li> </ul> </li> <li>• Prepare a building schedule that allows the staff planning time during the school day, before and/or after school and in the summer</li> <li>• If applicable (funded sites only), manage the <i>HSTW/MMGW</i> budget and allocate funding throughout the year for allowable <i>HSTW/MMGW</i> expenditures <ul style="list-style-type: none"> <li>○ Closing affidavit must be submitted within 60 days of the close of grant. See MOU for current closing date and additional requirements.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Principal leadership is evident on the <i>HSTW/MMGW</i> planning committee/ team and attendance at local, regional, state and national professional development is documented (meeting agendas, minutes, teacher evidence files, new school policies and strategies implemented)</li> </ul> |
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| Leadership Involvement   | Performance Goals   | Expectations   | Performance Indicators |
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| <b>High/Middle School Leaders</b> <ul style="list-style-type: none"> <li>● Principal/Director</li> </ul> |   | <ul style="list-style-type: none"> <li>● Be a part of the team that develops and/or updates and monitors the <i>HSTW/MMGW</i> Site Action Plan and Southern Regional Education Board (SREB) Benchmarks <ul style="list-style-type: none"> <li>○ Aligned with the local CIP, Ohio Academic Standards and Technical Assistance Visit (TAV) challenges using local, state and SREB data to monitor and measure progress</li> </ul> </li> <li>● Regularly inform the building and central district staff on progress made toward achieving the <i>HSTW/MMGW</i> goals and Key Practices</li> <li>● Oversee the work and provide necessary resources to the leadership team and focus team</li> <li>● Communicate regularly with the <i>HSTW/MMGW</i> regional coordinator to discuss ongoing strategies for raising student achievement</li> <li>● Conduct an approved <i>HSTW/MMGW</i> Orientation during the first year of planning for all administrators and staff, and each year thereafter, for all new staff and administration</li> </ul>  |                        |
| <ul style="list-style-type: none"> <li>* New Principals/Directors</li> </ul>                             |   | <ul style="list-style-type: none"> <li>* With signed and dated MOU <ul style="list-style-type: none"> <li>○ Submit letter of commitment from new administrator(s) to provide leadership for <i>HSTW/MMGW</i></li> <li>○ Attend local leaders' meeting, held in September</li> </ul> </li> </ul>  |                        |
|  | <ul style="list-style-type: none"> <li>● Develop and submit a five year Site Action Plan to support <i>HSTW/MMGW</i> goals and key practices</li> <li>● Send teams to appropriate <i>HSTW/MMGW</i> professional development</li> <li>● Administer the <i>HSTW/MMGW</i> Assessment in the first year of planning to the prescribed number of students</li> </ul> | <ul style="list-style-type: none"> <li>● Attend a state-sponsored <i>HSTW/MMGW</i> site development workshop with the leadership team <ul style="list-style-type: none"> <li>○ Within 120 days of the Site Development Workshop, provide a written copy of the Site Action Plan to the <i>HSTW/MMGW</i> regional coordinator for approval</li> </ul> </li> <li>● Send teams to required <i>HSTW/MMGW</i> professional development workshops: How to Administer the <i>HSTW/MMGW</i> Assessment, TAV Orientation, and/or How to Use the <i>HSTW/MMGW</i> Assessment Data when applicable</li> <li>● Send a team to the annual Ohio School Improvement Institute and/or the SREB annual staff development conference</li> <li>● If applicable (funded sites only), utilize the funds awarded through the Ohio Department of Education from July 1 – June 30 of the fiscal year as directed in the MOU</li> <li>● Administer the <i>HSTW/MMGW</i> Assessment to a minimum of 60 randomly selected seniors (or, all seniors if less than 60) <ul style="list-style-type: none"> <li>○ New sites must complete the <i>HSTW/MMGW</i> assessment in the first year of planning and every even calendar year thereafter</li> </ul> </li> </ul> |                        |

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| <p><b>High/Middle School Leaders</b></p> <ul style="list-style-type: none"> <li>• <i>HSTW/MMGW</i> Site Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>• Select instructional leadership to fully implement the <i>High Schools That Work/Making Middle Grades Work</i> school improvement model</li> </ul> | <ul style="list-style-type: none"> <li>• Appoint a <i>HSTW/MMGW</i> leadership team to provide overall direction for the <i>HSTW/MMGW</i> model <ul style="list-style-type: none"> <li>○ The leadership team should include representatives from: focus team, guidance, district office, private sector and postsecondary</li> <li>○ Complete the work identified in the <i>HSTW/MMGW</i> Site Action Plan</li> </ul> </li> <li>• Staff should be organized into four <i>HSTW/MMGW</i> focus teams and provide leadership such as: <ul style="list-style-type: none"> <li>○ Curriculum and instruction</li> <li>○ Evaluation</li> <li>○ Staff development and guidance</li> <li>○ Public information</li> <li>○ Teams should meet at least monthly</li> </ul> </li> <li>• If applicable (funded sites only), manage the <i>HSTW/MMGW</i> budget and allocate funding throughout the year for allowable <i>HSTW/MMGW</i> expenditures <ul style="list-style-type: none"> <li>○ Closing affidavit must be submitted within 60 days of the close of grant</li> <li>○ See MOU for current closing date and additional requirements</li> </ul> </li> <li>• Be a part of the team that develops and/or updates and monitors the <i>HSTW/MMGW</i> Site Action Plan and SREB benchmarks. <ul style="list-style-type: none"> <li>○ aligned with the local CIP, Ohio Academic Standards and TAV challenges using local, state and SREB data to monitor and measure progress</li> </ul> </li> <li>• Regularly inform the building and central district staff on progress made toward achieving the <i>HSTW/MMGW</i> goals and Key Practices</li> <li>• Oversee the work and provide necessary resources to the leadership team and focus team</li> <li>• Complete required reports and surveys including the Annual Progress Report online for SREB</li> <li>• Communicate regularly with the <i>HSTW/MMGW</i> regional</li> <li>• Conduct an approved <i>HSTW/MMGW</i> Orientation during the first year of planning for all administrators and staff, and each year thereafter, for all new staff and administration</li> </ul> | <ul style="list-style-type: none"> <li>• Faculty, staff, student, parent and community leadership is evident on the <i>HSTW/MMGW</i> planning committee/team and attendance at local, regional, state and national professional development is documented</li> </ul> |

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| <p><b>High/Middle School Leaders</b></p> <ul style="list-style-type: none"> <li><i>HSTW/MMGW</i> Site Coordinator</li> </ul> | <ul style="list-style-type: none"> <li>Develop a five-year Site Action Plan to support <i>HSTW/MMGW</i> goals and key practices</li> <li>Send teams to appropriate <i>HSTW/MMGW</i> professional development</li> <li>Administer the <i>HSTW/MMGW</i> assessment in the first year of planning to the prescribed number of students</li> </ul> | <ul style="list-style-type: none"> <li>Attend a state-sponsored <i>HSTW/MMGW</i> site development workshop with the leadership team <ul style="list-style-type: none"> <li>Within 120 days of the Site Development Workshop, provide a written copy of the Site Action Plan to the <i>HSTW/MMGW</i> regional coordinator for approval</li> </ul> </li> <li>Monitor progress in implementing the <i>HSTW/MMGW</i> site action plan and the goals, key conditions and key practices</li> <li>Send teams to required <i>HSTW/MMGW</i> professional development workshops: How to Administer the <i>HSTW/MMGW</i> Assessment, TAV Orientation, and/or How to Use the <i>HSTW/MMGW</i> Assessment Data when applicable</li> <li>Send a team to the annual Ohio School Improvement Institute and/or the SREB annual staff development conference</li> <li>Submit the student roster and course matching chart to the <i>HSTW/MMGW</i> regional coordinator when mailing the assessment to Educational Testing Services</li> <li>Coordinate the administration of the <i>HSTW/MMGW</i> assessment and disseminate the results</li> <li>Administer the <i>HSTW</i> Assessment to a minimum of 60 randomly selected seniors, or all seniors if less than 60. <i>MMGW</i> to a minimum of 60. <ul style="list-style-type: none"> <li>New sites must complete the <i>HSTW/MMGW</i> assessment in the first year of planning and every even calendar year thereafter</li> </ul> </li> <li>Submit completed benchmarks document to the <i>HSTW/MMGW</i> regional coordinator by June 30 of planning year <ul style="list-style-type: none"> <li>Sites that administer the <i>HSTW/MMGW</i> Assessment must complete and submit the <i>HSTW/MMGW</i> graduate follow-up survey to SREB or authorized agent during the following autumn of the testing year</li> </ul> </li> <li>Complete and submit the Annual Site Progress report to the <i>HSTW/MMGW</i> regional coordinator by identified date online by SREB</li> </ul> | <ul style="list-style-type: none"> <li>Five-Year Site Action Plan is approved by the district board of education, and submitted to the State <i>HSTW/MMGW</i> program manager and the regional coordinator</li> </ul> |
| <ul style="list-style-type: none"> <li>Planning Committee/Team</li> </ul>  | <ul style="list-style-type: none"> <li>Select Instructional leadership to fully implement the <i>HSTW/MMGW</i> school improvement model</li> </ul>   | <ul style="list-style-type: none"> <li>Be a part of the team what develops and/or updates and monitors the <i>HSTW/MMGW</i> Site Action Plan and SREB benchmarks <ul style="list-style-type: none"> <li>Aligned with the local CIP, Ohio Academic Standards and TAV challenges using local, state and SREB data to monitor and measure progress</li> </ul> </li> <li>Attend a state-sponsored <i>HSTW/MMGW</i> site development workshop with the leadership team</li> </ul>  |   |

**Implementation Goal:** Implement processes and strategies that will lead to the realization of the *High Schools That Work/Making Middle Grades Work* goals and key practices. Build the capacity to sustain change.

| Leadership Involvement  | Performance Goals   | Expectations   | Performance Indicators  |
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| <p><b>School District Leaders</b></p> <ul style="list-style-type: none"> <li>Superintendent</li> <li>District Board of Education</li> </ul> | <ul style="list-style-type: none"> <li>Consistently promote and communicate a shared vision of high achievement for all students.</li> </ul>        | <ul style="list-style-type: none"> <li>Approve district board of education resolutions in reaffirmation of <i>HSTW/MMGW</i> goals, key practices and in support of the Site Action Plan and new <i>HSTW/MMGW</i> initiatives</li> <li>Continue efforts to provide school leaders and teachers with the encouragement and support to fully implement the <i>HSTW/MMGW</i> school reform model</li> <li>Be an active member in state and multistate networks for information and sharing</li> <li>Attend state and national professional development meetings</li> <li>Appoint representative(s) to serve on <i>HSTW/MMGW</i> implementation teams</li> </ul>  | <ul style="list-style-type: none"> <li>District board of education adopts strategic policies that promote implementation of the <i>HSTW/MMGW</i> approved plan</li> <li>District board of education leadership is evident on the <i>HSTW/MMGW</i> planning committee/team and attendance at local, regional, state and national professional development</li> </ul> |
| <p><b>High/Middle School Leaders</b></p> <ul style="list-style-type: none"> <li>Principal/Director</li> </ul>                               | <ul style="list-style-type: none"> <li>Support instructional leadership to fully implement the <i>HSTW/MMGW</i> school improvement model</li> </ul> | <ul style="list-style-type: none"> <li>Submit signed and dated Memorandum of Understand and ODE Grant Application to <i>HSTW/MMGW</i> state program manager by designated day <ul style="list-style-type: none"> <li>Submit (with MOU) a copy of your documented faculty vote and school board resolution adopting <i>HSTW/MMGW</i> as the school improvement model</li> </ul> </li> <li>Monitor the <i>HSTW/MMGW</i> Site Action Plan and SREB benchmarks document to assure that it is aligned with local Continuous Improvement Plan, Ohio Academic standards and Technical Assistance Visit challenges using local, state and SREB data</li> <li>Support a building schedule that allows the staff planning time during the school day, before and/or after school and in the summer</li> <li>If applicable (funded sites only), manage the <i>HSTW/MMGW</i> budget and allocate funding throughout the year for allowable <i>HSTW</i> expenditures <ul style="list-style-type: none"> <li>Submit closing affidavit to the Ohio Department of Education within 60 days of the close of the grant. See MOU for current closing date and additional requirements</li> </ul> </li> <li>If applicable (funded sites only), utilize the funds awarded through the Ohio Department of Education from July 1 – June 30 of the fiscal year as directed in the MOU</li> </ul> | <ul style="list-style-type: none"> <li>Evidence of professional development training, workshops and information dissemination among all staff is apparent</li> <li>Review of Site Action Plan and Benchmarks based on TAV/TRV report and <i>HSTW/MMGW</i> assessment data</li> <li>Site receives verification of financial compliance</li> </ul>                    |



| Leadership Involvement  | Performance Goals   | Expectations  | Performance Indicators  |
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| <p><b>High/Middle School Leaders</b></p> <ul style="list-style-type: none"> <li>Principal/Director</li> </ul> | <ul style="list-style-type: none"> <li>Send teams to appropriate <i>HSTW/MMGW</i> professional development</li> <li>Administer the <i>HSTW/MMGW</i> Assessment</li> </ul> | <ul style="list-style-type: none"> <li>Send teams to required <i>HSTW/MMGW</i> professional development workshops: How to Administer the HSTW Assessment, TAV/TRV Orientation, and/or How to Use the <i>HSTW/MMGW</i> Assessment Data, when applicable</li> <li>Send a team to the Annual Ohio School Improvement Institute and/or the SREB annual staff development conference</li> <li>Administer the <i>HSTW/MMGW</i> Assessment to a minimum of 60 randomly selected seniors (or all seniors if less than 60). [Middle schools have 60.] <ul style="list-style-type: none"> <li>Complete and submit the <i>HSTW</i> graduate follow-up survey to SREB or the authorized agent during the autumn of the following school year</li> </ul> </li> <li>Host a three-day TAV in the first year of implementation and every third year thereafter: <ul style="list-style-type: none"> <li>Pay the costs related to the TAV/TRV, except for leader-related expenses</li> <li>Agree to send at least two individuals with strong mathematics, science, English language arts, career-technical, guidance, or administrative background on a total of two TAVs/TRVs per year</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>The principal/director leadership and <i>HSTW/MMGW</i> coordinator continues to be apparent on the <i>HSTW/MMGW</i> implementation committees/teams and attendance at local, regional, state and national professional development training and meetings is evident</li> </ul> |

**Maturing Goal:** Continue to change, adapt and implement processes and strategies that will lead to the ongoing realization of the *HSTW/MMGW* goals and Key Practices. Continue to build the capacity to sustain change over time.

| Performance Goals   | Expectations   | Performance Indicators   |
|---|--|--|
| <ul style="list-style-type: none"> <li>Consistently promote and communicate a shared vision of high achievement for all students</li> </ul>         | <ul style="list-style-type: none"> <li>Continue efforts to provide school leaders and teachers with the encouragement and support to fully implement the <i>HSTW/MMGW</i> school reform model</li> <li>Be an active member in state and multistate networks for information and sharing</li> <li>Attend state and national professional development meetings</li> </ul>  | <ul style="list-style-type: none"> <li>District board of education continues to support strategic policies that promote implementation of the <i>HSTW/MMGW</i> approved plan</li> <li>District board of education leadership continues to be involved on the <i>HSTW/MMGW</i> leadership committee/team and attendance at local, regional, state, multistate and national <i>HSTW/MMGW</i> forums and professional development is evident</li> <li>Leadership demonstrates increase level of commitment to the implementation of <i>HSTW/MMGW</i></li> </ul> |
| <ul style="list-style-type: none"> <li>Support Instructional leadership to fully implement the <i>HSTW/MMGW</i> school improvement model</li> </ul> | <ul style="list-style-type: none"> <li>Evaluate and revise the Site Action Plan to reflect your site's needs as reflected in <i>HSTW/MMGW</i> Assessment, TAV/TRV report and local/state data.</li> <li>Utilize SREB benchmarks to measure improvement</li> <li>Continue to complete the <i>HSTW/MMGW</i> Assessment on required years</li> <li>Continue to utilize your leadership and focus teams to carry out your site action plan</li> <li>Participate in local, regional, state and national workshops including the Ohio School Improvement Institute and the <i>HSTW/MMGW</i> Summer Staff Development Conference</li> </ul> | <ul style="list-style-type: none"> <li>Documentation of individual and team teacher participation in local, regional, state and national professional development is evident and documented</li> </ul>   |

| Leadership Involvement  | Performance Goals   | Expectations   | Performance Indicators   |
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| <p><b>Faculty and Staff</b></p> <ul style="list-style-type: none"> <li>• Academic</li> <li>• Career-technical</li> <li>• Guidance</li> <li>• Support Staff</li> </ul> | <ul style="list-style-type: none"> <li>• Students are actively engaged in the classroom with teachers are coaches</li> <li>• Teachers facilitate rigorous and challenging courses that integrate academic and career-technical focus</li> </ul> | <ul style="list-style-type: none"> <li>• Provide students access to modern career-technical courses, either at the high school, the career-technical center, a postsecondary institution or work sites organized for learning</li> <li>• Maintain evidence files through lesson plans, student work, assessment activities, projects, etc., that show efforts to actively engage students</li> <li>• Participate in local, regional, state and national professional development and to visit outstanding <i>HSTW/MMGW</i> sites</li> <li>• Develop and implement programs and structures that support <i>HSTW/MMGW</i> key practices and encourage higher academic standards (adviser/advisee, extra help)</li> <li>• Develop plans focused on literacy that will get students to read and write almost daily in every class</li> </ul> | <ul style="list-style-type: none"> <li>• Teacher syllabus indicates student activities that are challenging, rigorous and taught to a college prep level with clear indication of grade requirements</li> <li>• <i>HSTW/MMGW</i> assessment data, student survey and teacher survey show improvement in student achievement and adoption of the <i>HSTW/MMGW</i> key conditions and practices</li> </ul> |