

We have an intentional focus on student achievement and well-being by ensuring:

- Strategic Plan Prioritizes Increasing Achievement
- Rigorous & Differentiated Instruction is Data Driven
- Comprehensive Services for Students are Accessible

We develop and retain high performing team members by focusing on:

- Recruitment & Retention of Leaders with Proven Records of Success
- Recruitment & Retention of highly effective Instructional personnel
- Ongoing, Tiered, and Data Driven Professional Development

We Prioritize the Implementation of Academic Improvement Strategies by:

- Collaborating with All Stakeholders
- Utilizing Standards Aligned Assessments and Instructional Resources

We ensure effective, equitable, and efficient use of resources and align them to improve student outcomes by focusing on:

- Ensuring Access to Resources & Materials are distributed based upon greatest need.
- Continuous Strategies for Improving Schools.

District Priorities



Additional District Human Capital Support Provided to Northwestern Middle School

- Additional Assistant Principal assignments to include one specific to supporting a school environment conducive to active learning
- Three (3) full time community partners assigned for wrap-around services
- Replacement of two assistant principals to better meet the unique needs of the school
- Math Coach, Math Interventionist & 2 additional classroom teachers added
- Additional funding to recruit HQ high school teachers for after-school and Saturday tutoring services
- Three (3) additional security personnel assigned to promote school structure and safety



Additional District Resources Provided to Northwestern Middle School

- Additional Laptops to support 1:1 device capability
- Early Return for teachers and administrators professional development
- Master Scheduling support from experienced secondary assistant principal
- Weekly side-by-side coaching provided to principal by regional leadership
- District and Regional content support in the areas of ELA, Math & Science thru:
 - Targeted Small groups of students for standards work
 - PLC and common planning support for teachers



Challenges Encountered at Northwestern Middle School

- Principal had to be replaced due to inappropriate fit
- Multiple teachers had to be replaced due to VAM scores
 - Substitutes difficult to find when classes needed coverage
- Continued vacancies throughout the year
- New Superintendent, New EO, New Turnaround Region Superintendent



Northwestern Middle School

Actual Grade 2018					
Northwestern	ELA	Math	Science	Social Studies	Acceleration
Achievement	15	25	6	54	60
Learning Gains	30	41			
Learning Gains Lowest 25%	39	50			
Totals	84	116	6	54	60
Total Points	320	Percent of Total Points	36%	2019 Predicted School Grade	D
Predicted Grade 2019					
Northwestern	ELA	Math	Science	Social Studies	Acceleration
Achievement	18	36	14	54	60
Learning Gains	35	62			
Learning Gains Lowest 25%	12	33			
Totals	65	131	14	54	60
Predicted Total Points	324	Percent of Total Points	36%	2019 Predicted School Grade	D

Potential Scenarios

Northwestern Middle School

- Redistrict all sixth grade students to eligible schools for the 19-20 school year
- Opportunity scholarship remaining upcoming seventh and eighth graders
- Close school at the end of the 19-20 school year
 - Repurpose the school as a K-5 or K-6 elementary school



Lake Forest Elementary School

2018 School Grade			
Lake Forest	ELA	Math	Science
Achievement	29	37	31
Learning Gains	32	34	
Learning Gains Lowest 25%	24	30	
Totals	85	101	31
Predicted Total Points	Percent of Total Points	School Grade	
217	31%	D	

2019 Predicted Grade			
Lake Forest	ELA	Math	Science
Achievement	32	34	30
Learning Gains	46	50	
Learning Gains Lowest 25%	24	17	
Totals	102	101	30
Predicted Total Points	Percent of Total Points	School Grade	
233	33%	D	

Potential Scenarios Lake Forest Elementary School

Close and repurpose the school by:

- Consolidating into a high performing elementary school



Ramona Boulevard Elementary School

2018 School Grade			
Ramona	ELA	Math	Science
Achievement	27	32	38
Learning Gains	35	51	
Learning Gains Lowest 25%	41	43	
Totals	103	126	38
Total Points	Percent of Total Points	School Grade	
267	38%	D	

2019 Predicted Grade			
Ramona	ELA	Math	Science
Achievement	32	52	25
Learning Gains	50	74	
Learning Gains Lowest 25%	25	56	
Totals	107	182	25
Predicted Total Points	Percent of Total Points	School Grade	
314	45%	C	

Gregory Drive Elementary School

2018 School Grade			
Gregory Drive	ELA	Math	Science
Achievement	30	34	38
Learning Gains	42	42	
Learning Gains Lowest 25%	33	34	
Totals	105	110	38
Predicted Total Points	Percent of Total Points	School Grade	
253	36%	D	

2019 Predicted Grade			
Gregory Drive	ELA	Math	Science
Achievement	45	62	30
Learning Gains	54	66	
Learning Gains Lowest 25%	40	44	
Totals	139	172	30
Predicted Total Points	Percent of Total Points	School Grade	
341	49%	C	

George Washington Carver

2018 School Grade			
G. W. Carver	ELA	Math	Science
Achievement	12	25	23
Learning Gains	35	51	
Learning Gains Lowest 25%	41	43	
Totals	103	126	38
Total Points	Percent of Total Points	School Grade	
267	38%	D	

2019 Predicted Grade			
G. W. Carver	ELA	Math	Science
Achievement	32	52	25
Learning Gains	50	74	
Learning Gains Lowest 25%	25	56	
Totals	107	182	25
Predicted Total Points	Percent of Total Points	School Grade	
314	45%	C	

ARLINGTON MIDDLE SCHOOL

2018 Actual Grade					
Arlington	ELA	Math	Science	Social Studies	Acceleration
Achievement	21	26	25	65	62
Learning Gains	36	45			
Learning Gains Lowest 25%	32	46			
Totals	89	117	25	65	62
Total Points	358	Percent of Total Points	40%	2019 Predicted School Grade	D
2019 Predicted Grade					
Arlington	ELA	Math	Science	Social Studies	Acceleration
Achievement	26	40	22	24	62
Learning Gains	39	67			
Learning Gains Lowest 25%	13	33			
Totals	78	140	22	24	62
Predicted Total Points	326	Percent of Total Points	36%	2019 Predicted School Grade	D

Hyde Park Elementary School

2018 School Grade			
Hyde Park	ELA	Math	Science
Achievement	19	21	23
Learning Gains	31	22	
Learning Gains Lowest 25%	35	32	
Totals	85	75	23
Predicted Total Points	Percent of Total Points	School Grade	
183	26%	F	

2019 Predicted Grade			
Hyde Park	ELA	Math	Science
Achievement	29	41	17
Learning Gains	50	52	
Learning Gains Lowest 25%	26	31	
Totals	105	124	17
Predicted Total Points	Percent of Total Points	School Grade	
246	35%	D	

Long Branch Elementary School

2018 School Grade			
Long Branch	ELA	Math	Science
Achievement	22	35	41
Learning Gains	29	42	
Learning Gains Lowest 25%	33	38	
Totals	84	115	41
Predicted Total Points	Percent of Total Points	School Grade	
240	34%	D	

2019 Predicted Grade			
Long Branch	ELA	Math	Science
Achievement	25	59	17
Learning Gains	41	62	
Learning Gains Lowest 25%	30	31	
Totals	96	152	17
Predicted Total Points	Percent of Total Points	School Grade	
265	38%	D	

Rutledge Pearson Elementary School

2018 School Grade			
Rutledge Pearson	ELA	Math	Science
Achievement	23	34	19
Learning Gains	41	40	
Learning Gains Lowest 25%	52	33	
Totals	116	107	19
Total Points	Percent of Total Points	School Grade	
242	35%	D	

2019 Predicted Grade			
Rutledge Pearson	ELA	Math	Science
Achievement	27	39	20
Learning Gains	56	64	
Learning Gains Lowest 25%	46	43	
Totals	129	146	20
Predicted Total Points	Percent of Total Points	School Grade	
295	42%	C	

Susie E. Tolbert Elementary School

2018 School Grade			
S. E. Tolbert	ELA	Math	Science
Achievement	23	30	13
Learning Gains	39	35	
Learning Gains Lowest 25%	45	37	
Totals	107	102	13
Total Points	Percent of Total Points	School Grade	
222	32%	D	

2019 Predicted Grade			
S. E. Tolbert	ELA	Math	Science
Achievement	24	36	25
Learning Gains	49	64	
Learning Gains Lowest 25%	40	50	
Totals	113	150	25
Predicted Total Points	Percent of Total Points	School Grade	
288	41%	C	

TARGETED SCHOOL TREND DATA

School	2015-16	2016-17	2017-18	Projected 2018-19
Brentwood	D	C	D	C
Biltmore	D	C	D	D
Cedar Hills	C	C	D	C
Highlands	D	C	D	C
St. Claire Evans	D	C	D	C
Rufus E. Payne	C	C	D	C
Carter G. Woodson	D	C	D	C
Ribault Middle	D	C	D	D
M.L. King Jr	D	C	D	C
Stonewall Jackson	B	C	D	C
Highlands Middle	D	C	D	D



VAM	Arlington Middle	Lake Forest	Long Branch	Rutledge Pearson	Ramona Boulevard	Susie Tolbert	Gregory Drive	Northwestern	GW Carver
Needs Improvement	3	1	1	1	2	2	0	0	0
Unsatisfactory	0	0	1	0	0	0	0	0	0
Total	3	1	2	1	2	2	0	0	0

Core Vacancies*	Hyde Park	Lake Forest	Long Branch
	1	1	2

*All vacancies in core areas have been covered by a resource teacher, interventionist, instructional coach.





Planning Sessions

Establish Quarterly Planning for Improvement Meetings with RED, District Leadership, and EO providers to problem solve and plan next steps for DA supported Schools.

Teacher Development

Instructional reviews, progress monitoring data dives, early return teacher professional development trainings and other instructional staff trainings identified during instructional walks.

Community Engagement

Co-hosting School Advisory Council (SAC) and community assessment team meetings (CAT); parent/student informational forums, and other stakeholder engagement events through the year.

BSI & DCPS: Opportunities for Collaboration



DUVAL COUNTY
PUBLIC SCHOOLS

EVERY SCHOOL. EVERY CLASSROOM.
EVERY STUDENT. EVERY DAY.