

MICIP Portfolio Report

Muskegon Heights Academy

Goals Included

Active

- Academic Achievement/Teacher Retention
 - Improve attendance
 - Organizational Trust
-

Buildings Included

Open-Active

- Muskegon Heights Academy
-

Plan Components Included

Goal Summary

Data

 Data Set

 Data Story

Analysis

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Monitoring & Adjusting

 Interim Target Measures

Evaluation Status

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MICIP Portfolio Report

Muskegon Heights Academy

Organizational Trust

Status: ACTIVE

Statement: MHPSAS will retain more certified teachers by developing a governance model that builds organizational trust and accountability and improving overall climate/culture.

Created Date: 06/14/2023

Target Completion Date: 11/28/2025

Data Set Name: Organizational Trust

Name	Data Source
Governance Fishbone	Other

Data Story Name: Organizational Trust

Initial Data Analysis: There are no traditional data sources for this area of inquiry. There is a lack of organizational structures, leading to a lack of trust within the organization and from the community.

Initial Initiative Inventory and Analysis: Strengths:

Expectations should be driven by the work area Thoughtful about coming up with the initiatives and outcomes SSS plays a huge role in the work Students not here makes it hard to meet outcomes of other areas Intertwined Whole Child Community of People Lots of strategies being implemented this year, challenge of development of implementation Gaps:

Screening comprehensive system to guide us Monitor levels of implementation within a building, across buildings, sustainable over time Where we are not there yet, how is that impacting our outcomes

What additional data do we need to know why we are not there yet:

Perception Data Parents, Students, Staff, Community Attendance Data specifically Trend academic data for goal setting SRSSNWEA growth

Are there any competing Initiatives:

Attendance Officer and Student Support Specialists overlap in their work. How do we reevaluate and tweak roles as needed? Redefine roles currently because we need more help to get things rolled out. What could people do that could be dynamically different to move the needle for the time being.

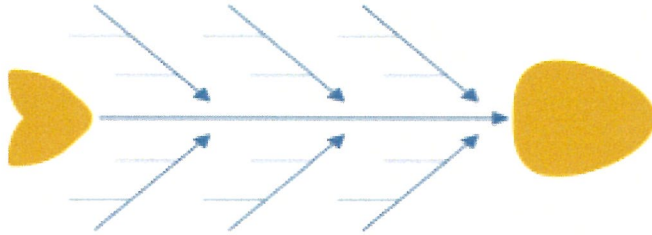
Gap Analysis: Lack of organizational trust within MHPSAS due to multiple leadership entities (NPFE, MHSAS, MH) Lack of organizational structures (boardrooms & classroom) and internal procedures and how the different portions of the organization interface and communicate with each other. Lack of cohesive vision within existing structures.

District Data Story Summary: Lack of organizational trust within MHPSAS due to multiple leadership entities (NPFE, MHSAS, MH) Lack of organizational structures (boardrooms & classroom) and internal procedures and how the different portions of the organization

interface and communicate with each other. Lack of cohesive vision within existing structures.

Analysis:

Root Cause



Summary of Fishbone discovery:

Lack of organizational trust within MHPSAS due to multiple leadership entities (NPFE, MHSAS, MH) Lack of organizational structures (boardrooms & classroom) and internal procedures and how the different portions of the organization interface and communicate with each other. Lack of cohesive vision within existing structures.

Supporting Documents

Document Name	Document Summary	Upload Date
Governance Fishbone	Governance Fishbone	06/14/2023

Challenge Statement: If . . . organizational structures (boardrooms & classroom), procedures, and communication practices are improved AND IF there is a cohesive vision with accountability within these structures,

Then . . . organizational trust and overall climate/culture will improve

So that . . . staff retention is improved and student achievement will increase.

Strategies:

(1/3): MHPSAS - Strategic Plan

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Develop, communicate, and implement a district strategic plan, inclusive of all stakeholder groups

Buildings

- Muskegon Heights Academy

Total Budget: \$100,000.00

- Other Federal Funds (Federal Funds)
- General Fund (Other)
- Other State Funds (State Funds)

Communication:

Method

- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Establish a district strategic planning team for MHPSAS	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Review existing exemplar strategic planning models and processes	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Secure outside facilitator to assist the strategic planning process (discussed as part of the Resource Allocation Review process)	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Develop, implement and	Deanna	06/14/2023	11/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
monitor the strategic plan, inclusive of all stakeholder groups	Holman			
<i>Activity Buildings:</i> <ul style="list-style-type: none"> • Muskegon Heights Academy 				

(2/3): MHPSAS - Board Training

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Utilize MASB and other providers and services to conduct trainings for BOE and BOD

Buildings

- Muskegon Heights Academy

Total Budget: \$100,000.00

- Other Federal Funds (Federal Funds)
- General Fund (Other)
- Other State Funds (State Funds)

Communication:

Method

- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Create an onboarding and ongoing training plan for board members and school staff	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Track/Monitor progress of board members within the training plan	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Determine a budget to ensure the completion of the training plan	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Determine a budget to ensure the completion of the training plan	Deanna Holman	06/14/2023	11/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"><li data-bbox="267 220 682 262">• Muskegon Heights Academy				

(3/3): MHPSAS - Organizational Structures

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Create, communicate, and implement an organizational structure for the district that outlines the roles and responsibilities for all entities (BOE, BOD, Superintendent, Management Companies, etc).

Buildings

- Muskegon Heights Academy

Total Budget: \$1.00

- Other Federal Funds (Federal Funds)
- General Fund (Other)
- Other State Funds (State Funds)

Communication:

- Method
- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Utilize the MAISD to identify and contract with outside entities (program and fiscal expertise) to align budget with actual expenditures for all funding sources to determine MHPSAS’s current reality to ensure a sound financial transition to new leadership and management company.	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
District Leadership Team (DLT) Activity: Set up a structure for leadership team and continuous improvement processes	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				

Activity	Owner	Start Date	Due Date	Status
<ul style="list-style-type: none"> Muskegon Heights Academy 				
Utilize an outside facilitator to establish an inter-board structure for operation of the PSA.	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> Muskegon Heights Academy 				
Create, communicate, implement, and monitor ongoing organizational structure for all stakeholders in the organization.	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> Muskegon Heights Academy 				
Create an ongoing training plan for all stakeholders	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i> <ul style="list-style-type: none"> Muskegon Heights Academy 				

Monitoring and Adjusting:

Evaluate Goal: Interim Target Measures

Measure	Owner	Due Date	Status
A Strategic Plan, inclusive of a unified vision, will be created. for Governance Fishbone		09/27/2024	ONTARGET
Create and communicate an organizational structure. for Governance Fishbone		09/27/2024	ONTARGET

Evaluation Status:

Evaluate Goal: End Target Measures

Measure	Due Date	Status
A Strategic Plan, inclusive of a unified vision, will be implemented and monitored. for Governance	11/28/2025	ONTARGET

Measure	Due Date	Status
Fishbone		
Implement and monitor an organizational structure. for Governance Fishbone	11/28/2025	ONTARGET

Academic Achievement/Teacher Retention

Status: ACTIVE

Statement: MHPSAS will increase academic achievement on local and state assessment data by increasing the number of certified teachers and increasing their retention rate.

Created Date: 06/14/2023

Target Completion Date: 11/28/2025

Data Set Name: Academic Achievement

Name	Data Source
Grades 3-8 Assessments: Proficiency	MI School Data
Grades 3-8 Assessments: Proficiency	MI School Data
High School Assessments: Proficiency	MI School Data
High School Assessments: Proficiency	MI School Data

Data Story Name: Academic Achievement

Initial Data Analysis: 4.52% of students at MLK were proficient on the 2022 ELA state assessment

1.32% of students at MLK were proficient on the 2022 Math state assessment

5.81% of students at MHA were proficient on the 2022 ELA state assessment

2.33% of students at MHA were proficient on the 2022 Math state assessment

Initial Initiative Inventory and Analysis: Strengths:

Expectations should be driven by the work area Thoughtful about coming up with the initiatives and outcomes SSS plays a huge role in the work Students not here makes it hard to meet outcomes of other areas Intertwined Whole Child Community of People Lots of strategies being implemented this year, challenge of development of implementation Gaps:

Screening comprehensive system to guide us Monitor levels of implementation within a building, across buildings, sustainable over time Where we are not there yet, how is that impacting our outcomes

What additional data do we need to know why we are not there yet:

Perception Data Parents, Students, Staff, Community Attendance Data specifically Trend academic data for goal setting SRSSNWEA growth

Are there any competing Initiatives:

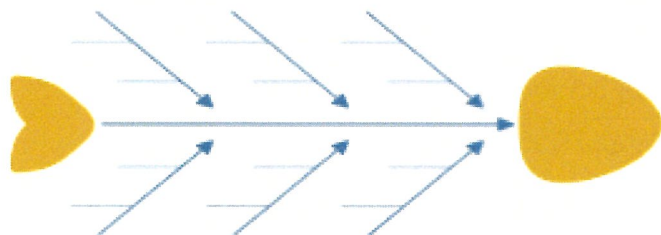
Attendance Officer and Student Support Specialists overlap in their work. How do we reevaluate and tweak roles as needed? Redefine roles currently because we need more help to get things rolled out. What could people do that could be dynamically different to move the needle for the time being.

Gap Analysis: Less than 50% of instructional staff are certified. Desired state is 100% of instructional staff are certified.

District Data Story Summary: Staffing concerns (recruitment and retention) are not providing an environment for our students to be successful. This is shown in our state assessment and school index scores.

Analysis:

Root Cause



Summary of Fishbone discovery:

Less than 50% of instructional staff are certified. Desired state is 100% of instructional staff are certified.

Supporting Documents

Document Name	Document Summary	Upload Date
Staffing Fishbone	Staffing Fishbone	06/14/2023

Challenge Statement: IF talent management processes are established, communicated, and followed...

AND IF...cultural competence is prioritized in the talent management process...

THEN...we will increase the number of certified teachers at MHPSAS...

So that...student achievement will increase.

Strategies:

(1/3): **MHPSAS - Curriculum and Assessment**

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Develop, transparently communicate, and implement systems around curriculum and assessment including a data monitoring system

Buildings

- Muskegon Heights Academy

Total Budget: \$100,000.00

- Other Federal Funds (Federal Funds)
- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)
- Other State Funds (State Funds)

Communication:

Method

- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Review and utilize the instructional systems considerations on the Mi Systems Support website.	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
Activity Buildings:				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Partner with the ISD to assist as needed	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
Activity Buildings:				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Create assessment timeline and data monitoring system (discussed as part of the Resource Allocation Review process)	Deanna Holman	06/14/2023	11/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
<i>Activity Buildings:</i> <ul style="list-style-type: none"><li data-bbox="261 220 675 254">• Muskegon Heights Academy				

(2/3): MHPAS - Professional Development Plan

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Develop and implement a professional development plan to build the capacity of staff, teachers, and leaders

Buildings

- Muskegon Heights Academy

Total Budget: \$100,000.00

- Other Federal Funds (Federal Funds)
- Title II Part A (Federal Funds)
- General Fund (Other)
- Other State Funds (State Funds)

Communication:

Method

- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Utilize data (teacher evaluation, competence, impact, teacher perception, walkthrough, office discipline referrals, etc) to determine needs to building capacity (discussed as part of the Resource Allocation Review process)	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<p>Activity Buildings:</p> <ul style="list-style-type: none"> • Muskegon Heights Academy 				

(3/3): MHPSAS - Teacher Leadership and Recruitment

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Develop and implement a teacher and leadership recruitment and retention plan

Buildings

- Muskegon Heights Academy

Total Budget: \$100,000.00

- Other Federal Funds (Federal Funds)
- Title II Part A (Federal Funds)
- General Fund (Other)
- Other State Funds (State Funds)

Communication:

Method

- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Utilize Talent Management Plan referencing Mi Systems Support for further guidance	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
• Muskegon Heights Academy				
Gather perception data from student, parents, and staff to determine areas of improvement	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
• Muskegon Heights Academy				
Explore re-establishing the SEED program with GVSU, or equivalent university partnershi	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
• Muskegon Heights Academy				
Investigate incentives for	Deanna	06/14/2023	11/28/2025	ONTARGET

Activity	Owner	Start Date	Due Date	Status
recruiting and retaining teachers and/or assisting with credentialing (discussed as part of the Resource Allocation Review process)	Holman			
<i>Activity Buildings:</i> <ul style="list-style-type: none"> Muskegon Heights Academy 				

Monitoring and Adjusting:

Evaluate Goal: Interim Target Measures

Measure	Owner	Due Date	Status
MSTEP proficiency will increase in ELA by 1.5% for grades 3rd - 6th from the 2022 Spring Assessment. for Grades 3-8 Assessments: Proficiency		09/27/2024	ONTARGET
MSTEP proficiency will increase in Math by 1.5% for grades 3rd - 6th from the 2022 Spring Assessment. for Grades 3-8 Assessments: Proficiency		09/27/2024	ONTARGET
7th gr MSTEP, 8th gr PSAT8, and 11th gr SAT proficiency will increase in ELA by 3.5% from the 2022 Spring Assessment. for High School Assessments: Proficiency		09/27/2024	ONTARGET
7th gr MSTEP, 8th gr PSAT8, and 11th gr SAT proficiency will increase in Math by 3.5% for grades 7th-11th from the 2022 Spring Assessment. for High School Assessments: Proficiency		09/27/2024	ONTARGET

Evaluation Status:

Evaluate Goal: End Target Measures

Measure	Due Date	Status
MSTEP proficiency will increase in ELA by 3% for grades 3rd - 6th from the 2022 Spring Assessment. for Grades 3-8 Assessments: Proficiency	11/28/2025	ONTARGET
MSTEP proficiency will increase in Math by 3% for grades 3rd - 6th from the 2022 Spring Assessment. for Grades 3-8 Assessments: Proficiency	11/28/2025	ONTARGET
7th gr MSTEP, 8th gr PSAT8, and 11th gr SAT proficiency will increase in ELA by 7% from the 2022 Spring Assessment. for High School Assessments: Proficiency	11/28/2025	ONTARGET
7th gr MSTEP, 8th gr PSAT8, and 11th gr SAT proficiency will increase in Math by 7% for grades 7th-11th from the 2022 Spring Assessment. for High School Assessments: Proficiency	11/28/2025	ONTARGET

Improve attendance

Status: ACTIVE

Statement: The MHPSAS will increase student attendance by developing a student-focused environment where students, families, and the school community feel safe and valued.

Created Date: 06/14/2023

Target Completion Date: 11/28/2025

Data Set Name: School Environment

Name	Data Source
Student Counts: Attendance	MI School Data
Student Counts: Attendance	MI School Data

Data Story Name: School Environment

Initial Data Analysis: 8% of K-5 students have satisfactory attendance.

72% of K-5 students are chronically absent .

11% of 6-8 students have satisfactory attendance and 65% are chronically absent.

2% of 9-12 students have satisfactory attendance; 93% of 9-12 are chronically absent.

Initial Initiative Inventory and Analysis: Strengths:

Expectations should be driven by the work area Thoughtful about coming up with the initiatives and outcomes SSS plays a huge role in the work Students not here makes it hard to meet outcomes of other areas Intertwined Whole Child Community of People Lots of strategies being implemented this year, challenge of development of implementation

Gaps:

Screening comprehensive system to guide us Monitor levels of implementation within a building, across buildings, sustainable over time Where we are not there yet, how is that impacting our outcomes

What additional data do we need to know why we are not there yet:

Perception Data Parents, Students, Staff, Community Attendance Data specifically Trend academic data for goal setting SRSSNWEA growth

Are there any competing Initiatives:

Attendance Officer and Student Support Specialists overlap in their work. How do we reevaluate and tweak roles as needed? Redefine roles currently because we need more help to get things rolled out. What could people do that could be dynamically different to move the needle for the time being.

Gap Analysis: Community value of going to school

Perceived lack of belonging/student membership in the school community

Lack of classroom management/student engagement strategies employed by teachers

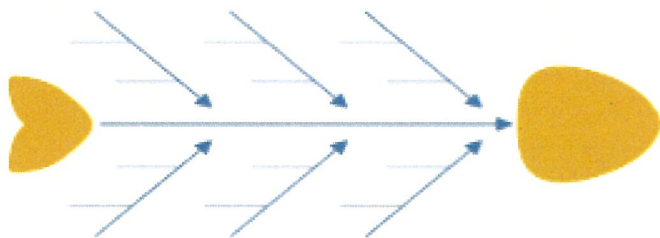
Lack of adult knowledge, skills, and dispositions regarding process and procedures

District Data Story Summary: 8% of K-5 students have satisfactory attendance. 72% of K-5 students are chronically absent . 11% of 6-8 students have satisfactory attendance and 65% are chronically absent. 2% of 9-12 students have satisfactory attendance; 93% of 9-12 are chronically absent. Chronic absenteeism is defined as missing 10% or more days. Our

desired state is 90% of K-12 students have satisfactory attendance.

Analysis:

Root Cause



Summary of Fishbone discovery:

- Community value of going to school
- Perceived lack of belonging/student membership in the school community
- Lack of classroom management/student engagement strategies employed by teachers
- Lack of adult knowledge, skills, and dispositions regarding process and procedures

Supporting Documents

Document Name	Document Summary	Upload Date
Attendance Fishbone	Attendance Fishbone	06/14/2023

Challenge Statement: If . . . the school environment is student focused, is connected to families, and is adaptable and flexible to student needs
 Then . . . students, families, and the school community will feel valued
 So that . . . students will come to school and student achievement will increase.

Strategies:

(1/3): **MHPSAS - Attendance Policies and Procedures**

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Develop, communicate, and implement cohesive attendance policies and procedures

Buildings

- Muskegon Heights Academy

Total Budget: \$100,000.00

- Other Federal Funds (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)
- Other State Funds (State Funds)

Communication:

Method

- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Utilize research based resources to develop, communicate and implement cohesive attendance policies and procedures (Attendance Works) to include intervention and preventio	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				
Work with ISD Truancy Coordinator to align with county process	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				

(2/3): MHPSAS - Early Warning Intervention and Monitoring System

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Develop, communicate, and implement Early Warning Intervention and Monitoring System

Buildings

- Muskegon Heights Academy

Total Budget: \$100,000.00

- Other Federal Funds (Federal Funds)
- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)
- Other State Funds (State Funds)

Communication:

Method

- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Secure a state facilitator to establish EWIMS System within the district (discussed as part of the Resource Allocation Review process)	Deanna Holman	06/14/2023	11/28/2025	ONTARGET

Activity Buildings:

- Muskegon Heights Academy

(3/3): MHPSAS - Systems of Support

Owner: Deanna Holman

Start Date: 06/14/2023

Due Date: 11/28/2025

Summary: Develop, communicate, and implement systems of support

Buildings

- Muskegon Heights Academy

Total Budget: \$100,000.00

- Other Federal Funds (Federal Funds)
- Title I Part A (Federal Funds)
- Title II Part A (Federal Funds)
- Title IV Part A, Student Support & Academic Enrichment (Federal Funds)
- General Fund (Other)
- At Risk (31-A) (State Funds)
- Other State Funds (State Funds)

Communication:

Method

- Other

Audience

- Community-at-Large
- Educators
- Staff
- School Board
- Parents

Strategy Implementation Plan Activities

Activity	Owner	Start Date	Due Date	Status
Utilize Student Support System resources to develop, communicate, and implement systems of support (discussed as part of the Resource Allocation Review process)	Deanna Holman	06/14/2023	11/28/2025	ONTARGET
<i>Activity Buildings:</i>				
<ul style="list-style-type: none"> • Muskegon Heights Academy 				

Monitoring and Adjusting:

Evaluate Goal: Interim Target Measures

Measure	Owner	Due Date	Status
Decrease the percentage of chronically absent students, as defined and measured by MISchoolData, from 60.3%		09/27/2024	ONTARGET

Measure	Owner	Due Date	Status
at MLK in the 2023-24 school year to below 55% for Student Counts: Attendance			
Decrease the percentage of chronically absent students, as defined and measured by MISchoolData, from 77.6% at MHA in the 2021-22 school year to below 66.82% in the 2023-24 school year. for Student Counts: Attendance		09/27/2024	ONTARGET

Evaluation Status:

Evaluate Goal: End Target Measures

Measure	Due Date	Status
Decrease the percentage of chronically absent students, as defined and measured by MISchoolData, from 60.3% at MLK in the 2021-22 school year to below 50% in the 2024-25 school year. for Student Counts: Attendance	11/28/2025	ONTARGET
Decrease the percentage of chronically absent students, as defined and measured by MISchoolData, from 77.6% at MHA in the 2021-22 school year to below 56% in the 2024-25 school year. for Student Counts: Attendance	11/28/2025	ONTARGET