District Partnership Agreement

THIS PARTNERSHIP AGREEMENT is entered on April 30, 2017, and amended April 23, 2018, and September 28, 2018, between the Michigan Department of Education (MDE), the State Reform Office (SRO), the Muskegon Area Intermediate School District (MAISD) and:

Muskegon Heights Public School Academy System
2441 Sanford
Muskegon Heights, Michigan 49444
Rané Garcia, Superintendent
Garland Kilgore, Board President

It is noted that the Muskegon Heights Public School district board are authorizers of the Muskegon Heights Public School Academy System and share in the interest of the successful implementation of the Partnership Agreement. Quarterly reporting is done as a part of the charter school contract and will continue through the duration of this agreement.

The above-named agree that upon the commencement date of this partnership, they shall be deemed to have become partners in meeting the mutually agreed upon goals and outcomes for the schools named in this document. The purposes, terms and conditions of this partnership are as follows:

1) **PURPOSE OF THIS AGREEMENT:** To work collaboratively in setting 18-month benchmarks and 36-month outcome goals with intent to significantly increase student achievement in the schools named in this agreement; and to determine the next level of accountability should this agreement not be completed within 60 days, or should the 18-month benchmark(s) or 36-month goal(s) not be met by the district.

Michigan law requires the SRO to annually publish a list of Priority Schools. The Schools subject to this agreement are

Priority Schools and under Michigan law, the SRO has the authority provided in MCL 380.1280c to address chronically failing schools to achieve superior academic performance for students at those Priority Schools. The SRO is executing its statutory responsibilities by collaborating with the MDE to enter school intervention partnership agreements among the SRO, MDE, local schools and partners for this purpose. Muskegon Heights Academy is a Priority School and the SRO, MDE, and Muskegon Heights Public School Academy System agree that the implementation of this partnership agreement is in the best interest of the students at Muskegon Heights Academy for their academic improvement.

2) TERMS AND CONDITIONS: Muskegon Heights Public School Academy System retains control of the schools named in this Agreement. The Michigan Department of Education and the partners named in this Agreement will provide mutually agreed upon support to meet the benchmarks and goals defined below.

3) SCHOOLS SUPPORTED BY THIS AGREEMENT:

1) Muskegon Heights Academy, April 2017-June 2020
2) Dr. Martin Luther King, Jr. Academy, August 2018-June 2021

4) THIRTY SIX MONTH GOALS TO BE MET BY MUSKEGON HEIGHTS ACADEMY:

1) Goal 1: Rigorous Learning (see appendix for detailed goal and timeline) as demonstrated by:
   a) Documentation of research-based, scope and sequenced, written and viable curriculum in all core subject areas.
   b) Given the 17-18, winter to spring baseline NWEA Data, the percentage of students meeting their projected growth goal will increase by at least 3 percentage points annually in mathematics as measured by NWEA for the 18-19 and 19-20 school years. (see Appendix for table)
   c) Given the Fall 17-Winter 18 DIBELS Summary of Effectiveness of Core Instruction, the percentage of students

maintaining benchmark status in grades 7-8 on the composite score will increase by 2 percentage points for spring of 18, and at least 3 percentage points annually for the 18-19 and 19-20 school years, as measured by the DIBELS Assessment. (see Appendix for table)

d) Improve the number of students who score proficient on Spring 2020 State Assessment. Average proficiencies will increase by 15 percentage points. (see Appendix for table)
e) Utilization of Early Warning Indicators to increase graduation rate by identifying students with higher risk factors (class failure, low attendance, and behavior referrals) and providing interventions.

2) Goal 2: Tiger Pride (see appendix for detailed goal and timeline) will grow as demonstrated by:
   a) *[1]Tiered Fidelity Inventory implemented at 70% at each tier to demonstrate fidelity for Universal PBIS, Targeted PBIS, and Intensive PBIS.
   b) Epicenter report on successful implementation of media stories per communication plan.
3) Goal 3: Leadership (see appendix for detailed goal and timeline) will grow as demonstrated by:
   a) Increase in students reporting they have a voice in school by 50%.
   b) Minimum percent of students participating in leadership activities will be 20%.
   c) 100% of administrators and leadership team will score Effective on evaluations.
   d) Participation in leadership opportunities for teacher leaders such as Strategic Planning Committees, DAN, BAN and Teacher Mentoring will increase to a 40% participation rate.
4) Goal 4: Community Partnerships (see appendix for detailed goal and timeline) will strengthen as evidenced by:
   a) 100% of partners will be aligned to the Strategic Plan of MHPSAS.
   b) 100% of students will have the opportunity to be involved in external exposure activities.

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[1] The SWPBIS TFI was developed and released publically in 2014. Many schools and districts used the 80% fidelity standard with this original version that was somewhat arbitrarily set. Research has been conducted around the TFI and has found through numerous studies that there is a threshold of fidelity that is reached at 70%. Once a school or district reaches a 70% fidelity score on the TFI, dramatic results have been realized in student behavior outcomes. Version 2.1 of the SWPBIS Tiered Fidelity Inventory lists 70% as a fidelity goal.

c) *Review of Integration Mapping within past 12 months to verify accuracy.

5) Goal 5: Systems installation (see appendix for detailed goal and timeline) as measured by:
   a) A score of Strong Fidelity on the Blueprint Fidelity Appraisal Tool.
   b) Achieve 70% on the District Capacity Assessment Total Score.

5) EIGHTEEN MONTH BENCHMARKS TO BE MET BY MUSKEGON HEIGHTS ACADEMY:

1) Goal 1: Rigorous Learning as demonstrated by:
   a) Documentation of research-based, scope and sequenced, written and viable curriculum in Math K-12, ELA K-12, and Literacy in the core content 7-12
   b) Given the Fall 17-Winter 18 CARI Summary of Effectiveness of Core Instruction, the percentage of students maintaining benchmark status in grades 7-8 on the MAZE Total Adjusted score will increase by 2 percentage points for spring of 18 as measured by the DIBELS CARI Assessment. (see Appendix for table)
2) Goal 2: Tiger Pride will grow as demonstrated by:
   a) *[2]Tiered Fidelity Inventory implemented at 70% to demonstrate fidelity for Universal PBIS.
   b) Epicenter report on successful implementation of media stories per communication plan.
3) Goal 3: Leadership will grow as demonstrated by:
   a) Increase in students reporting they have a voice in school by 25%.
   b) Minimum percent of students participating in leadership activities will be 10%.

[2] The SWPBIS TFI was developed and released publically in 2014. Many schools and districts used the 80% fidelity standard with this original version that was somewhat arbitrarily set. Research has been conducted around the TFI and has found through numerous studies that there is a threshold of fidelity that is reached at 70%. Once a school or district reaches a 70% fidelity score on the TFI, dramatic results have been realized in student behavior outcomes. Version 2.1 of the SWPBIS Tiered Fidelity Inventory lists 70% as a fidelity goal.

c) 100% of administrators and leadership team will score Effective on evaluations.
d) Participation in leadership opportunities for teacher leaders such as Strategic Planning Committees, DAN, BAN and Mentoring will increase to a 20% participation rate.

4) Goal 4: Community Partnerships will strengthen as evidenced by:
   a) 100% of partners will be aligned to the Strategic Plan of MHPSAS.
   b) 70% of students will have the opportunity to be involved in external exposure activities.
   c) Completion of Integration Mapping.
5) Goal 5: Systems installation as measured by:
   a) A score of Developing Fidelity on the Blueprint Fidelity Tool.
   b) *Installation of the Mechanical Level of the Talent Management Infrastructure to recruit & retain instructional staff.
   c) Achieve 70% on the District Capacity Assessment Total Score.

6) THIRTY SIX MONTH GOALS TO BE MET BY DR. MARTIN LUTHER KING, JR. ACADEMY:

1) Goal 1: Rigorous Learning (see appendix for detailed goal and timeline) as demonstrated by:
   a) Documentation of research-based, scope and sequenced, written and viable curriculum in all core subject areas.
   b) Given the 17-18, winter to spring baseline NWEA Data, the percentage of students meeting their projected growth goal will increase by at least 3 percentage points annually in mathematics as measured by NWEA for the 18-19, 19-20 and 20-21 school years. (see Appendix for table)
   c) Given the Fall 17-Winter 18 DIBELS Summary of Effectiveness of Core Instruction, the percentage of students maintaining benchmark status in grades 2-6 on the composite score will increase by at least 3 percentage points annually for the 18-19, 19-20, and 20-21 school years, as measured by the DIBELS Assessment. (see Appendix for table)

d) Improve the number of students who score proficient on Spring 2021 State Assessment. Average proficiencies will increase by 15 percentage points. (see Appendix for table)

2) Goal 2: Tiger Pride (see appendix for detailed goal and timeline) will grow as demonstrated by:
   a) Tiered Fidelity Inventory implemented at 70% at each tier to demonstrate fidelity for Universal PBIS, Targeted PBIS, and Intensive PBIS.
   b) Epicenter report on successful implementation of media stories per communication plan.
3) Goal 3: Leadership (see appendix for detailed goal and timeline) will grow as demonstrated by:
   a) Minimum percent of students participating in leadership activities will be 20%.
   b) 100% of administrators and leadership team will score Effective on evaluations.
   c) Participation in leadership opportunities for teacher leaders such as Strategic Planning Committees, DAN, BAN and Teacher Mentoring will increase to a 40% participation rate.
4) Goal 4: Community Partnerships (see appendix for detailed goal and timeline) will strengthen as evidenced by:
   a) 100% of partners will be aligned to the Strategic Plan of MHPSAS.
   b) 100% of students will have the opportunity to be involved in external exposure activities.
   c) Review of Integration Mapping within past 12 months to verify accuracy.
5) Goal 5: Systems installation (see appendix for detailed goal and timeline) as measured by:
   a) A score of Strong Fidelity on the Blueprint Fidelity Appraisal Tool.
   b) Achieve 70% on each component of the District Capacity Assessment Total Score.

7) EIGHTEEN MONTH BENCHMARKS TO BE MET BY DR. MARTIN LUTHER KING, JR. ACADEMY:

1) Goal 1: Rigorous Learning as demonstrated by:
   a) Documentation of research-based, scope and sequenced, written and viable curriculum in Math K-12, ELA K-12.
   b) Given the Fall 17-Winter 18 DIBELS Summary of Effectiveness of Core Instruction, the percentage of students maintaining benchmark status in grades 2-6 on the composite score will increase by at least 3

percentage points annually for the 18-19 school year, as measured by the DIBELS Assessment. (see Appendix for table)

2) Goal 2: Tiger Pride will grow as demonstrated by:
    a) Tiered Fidelity Inventory implemented at 70% to demonstrate fidelity for Universal PBIS.
    b) Epicenter report on successful implementation of media stories per communication plan.
3) Goal 3: Leadership will grow as demonstrated by:
    a) Minimum percent of students participating in leadership activities will be 10%.
    b) 100% of administrators and leadership team will score Effective on evaluations.
    c) Participation in leadership opportunities for teacher leaders such as Strategic Planning Committees, DAN, BAN and Mentoring will increase to a 20% participation rate.
4) Goal 4: Community Partnerships will strengthen as evidenced by:
    a) 100% of partners will be aligned to the Strategic Plan of MHPSAS.
    b) 70% of students will have the opportunity to be involved in external exposure activities.
    c) Review of Integration Mapping.
5) Goal 5: Systems installation as measured by:
    a) A score of Strong Fidelity on the Blueprint Fidelity Tool.
    b) Installation of the Mechanical Level of the Talent Management Infrastructure to recruit & retain instructional staff.
    c) Achieve 70% on the District Capacity Assessment Total Score.

4 and 5.	**6. Relevant Data**	**7.**	**8. Strategy**	**9. Professional Learning needed**

MHPSAS Goal and Benchmark		Strength/ Weakness		
36-month Goals: Rigorous Learning, Tiger Pride, Leadership, Community Partnership and Blueprint 18-month Benchmarks 1-5 Rigorous Learning, Tiger Pride, Leadership, Community Partnership and Blueprint	Analysis of State and local assessments proficiency rates indicate a need for a viable, written curriculum.	Weakness	Committee work to research and recommend adoption of mandatory scope and sequence of Research-based curriculum. The District's theory of action is to begin with intense focus on English language arts and mathematics; as we deepen the understanding of literacy and numeracy, we expect academic improvement in science and social studies.	Professional development and job-embedded coaching to support implementation of curriculum with fidelity.
	K-12 Mathematics curriculum adoption during the 16-17 school year. K-6 Reading Foundation curriculum adoption during the 16-17 school year	Strength	Plan for implementation of programs with fidelity checks, data dialogues and leveled interventions in the 17-18 school year.	Job-embedded coaching, summer training for teacher leaders, coaches and administrators to grow learning in how lesson components build toward a comprehensive and in-depth understanding of mathematics.
36-month Goal Blueprint	Analysis of teacher evaluation, student	Weakness	Superintendent, Assistant Superintendent and Muskegon ISD	Blueprint facilitators training and additional

18-month Benchmark Blueprint	achievement scores, teacher turnover, teacher evaluation at a basic level, low academic progress, and high teacher turnover indicate a need for a system to support rapid acceleration.		School Improvement Facilitator (SIF) will be trained as Blueprint for Acceleration Facilitators. Installing the Blueprint-Talent Management-Link Evaluation to Blueprint Efforts, Utilize Retention to Maintain Adult Capacity, Utilize Removal to Increase Adult Capacity (36-month) Installing the Blueprint-Talent Management-Establish Turnaround Competencies, Measure Adult Turnaround Capacity, Internal Assignment, Selection of Turnaround Leaders & Teachers(18-month)	training for implementation with board members and staff Crosswalk AdvancEd and 5-D with Blueprint for Acceleration competencies to determine staff Professional Development needs and create a professional development plan on an annual basis.
36-month Goals Tiger Pride, Leadership and Community Partnerships 18-month Benchmarks Tiger Pride,	Analysis of MiPhy (Michigan Profile for Healthy Youth) Data and the ACES (Adverse Childhood Experiences Study) high level of risk and trauma indicate a need for a system to provide wrap around services to our students and	Weakness	Conduct System Integration Mapping with partners and initiatives to identify needs, eliminate duplication and ensure alignment of resources for students and staff to support student wellness through coordination of current efforts and implementation of System of Care.	System of Care trauma informed care, MIBLSI PBIS training, Adaptive Schools Training.

Leadership and Community Partnerships	families. MiPhy data demonstrates high percentages of suicide ideation and feelings of depression among students. ACES data demonstrates high levels of childhood trauma in adults living in our community, this is associated with poor academic, health and social outcomes later in life.			
	2017 formation of Rotary Interact 2017 formation of NHS Student Government elected, not active	Strength	Obtain adult sponsors to work with student leadership groups to increase student voice.	Leadership training by Rotary members for sponsor and students involved in interact.
36-month Goals Tiger Pride and Community Partnerships 18-month Goals Tiger Pride and Community Partnerships	Strong evidence of multiple agencies, organizations and partners willing to support MHPSAS and interested in the academic success of the students and continuation of Tiger traditions.	Strength	Conduct System Integration Mapping with partners and initiatives to identify needs, eliminate duplication and ensure alignment of resources thereby strengthening impact of agencies, organizations and partners on student academic progress, student identity and students' ability	Professional development regarding history of 'Tiger Legacy' to be developed and implemented with staff.

			to exemplify Tiger PRIDE.	

8) ANALYSIS OF RELEVANT DATA (see Appendix B)

a) Analysis of State and local assessments proficiency rates indicate a need for a viable, written curriculum, relevant to Goals 1-5 and Benchmarks 1-5.

b) K-12 Mathematics curriculum and K-6 Reading Foundation curriculum adoption during the 2016-17 school year of research-based materials and practices provide a strong foundation to continue the work identified in the Strategic Plan.

c) Analysis of teacher evaluation, student achievement scores, teacher turnover, teacher evaluation at a basic level, low academic progress, and high teacher turnover indicate a need for a system to support rapid acceleration relevant to Goal 5 and Benchmark 5.

d) Analysis of MiPhy (Michigan Profile for Healthy Youth) Data and the ACES (Adverse Childhood Experiences Study) high-level of risk and trauma indicate a need for a system to provide wraparound services to our students and families. MiPhy data demonstrates high percentages of suicide ideation and feelings of depression among students. ACES data demonstrates high levels of childhood trauma in adults living in our community, this is associated with poor academic, health and social outcomes later in life.

e) Strong evidence of multiple agencies, organizations and partners willing to support MHPSAS and interested in the success of the students and continuation of Tiger traditions.

9) STRENGTHS AND WEAKNESSES OF MUSKEGON HEIGHTS PUBLIC SCHOOL ACADEMY SYSTEM

a) See chart above.

10) STRATEGIES TO MEET GOALS AND BENCHMARKS:

a) Committee work to research and recommend adoption of mandatory scope and sequence of Research-based curriculum. The district's theory of action is to begin with intense focus on English language arts and mathematics; as we deepen the understanding of literacy and numeracy, we expect academic improvement in science and social studies.

b) Plan for implementation of K-12 Mathematics and K-6 Reading Foundation implementation in 2017-18 school year with fidelity checks, data dialogues and leveled interventions in the 2017-18 school year.

c) Superintendent, Assistant Superintendent and ISD SIF will be trained as Blueprint for Acceleration Facilitators. Installing the Blueprint-Talent Management-Link Evaluation to Blueprint Efforts, Utilize Retention to Maintain Adult Capacity, Utilize Removal to Increase Adult Capacity (36-month) Installing the Blueprint-Talent Management-Establish Turnaround Competencies, Measure Adult Turnaround Capacity, Internal Assignment, Selection of Turnaround Leaders & Teachers(18-month)

d) Conduct System Integration Map with partners and initiatives to identify holes, eliminate duplication and ensure alignment of resources for students and staff to support student wellness through coordination of current efforts and implementation of System of Care.

e) Obtain adult sponsors to work with student leadership groups to increase student voice.

f) Conduct System Integration Map with partners and initiatives to identify needs, eliminate duplication and ensure alignment of resources thereby strengthening impact of agencies, organizations and partners on student academic progress and student identity and ability to exemplify Tiger Pride.

11) PROFESSIONAL LEARNING NEEDED TO MEET GOALS AND/OR BENCHMARKS:

a) Professional development and job-embedded coaching to support implementation of curriculum with fidelity.

b) Job-embedded coaching, summer training for teacher leaders and coaches and administrators to grow learning in how lesson components build toward a comprehensive and in-depth understanding of mathematics.

c) Blueprint for Acceleration Facilitators training and additional training for implementation with board

members and staff.

d) Crosswalk AdvancEd and 5-D with Blueprint for Acceleration competencies to determine staff Professional Development needs and create a professional development plan on an annual basis.

e) System of Care trauma informed care, MIBLSI PBIS training, Adaptive Schools Training.

f) Leadership training by Rotary members for sponsor and students involved in interact.

g) Professional development regarding history of 'Tiger Legacy' to be developed and implemented with staff.

12) MUSKEGON HEIGHTS PUBLIC SCHOOL ACADEMY SYSTEM BOARD OF EDUCATION ROLE AND ACTIONS TO BE TAKEN IN ORDER TO MEET BENCHMARKS AND GOALS:

a) Incorporate the School Board goals into this Partnership Agreement with a checklist for actions and due dates for each goal.

b) Align all School Board meeting agendas to major responsibilities of the School Board related to the Partnership Agreement Implementation Plan.

c) Adopt the school district's Partnership Agreement goals as the Superintendent's annual performance evaluation goals.

d) Board Blueprint training for implementation of the Blueprint systems throughout the district.

13) MUSKEGON HEIGHTS PUBLIC SCHOOL ACADEMY SYSTEM SUPERINTENDENT ACTIONS TO BE TAKEN IN ORDER TO MEET BENCHMARKS AND GOALS

a) Work with the MDE Partnership Liaison to ensure the successful implementation of the Partnership Agreement.

b) Coordinate regular quarterly check-ins with partners to establish progress on Partnership Agreement.

c) Lead the district leaders and school leaders in the actual implementation of the Partnership Agreement.

d) Communicate the Partnership Agreement goals and student achievement targets to School Board members, staff, students, parents and community throughout the life of the Partnership Agreement.

e) Serve as chief overseer of the Partnership Agreement.

f) Direct, supervise and be accountable for the strategies and interventions included for academic/instructional progress in the Partnership Agreement.

g) Direct, supervise and be accountable for the strategies and interventions included for the goals in the Partnership Agreement.

h) Oversee the evaluation system for teachers and administrators to ensure progress toward highly effective ratings for both.

i) Work with MAISD and district staff to employ qualified and certified staff needed to implement strategies and interventions of the Partnership Agreement and the operation of the Muskegon Heights Academy school and district.

j) Obtain Certification as a Blueprint Facilitator and utilize that training to support implementation of the Blueprint with fidelity in Muskegon Heights Public School Academy System.

k) Submit Quarterly Reports utilizing Epicenter to keep MHPSAS board, authorizer (MHPS) and RTAB boards informed of progress towards Partnership Agreement goals.

14) MUSKEGON AREA INTERMEDIATE SCHOOL DISTRICT ACTIONS TO BE TAKEN IN ORDER TO MEET BENCHMARKS AND GOALS

a) Work with the district to integrate and evaluate multiple initiatives through Integration Map.

b) Provide support with the implementation of the strategic plan through the use of Regional Assistance Grant funds.

c) Support the district with professional development needs as identified through Blueprint tools and curriculum adoption.

15) MDE ACTIONS TO BE TAKEN IN ORDER TO MEET BENCHMARKS AND GOALS

a) Dr. Traci Elizabeth Teasley, Partnership Liaison, will serve as primary point-of-contact for MDE.

b) Work with the Superintendent and staff to ensure the successful implementation of the Partnership Agreement.

c) Garner additional support from key personnel and offices within the MDE, other partners and other state agencies to successfully reach the Partnership Agreement goals.

d) Identify barriers to the Partnership Agreement and eliminate or minimize these barriers.

e) Facilitate discussions and meetings related to the Partnership Agreement.

f) Participate in regular quarterly check-ins with partners to discuss Partnership Agreement progress.

g) Support and encourage district use of the online math program Algebra Nation for schools listed in the Partnership Agreement; Algebra Nation is currently financially supported through the Michigan Legislature.

h) Provide technical assistance to support the successful implementation of Partnership Agreement goals.

i) Attend District School Board meetings to collaboratively present with the Superintendent updates on the implementation of the Partnership Agreement.

j) Request funds from the legislature to provide some support to the District with resources to improve academic growth and proficiency rates in school identified in Partnership Agreement.

16) SRO ACTIONS TO BE TAKEN IN ORDER TO MEET BENCHMARKS AND GOALS

a) The SRO is committed to working with the Partnership Liaison for any necessary supports.

b) Release Muskegon Heights Public School Academy System from PERIS reporting requirements.

17) BUDGET: Muskegon Heights Public School Academy System has allocations from state and federal grants that are used for allowable activities, some of which are included in the strategies section under our Partner Agreement for (A) Academy Improvements, (B) Positive Student Behavior and (C) Leadership Capacity. We are unaware of our final allocations for the next three years but using our current amounts, the administration recommends using the

following revenue to administer the Partnership Agreement: 80% of Building Allocation of Title I Funds being $100,156; 80% of Title II allocation being $91,730 and 80% of 31A being $370,259. If we are to implement the entire 3 year plan with the detail in which the community envisioned, there is a need of $196,041, $186,641 and $199,641 in Years 1, 2 and 3 respectively to come from general fund and/or other grant opportunities (see Appendix A).

18) ADDITIONAL PARTNERS: Muskegon Heights Public School Academy System, its local board, Muskegon Area Intermediate School District, the SRO, and the Michigan Department of Education serve as the primary decision making bodies in this Agreement. The following entities have been identified and will serve as additional partners in pursuit of completing of the benchmarks and goals defined in this Agreement:

a) Boys & Girls Club of the Muskegon Lakeshore (BGCML)

i) will provide two services as a vehicle to administer proven youth development programs, at the Muskegon Heights Academy School Building (2441 Sanford Street) for a 12-Month Project Period. These services are the vehicle BGCML uses to implement programs identified below, to 7th-12th grade members.

MHA Goal/Benchmark	Action
36-month Goal Rigorous Learning 36-month Goal Leadership 36-month Goal Community Partnership 18-month Benchmark Rigorous Learning 18-month Benchmark Leadership 18-month Benchmark Community Partnership	Boys and Girls Club will complete After School enrichment program for youth during the school year from mid-September thru May (9 months per year). This program is offered Monday through Friday, for a minimum of four hours a day, by Fall 2017

36-month Goal Rigorous Learning 36-month Goal Leadership 36-month Goal Community Partnership 18-month Benchmark Rigorous Learning 18-month Benchmark Leadership 18-month Benchmark Community Partnership	Summer Camp enrichment programs for are provided from June- August. This program is offered Monday through Friday for a minimum of six hours per day.

b) City of Muskegon Heights

MHA Goal/Benchmark	Action
36-month Goal Rigorous Learning 36-month Goal Community Partnerships 18-month Goal Rigorous Learning 18-month Benchmark Community Partnerships	Provide mentoring, job-shadowing, career fairs, youth advisory and advocacy opportunities.

c) Coalition for Community Development

i) The Coalition for Community Development agrees to support the Muskegon Heights Public School Academy System in the following ways as tied to the goals indicated in the Partnership Agreement:

Goal/Benchmark	Action
36-month Goal Rigorous Learning 36-month Goal Community Partnerships	Participate in the curriculum adoption process, aligning the library program and garden program with the core curriculum.

18-month Goal Rigorous Learning 18-month Benchmark Community Partnerships	
36-month Goal Rigorous Learning 36-month Goal Tiger Pride 36-month Goal Community Partnerships 18-month Benchmark Rigorous Learning 18-month Benchmark Tiger Pride 18-month Benchmark Community Partnerships	Work with the MHPSAS to design, organize and support field trips that align with curriculum experiences at all grade levels. Including supporting curriculum and experiences to allow students to receive the full benefit of the experience.
36-month Goal Rigorous Learning 36-month Goal Community Partnerships 18-month Benchmark Rigorous Learning 18-month Benchmark Community Partnerships	CCD will work with MHPSAS on integration mapping, with other initiatives and partnerships. The goal of this process would be to determine if CCD can support identified needs through future programming.

d) Davenport University

Goal/Benchmark	Action
36-month Goal Rigorous Learning 36-month Goal Community Partnerships 18-month Benchmark Rigorous Learning 18-month Benchmark Community Partnerships	Davenport University will provide professional development, observation and coaching for Muskegon Heights Public School Academy. Professional development and coaching will be designed with the district to fit needs identified through crosswalk document that includes AdvancEd, 5D and Blueprint for Acceleration competencies. Pre and post assessments will be utilized to measure growth. This work will be dependent on available funding.
36-month Goal Community Partnerships 18-month Benchmark Community Partnerships	Davenport will work with Muskegon Heights Public School Academy to integrate professional development work with other initiatives and partnerships.

e) MiBLSi

MHA Goal/Benchmark	Action
36-month Goal Rigorous Learning 36-month Goal Tiger Pride 36-month Goal Community Partnerships 18-month Benchmark Rigorous Learning 18-month Benchmark Tiger Pride	MIBLSI will provide professional development and support at the following levels to create an integrated MTSS model of research based, effective behavior and reading systems:

18-month Benchmark Community Partnerships	District Building level Practitioner level (teacher)
36-month Goal Community Partnerships 18-month Benchmark Community Partnerships	MiBLSi will work with Muskegon Heights Public School Academy to integrate the MTSS project work with other initiatives and partnerships.

f) Muskegon Community College

MHA Goal/Benchmark	Action
36-month Goal Rigorous Learning 36-month Goal Community Partnerships 18-month Benchmark Rigorous Learning 18-month Benchmark Community Partnerships	Provide Internships and Practicums by fall of 2017.
36-month Goal Rigorous Learning 36-month Goal Tiger Pride 36-month Goal Community Partnerships 18-month Benchmark Rigorous Learning	Visitations to MCC based on Career Cruising and align to curriculum beginning at 8th grade

18-month Benchmark Tiger Pride 18-month Benchmark Community Partnerships	
36-month Goal Rigorous Learning 36-month Goal Community Partnerships 18-month Benchmark Rigorous Learning 18-month Benchmark Community Partnerships	Specific supports for MHA students for Early College and Dual Enrollment

G) Muskegon Heights Alumni Association

MHA Goal/Benchmark	Action
36-month Goal Rigorous Learning 36-month Goal Tiger Pride 36-month Goal Community Partnerships 18-month Benchmark Rigorous Learning 18-month Benchmark Tiger Pride 18-month Benchmark Community Partnerships	The Muskegon Heights Alumni Association will collaborate with Muskegon Heights Public School Academy System to promote and encourage local and alumni involvement in school initiatives.

g) Systems of Care

MHA Goal/Benchmark	Action
36-month Goal Community Partnership 18-month Benchmark Community Partnership	Systems of Care staff will participate in the Integration Map process with the MHPSAS and MAISD to ensure alignment and integration of services.
36-month Goal Tiger Pride 36-month Goal Leadership 36-month Goal Community Partnerships 18-month Benchmark Tiger Pride 18-month Benchmark Leadership 18-month Benchmark Community Partnerships	Provide staffing, professional development, and a system to support students, families and staff, with coordinated community based services, up to and including mental health services, wrap around, peer support and linkages with other community based organizations.

h) WZZM

MHA Goal/Benchmark	Action
36-month Goal Tiger Pride 36-month Goal Community Partnership 18-month Benchmark Tiger Pride 18-month Benchmark Community Partnership	WZZM will commit to telling the story of Muskegon Heights Public School Academy through multi-media, thereby supporting academic initiatives, staff retention and recruitment efforts.
36-month Rigorous Learning 36-month Goal Community Partnership	WZZM will support the 'Count Down to Marching Band' by working with the school district and community to promote the effort,

18-month Benchmark Rigorous Learning 18-month Benchmark Community Partnership	recruit volunteers and donors, and collaborate in K-12 music education.
36-month Goal Community Partnership 18-month Benchmark Community Partnership	WZZM will provide technical and educational support in the MHA Broadcast Lab.

Additional partners may be added at a later date after consultation with the Michigan Department of Education. Such additions will not require modifications to the Agreement.

19) PERIOD OF AGREEMENT: The Agreement shall commence on the date of the last signature affixed below, and expire at the end of the 2019-2020 school year from Muskegon Heights Academy and the end of the 2020-2021 school year for Dr. Martin Luther King, Jr. Academy. Muskegon Heights Public School Academy System or the Michigan Department of Education may terminate this Agreement earlier upon delivery of written notice at least 30 days in advance of the prospective termination date. Termination of this Agreement by either Party for any reason shall not affect the rights and obligation of the Parties accrued prior to the effective date of termination of this Agreement. This includes, but is not limited to, imposition of the Next Level Accountability Measures defined elsewhere in the Agreement. If either Party requests modification of this Agreement, the Parties shall, upon reasonable notice of the proposed modification by the Party desiring the change, confer in good faith to determine the feasibility of such modification. Modifications shall not be effective until duly authorized by representatives of both Parties. If the Michigan Department of Education terminates this Agreement, it shall not be liable for any costs resulting from or related to the termination, including but not limited to, consequential damages or any other costs incurred by any other Party; and furthermore, the Michigan Department of Education shall be held harmless by any other Party from legal actions brought by third parties, including participating schools or their students occasioned by such termination.

20) NEXT LEVEL ACCOUNTABILITY MEASURES:

a) If the district fails to sign this agreement within 60 days, the Michigan Department of Education will impose the following measures:.

i) The State School Reform Office will improve the original next level accountability plan on Muskegon Heights Academy.

ii) Assign Muskegon Area Intermediate School District (ISD) a greater role in the development of an intensive intervention plan

b) If the district fails to meet the 36-month goal(s), the Michigan Department of Education will consider the following mutually agreed upon measures:

i) If the trajectory of academic growth shows improvement toward the benchmark, ramp up the strategies that are in the plan on a more aggressive timeline.

ii) If the district is not making reasonable progress conduct a root cause analysis to determine obstacles/personnel, actions for next steps, such as removing obstacles, removing personnel, and/or providing additional support staff, potentially including assigning a CEO to work in conjunction with the superintendent to support the progress of the students in the system.

iii) ISD/MDE to consider placement of personnel in the district to provide job embedded coaching to leadership and/or instructional team.

iv) Secure site visits to successful schools with similar demographics for leadership team.

v) Nothing in this Agreement shall prevent the district from exercising the applicable legal and appropriate rights if it does not agree with the next level of accountability.

21) CHECKLIST OF ACTIONS: The following actions will be completed by Muskegon Heights Public School

Academy System, Alena Zachery-Ross, the Board of Education, the Michigan Department of Education, and Partners as specified below:

a) By June 2, 2017, create an implementation plan to ensure that all components of the Partnership Agreement are placed into a comprehensive document that delineates the tasks that will be done by year, who is responsible for overseeing each task, and the deadline for completion.

b) By May 5, 2017, create a transition plan from the date of this Partnership Agreement to August 1, 2017 to ensure that all current accountability measures and protocols are properly aligned to the Partnership Agreement.

c) By May 5, 2017, determine the 2017-2018 meeting dates and locations for the KEY Partnership Agreement partners (MHPSAS, MDE, SRO, MAISD) to monitor progress on the Partnership Agreement.

d) By May 5, 2017 determine the quarterly 2017-2018 meeting dates and locations for ALL Partnership Agreement partners.

e) By May 5, 2017 create a communication plan, to share the signed Partnership Agreement with partners, MHPSAS staff, parents, students and community members.

f) By June 2, 2017 re-assemble the Partnership Agreement Partners to discuss next steps.

22) FUTURE MEETING DATES: Muskegon Heights Public School Academy System and the Michigan Department of Education establish mutually agreed-upon quarterly meeting dates in order to engage in collaborative discussion, gauge implementation progress and identify barriers, and discuss relevant issues regarding this Partnership Agreement.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed on this date:

Michigan Department of Education

Muskegon Heights Public School Academy System

Name:_____ Name:___Rané Garcia_____

Title: _____ Title:__Superintendent of Schools_____

Date:_____ Date:_____

State Reform Office

Name:_____

Title: _____

Date:_____

Muskegon Heights Public School Academy System Board

Name:__Garland Kilgore_____

Title:___Board President_____

Date:_____

Muskegon Area Intermediate School District

Name:_____

Title: _____

Date:_____

Systems of Care

Name:___Lauren Meldrum_____

Title:_____

Date:_____

Boys and Girls Club

Name:_____Dakota Crow_____

Title: _____CPO_____

Date:_____

Davenport University

Name:_____Dr. Susan Gunn_____

Title:_____Dean_____

Date:_____

Muskegon Heights Alumni Association

Name:____Joseph Warren_____

Title: _____Alumni President_____

Date:_____

Coalition for Community Development

Name:_____

Title:_____

Date:_____

City of Muskegon Heights

Name:____Mayor Kimberly Sims_____

Title: _____Mayor_____

Date:_____

MIBLSI

Name:__Steve Goodman_____

Title:__Director _____

Date:_____

Muskegon Community College	WZZM
Name:____Dale Nesberry_____	Name:_____
Title: _____President_____	Title:_____
Date:_____	Date:_____

Appendix A: THIRTY-SIX MONTH BUDGET OVERVIEW

NOTE: the budget overview is for planning purposes only. The terms of this Agreement **do not grant explicit advanced approval for expenditure of Federal funds**. Final approval of federal funding occurs in the Michigan Electronic Grants System Plus (MEGS+). Approval in MEGS+ is subject to applicable rules of supplement vs. supplant, tests of allowability, and reasonable and necessary expenditures to support the implementation of activities in order to meet benchmarks and goals. **Inclusion of an item the budget overview does not guarantee it will be approved as a line item submitted in MEGS+.**

Appendix A:
Thirty Six Month Budget Overview

PARTNERSHIP AGREEMENT YEAR	SALARIES	BENEFITS	PURCHASED SERVICES	PROFESSIONAL LEARNING	SUPPLIES & MATERIALS	OTHER EXPENDITURES	TOTAL EXPENDITURES
1			403,086	169,100	108,000	78,000	758,186
2			431,686	169,100	108,000	38,000	746,786
3			431,686	169,100	123,000	38,000	761,786
GRAND TOTAL			1,266,458	507,300	339,000	154,000	2,266,758

Appendix B

State Assessment yearly growth targets:
The district's theory of action is to begin with intense focus on English language arts and mathematics; as we deepen the understanding of literacy and numeracy, we expect academic improvement in science and social studies. The District's Strategic Plan includes the implementation of K-12 research based mathematics curriculum in the 17-18 school year. In addition, in the 17-18 school year, there will be research and adoption of K-12 research based English Language Arts curriculum with implementation in the 18-19 school year.

To set the 2020 Spring proficiency goal targets this chart was used. It anticipates a growth rate of 3 percentage point increase in proficiency on the 2017 Spring State Assessment, 3 percentage point increase on 2018 Spring State Assessment, 4 percentage point increase on 2019 Spring State Assessment and 5 percentage point increase on 2020 Spring State Assessment. Our theory of action is growth will accelerate over time with strategies implemented with fidelity. We look forward to exceeding these goals.

year	7th Grade MSTEP ELA	7th Grade MSTEP Math	8th Grade MSTEP ELA	8th Grade MSTEP Math
2016	8%	6%	3%	3%
2017	TBD	TBD	TBD	TBD
2018	14%	12%	9%	9%
2019	18%	16%	13%	13%
2020	23%	21%	18%	18%

Year	3rd Grade M-STEP ELA	3rd Grade M-STEP Math	4th Grade M-STEP ELA	4th Grade M-STEP Math	5th Grade M-STEP ELA	5th Grade M-STEP Math	6th Grade M-STEP ELA
2017	0%	0%	0%	2%	4%	4%	6%
2018	TBD	TBD	TBD	TBD	TBD	TBD	TBD
2019	6%	6%	6%	8%	10%	10%	12%
2020	10%	10%	10%	12%	14%	14%	16%
2021	15%	15%	15%	17%	19%	19%	21%

	DIBELS Effectiveness of Core Instruction						
	2nd Grade	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade
Winter 17-18	75%	56%	50%	67%	64%	50%	50%
Spring 2018	77%	58%	52%	69%	66%	52%	52%
Spring 2019	80%	61%	55%	72%	69%	55%	55%
Spring 2020	83%	64%	58%	75%	72%	58%	58%
Spring 2021	86%	67%	61%	78%	75%		

Percentage of Students Meeting Mathematics Growth Goal as measured by NWEA											
Year	2nd Grade	3rd Grade	4th Grade	5th Grade	6th Grade	7th Grade	8th Grade	9th Grade	10th Grade	11th Grade	12th Grade
Spring 2018	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Spring 2019	TBD +3%	TBD +3%	TBD +3%	TBD +3%	TBD +3%	TBD +3%	TBD +3%	TBD +3%	TBD +3%	TBD +3%	TBD +3%
Spring 2020	TBD +6%	TBD +6%	TBD +6%	TBD +6%	TBD +6%	TBD +6%	TBD +6%	TBD +6%	TBD +6%	TBD +6%	TBD +6%
Spring 2021	TBD +9%	TBD +9%	TBD +9%	TBD +9%	TBD +9%						

Muskegon Heights Public School Academy System
Rigorous Learning
DRAFT Strategic Planning Goal 1
16-17

Goals	(Year 1) 2017-2018	(Year 2) 2018-2019	(Year 3) 2019-2020	(Year 4) 2020-2021	Year 5
Curriculum and Assessment	**Mandatory Scope and Sequence and curriculum**				
16-17	**Count Down to Marching Band through K-12 music curriculum and program**				
design/adopt:	design/adopt:	Implement:	Implement:	Implement:	Implement:
k-6 reading foundations	k-6 ELA (k-3 embedded science and social studies)	k-12 ELA(k-3 embedded science and social studies)	k-12 ELA	Core Content Areas with fidelity	Core Content Areas with fidelity
k-12 math	7-12 ELA and Literacy in the content	k-12 Math	k-12 Math		
		7-12 literacy in content	literacy in content		

	Implement:	design/adopt:	science		
	k-6 reading foundations	4-12 science and social studies	social studies		
	k-12 math				
	Monitor implementation		**Monitor Student Results/Monitor Teacher Effectiveness**		
Professional Development for Effective Instruction	**Plan PD based on teacher effectiveness in each competency**				
Summer 17	Crosswalk AdvancEd and 5-D with Blueprint for Acceleration competencies	Implement and evaluate	Implement and evaluate	Implement and evaluate	Implement and evaluate
Create PD calendar for 17-18	August PD				
	MiBLSi?				
	Blueprint				
	Engagement				
	Google				
	Curriculum Rollout				
Continuous Progress/Effective Instructional Systems	**Align Blueprint for Acceleration timeline and tasks to Rigorous Learning Objectives/Action Steps**				
			Summary of	Summary of	Summary of

			Effectiveness	Effectiveness	Effectiveness
			tiers of instruction k-12 math and ELA	tiers of instruction k-12 math and ELA	tiers of instruction science and social studies
Community Learning Center (Rigorous Learning beyond the school day)					
	Establish Community Exploration Committee	Implement year 1 of Community Learning Center			
	Create vision and programming plan				

TIGER PRIDE
DRAFT Strategic Planning Goal 2
16-17

Goals		**(Year 1) 2017-2018**	**(Year 2) 2018-2019**	**(Year 3) 2019-2020**	**(Year 4) 2020-2021**	**Yea r 5**
Tiger Pride	LEARN	a. K-12 visit to Alumni room	Monitor	Monitor	Monitor	Mon

History (Stories)						itor
		b. Design tiger pride portfolio	Monitor	Monitor	Monitor	Mon itor
		c. Saturate school/district with alumni photos	Monitor	Monitor	Monitor	Mon itor
		d. Create system/schedule for sharing tiger stories (media)	Monitor	Monitor	Monitor	Mon itor
Tigers Creative Expression	EXPRESS	a. Plan tiger pride events aligned to curriculum and community interest	Monitor	Event/Kickoff (see Partnership/School Exposure	Monitor	Mon itor
		b. K-12 events and learning opportunities	Monitor	Tigers Got Talent	Monitor	Mon itor
Tiger Awareness	CULTURAL AWARENESS	a.Tiger pride team creates culturally	Monitor	Monitor	Monitor	Mon itor
		aware pd for adults to include timelines				
		in collaboration with rigorous learning pd				
		(New Teacher Packet)				
		b. Systems of Care Grant/(Partnership University)	Monitor	Monitor	Monitor	Mon itor

Muskegon Heights Public School Academy System					
Leadership					
DRAFT Strategic Planning Goal 3					
16-17					
Goals	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Student Leadership Academy	**Student Government Elections**	**Std-Std Orientation**	**Student Ambassador**	**Model UN**	**Decca**
				Develop structure,	Develop academy-
	Spring 2017 (President, Vice		Create Job Description	selection process,	wide entrepreneurial
	President, Treasurer, Secretary)	Student		evaluation of	structure,
	1.5 year term	Leadership Courses	Parent with City,	UN members	guidelines,
			community to send		by-laws
	Develop Student	Spring '19	students to	Select UN	

	Leadership		shadow,		
	Academy Structure	Reflection &	intern and work at	Members	Determine which
	Syllabus	Revision of	organizations		program to begin
	2-5 Year Plan	Leadership Academy		Sprint '21	
	Grades 7-12		Spring '20	Reflect & Revise	Begin 1st program
		Lay ground work	Reflect & Revise		
	Spring '18 Reflect & Revise	for K-6 Leadership			Evaluate 1st
		Academy			program
					Reflect & Revise
Parent University	Create Parent & Family	Teach parents	Continue Volunteer		
	Create Parent & Family	Teach parents	Continue Volunteer		
	Volunteer Hour System	using Joyce	System with any		
		Epstein's model	revisions		
	Syllabus & Structure	of parent			
	and evaluation toll	involvement	Evaluate		

			volunteer		
			effectiveness		
		Courses for			
		parents/graduation	Spring' 20		
			Reflect & Revise		
		Evaluate volunteer			
		effectiveness			
		Spring '19			
		Reflect & Revise			
Re-Design Senior Year	Student Government,				
	Council, Alumni, MHPSAS Staff,	July-August develop			
	Strategic Plan Leadership and	partnerships within			
	Parents develop structure and	community for intern			
	curriculum	placements			

	Spring '17 special meeting with	Implement schedule			
	juniors who have completed	for Class of 18 Seniors			
	24 credits to establish 17-18	(trial cohort 6 or less)			
	pathway with principal,	to implement			
	counselor, Superintendent,				
	Assistant Superintendent of				
	Instruction				
Family & Community Liaison	Spring 2017				
(Omnsbudsman)	Identify need for position				
	including; budget, hiring,				
	training to target				

Muskegon Heights Public School Academy System					
Community Partnerships					
DRAFT Strategic Planning Goal 4					
16-17					
Goals	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Student Leadership Academy	**Student Government Elections**	**Std-Std Orientation**	**Student Ambassador**	**Model UN**	**Decca**
				Develop structure,	Develop academy-
	Spring 2017 (President, Vice		Create Job Description	selection process,	wide entrepreneurial
	President, Treasurer, Secretary)	Student		evaluation of	structure,
	1.5 year term	Leadership Courses	Parent with City,	UN members	guidelines,
			community to send		by-laws
	Develop Student Leadership	Spring '19	students to shadow,	Select UN	

	Academy Structure	Reflection &	intern and work at	Members	Determine which
	Syllabus	Revision of	organizations		program to begin
	2-5 Year Plan	Leadership Academy		Sprint '21	
	Grades 7-12		Spring '20	Reflect & Revise	Begin 1st program
		Lay ground work	Reflect & Revise		
	Spring '18 Reflect & Revise	for K-6 Leadership			Evaluate 1st
		Academy			program
					Reflect & Revise
Parent University	Create Parent & Family	Teach parents	Continue Volunteer		
	Create Parent & Family	Teach parents	Continue Volunteer		
	Volunteer Hour System	using Joyce	System with any		
		Epstein's model	revisions		
	Syllabus & Structure	of parent			
	and evaluation toll	involvement	Evaluate volunteer		

			effectiveness		
		Courses for			
		parents/graduation	Spring' 20		
			Reflect & Revise		
		Evaluate volunteer			
		effectiveness			
		Spring '19			
		Reflect & Revise			
Re-Design Senior Year	Student Government,				
	Council, Alumni, MHPSAS Staff,	July-August develop			
	Strategic Plan Leadership and	partnerships within			
	Parents develop structure and	community for intern			
	curriculum	placements			
	Spring '17 special meeting with	Implement schedule			

	juniors who have completed	for Class of 18 Seniors			
	24 credits to establish 17-18	(trial cohort 6 or less)			
	pathway with principal,	to implement			
	counselor, Superintendent,				
	Assistant Superintendent of				
	Instruction				
Family & Community Liaison	Spring 2017				
(Omnsbudsman)	Identify need for position				
	including; budget, hiring,				
	training to target				

System- Blueprint for Acceleration
DRAFT Strategic Planning Goal 5
16-17

Goals	(Year 1) 2017-2018	(Year 2) 2018-2019	(Year 3) 2019-2020	(Year 4) 2020-2021	(Year 5) 2021-2022
	Design/Adopt	Design/Adopt	Implement:	Implement:	Implement:
Blueprint for Acceleration	Install launch Phase- Aug 2017	Install Phase II by Dec. 18 Install Phase III by June 19	Complete Blueprint Sustainability Plan	Complete Blueprint Sustainability Plan	Complete Blueprint Sustainability Plan
	Install Phase I - July 2018				
Systems Alignment					
	Create Process to align strategic plan, Partnership Agreement, Title I app, budget, and		Sustain Process	Sustain Process	Sustain Process

	Charter School Contract				
Epicenter					
	Create Partnership Agreement and Strategic Plan Implementation Plan with due dates and system for monitoring (daily, weekly, monthly, quarterly)	Schedule daily, weekly, monthly and quarterly strategic plan/Partnership Agreement check-ins	Schedule daily, weekly, monthly and quarterly strategic plan/Partnership Agreement check-ins	Schedule daily, weekly, monthly and quarterly strategic plan/Partnership Agreement check-ins	Schedule daily, weekly, monthly and quarterly strategic plan/Partnership Agreement check-ins
	August 2017- Train staff on Epicenter				