

**ACTION ON A REQUEST TO TRANSFORM THE EDUCATIONAL PROGRAM OF
BAY VIEW MIDDLE AND HIGH SCHOOL**

This item initiated by the Administration.

BACKGROUND

1. On October 23, 2008, in response to recommendations from the Bay View Area School Improvement Task Force, the Milwaukee Board of School Directors approved a three-year plan for Fritsche Middle School and Bay View High School to share the Bay View building through a phased process.
2. On November 19, 2009, the Milwaukee Board of School Directors took action to accelerate the relocation timeline for fall 2010 and merge the Fritsche Middle and Bay View High School educational programs at the Bay View site beginning in fall 2010. Fritsche Middle School and Bay View High School shared the Bay View facility located at 2751 S. Lenox Street during the 2010-11 school year.
3. On June 30, 2011, the Milwaukee Board of School Directors took action to change the name of Bay View High School to Bay View Middle and High School consistent with the merger effective with the 2011-12 school year.
4. Bay View Middle and High School offers a traditional educational program with the following features: fine arts opportunities, advanced placement courses, bilingual classes (middle grades only), Project Lead the Way pre-engineering program (all grades), and the Building, Architecture and Technology Academy (a construction training program).
5. The Bay View Middle and High School two-year enrollment history is:

<u>September 2011</u>	<u>September 2012</u>
Grades 6-8 465	Grades 6-8..... 382
Grades 9-12 1,101	Grades 9-12..... 1,025
Total..... 1,566	Total 1,407

The September 2011 and September 2012 enrollment included 27% students with special education needs. District schools included 22.7% students with special education needs in grades 6-12 in September 2012.

6. Bay View Middle and High School has made progress in both academic and school climate indicators over the past two years, leading the school to be moved from the Metro region to the East Region. Even though progress has been made, significant challenges remain in both academics and school climate.
7. Most of the families in the attendance area have chosen schools other than Bay View for their children. Only 61 of the 839 public high school students in the attendance area attend Bay View. Most families have chosen open enrollment options to neighboring districts with the largest number of students (192) attending St. Francis High School. Additionally, many parents of children in area elementary schools have repeatedly expressed the desire for a high-performing high school at Bay View as a destination for their children. MPS must recapture this market share by creating a high-performing school that serves a diverse population from across the city.
8. The *MPS Long-Range Facilities Master Plan* (LRFMP, November 2011) recommended that the district's Standard of Care reflects a model of equity and excellence in

educational programming which “should take a city-wide approach that promotes high-quality school choices across neighborhoods and increasingly by regions.” The LRFMP also noted that “during the community dialogue process members of the public expressed desire to have both a wide choice of schools and traditional feeder patterns.”

9. The vision of the East Region is to provide high-quality educational opportunities for students (K-12) residing in the East Region. East Region schools will accomplish this by not only providing outstanding educational programs, but offering students and parents a continuity of instruction and choices for students. Innovative specialty programs and high-quality neighborhood schools enable the East Region community to meet the needs of its current students, as well as attract new students to MPS. The development of this program will assist in meeting this vision.
10. The East Region’s vision seeks to expand on the regional structure and to invigorate the use of feeder patterns resulting in more predictable and stable enrollment patterns. The East Region will serve its students by reserving 55% of seats in its specialty schools for students residing in the East Region. Furthermore, students residing in the school’s attendance area will have a preference over other East Region students. This will enhance each East Region school’s community as well as decrease the number of students transported by assigning students closer to where they live.
11. District officials held a community meeting on October 3, 2012. The purpose of this meeting was to introduce the new principal, present information about the school, and to share information regarding the process to provide community input for the future transformation of Bay View Middle and High School.
12. From November 8 through December 10, 2012, a Steering Committee (the Believe in Bay View Steering Committee) consisting of 60 stakeholders from diverse backgrounds met on four occasions to analyze school data, review community input and prepare recommendations for the transformation of Bay View Middle and High School. Nine community input sessions were held between November 12 and 26, 2012, with approximately 350 total participants. One session was comprised of 120 BVMHS students, who represented a broad spectrum of Bay View students. Another session was offered immediately at the close of the school day, and drew about 70 members of the Bay View staff. Additional community sessions were held on the North Side, near South Side, at BVMHS, and at Bay View area elementary schools. These sessions generated a great deal of input on 15 key proposals, as well as generated many other ideas for consideration.
13. Participants in the community input sessions provided feedback on 15 ideas for the transformation of Bay View and had the opportunity to present additional ideas. The results of the input process are summarized in Attachment 2. The Believe in Bay View Steering Committee analyzed the results, deliberated about potential options, and made advisory recommendations to the Superintendent.
14. Based on the recommendations of the Believe in Bay View Steering Committee, informed by community input and shaped by considerations about the best interest of our students at the school and throughout the district, the Administration recommends the establishment of an **Innovation and Creativity** specialty focus school.

15. Students at Bay View who are engaged in STEM (Science, Technology, Engineering, and Mathematics) programming, including Project Lead the Way (PLTW) and the Building, Architecture and Technology Academy (BAT) outperform both Bay View and district students in academic achievement, attendance and behavior. Similarly, national research suggests that cross-disciplinary, project-based learning tied to real world experience engages students and advances their academic growth. Some districts have begun to develop STEAM (Science, Technology, Engineering, Arts, and Mathematics) schools, adding Arts to the STEM programming, in recognition that the arts also generate high engagement and problem solving. The STEAM concept received strong support from community, staff and students in the input process.
16. An Innovation and Creativity specialty focus school builds on the STEAM concept and the existing strong STEM and arts programming at Bay View, yet goes further to address the increasingly complex demands of citizenship and the workplace in today's world. Our young people will need to demonstrate the ability to access and analyze information from multiple fields and sources to solve problems, an agility that allows them to constantly acquire new skills, the capacity to collaborate and lead, and the ability to present their ideas in a variety of contexts. An Innovation and Creativity focus school would constantly engage students in applying concept mastery and skills from multiple fields to transform the world in which they live.
17. The school will utilize "soft" entrance requirements, combined with rigorous graduation expectations. Specific practices will be built into the new Bay View design focused on reinforcing expectations and building a strong sense of community within the school. Restorative practices, which guide young people to consider the impact of their decisions on others and to take responsibility for repairing the harm caused by their mistakes, will be systematically incorporated into every practice in the school. This will include clear and consistent expectations, defined systems of school and classroom management, adult modeling, student leadership, extensive home-school collaboration, and supports for families and young people in need. Staff and students will be expected to commit to these practices.
18. The Administration recommends that the middle school program be phased out over a period of two years, allowing the school to focus on the academic and socio-emotional needs of high school students.
19. To ensure a successful transition, it is proposed that there would be no entry grades (grades 6 and 9) in the 2013-14 school year. This will allow for an intensive planning year for the implementation of the Innovation and Creativity model, while strengthening the STEM and arts components already in place. In addition, it will allow time to communicate about the new program with families of 8th graders throughout the region, and allow students timely access to the application process. Students and staff currently at Bay View Middle and High School will be asked to "re-commit" to the new specialty and expectations of the school. Students will write a personal statement. Staff will commit to the academic direction and pedagogy of the school as well as the climate and classroom management practices and agree to participate in the corresponding professional development.
20. These steps are expected to reduce the student population from 1,400 to about 900 in the 2013-14 school year before beginning the process of "re-growing" the school. In addition to allowing time to develop the new program, this time frame will also offer opportunities for marketing the program and facilitating the application

process, while the temporarily reduced population offers the opportunity to develop the foundations of a safe, nurturing community.

ADMINISTRATION'S ANALYSIS

21. Bay View Middle and High School's WKCE-CRT proficiency scores are below district averages in middle and high school reading and mathematics. Attachment 3 provides a three-year-trend graphic comparison to district scores for grades 8 and 10.
22. The value-added analysis (available only for elementary, K-8 and middle schools) provides information regarding a school's contribution to growth in student achievement for reading and mathematics, adjusted for factors such as prior academic achievement, ethnicity, gender, mobility, and eligibility for free and reduced-price lunch. Fritsche's WKCE value-added reading performance for 2010-2011 to 2011-2012 is 4.4 (high value added, low attainment) and the mathematics performance tier is 3.5 (high value added, low attainment). The 2011-12 WKCE value-added performance tiers can be compared with the State of Wisconsin's 3.0 average.
23. The recently published Wisconsin Department of Public Instruction 2011-12 program performance overall rating for Bay View Middle and High School is 38.9 (fails to meet expectations).
24. The Bay View current attendance rate is 80.9% compared to last year's final of 75.5%. The Bay View current suspension rate is 15.3% compared to last year's final of 42.5%.

STRATEGIC PLAN COMPATIBILITY STATEMENT

25. This item supports the MPS Working Together, Achieving More (WTAM) strategic plan.

Goal 1: Students meet and exceed Wisconsin academic standards and graduate prepared for higher education, careers and citizenship.

WTAM Strategy: Research-proven practices are implemented to improve student achievement.

WTAM applicable measurable objective: 80% of students will read on grade level as measured by WKCE-CRT.

STATUTE, ADMINISTRATIVE POLICY OR BOARD RULES STATEMENT

26. The Administration's recommendation relative to the transformation of Bay View Middle and High School meets the stipulations set forth in Administrative Policies 7.0: Instruction.

FISCAL IMPACT STATEMENT

27. This item does not authorize expenditures. Funding for Bay View Middle and High School will be included in the FY14 Proposed Budget. This will include one teacher-level position to assist in the program development process, combined with part-time certificated funds to include staff in the planning process.

28. The program will require some additional specialty teachers in accord with its identification as a specialty school. There may be costs associated with field opportunities and partnerships. The implementation of an Innovation and Creativity specialty program will require some investment in technology, equipment, supplies and curriculum resources. Most of these costs would be further clarified during the program development year of 2013-14 and presented as part of the FY15 budget process.
29. Professional development costs associated with the educational and climate expectations will be presented as part of the FY14 budget. We anticipate approximately three days of professional development in August 2013. The school will also take advantage of existing avenues for professional development and staff planning at no additional cost.
30. Currently 1,010 regular education and 108 students with special education needs are transported to Bay View Middle and High School at a cost of \$1,007,951. Students would continue to be transported consistent with district transportation protocols which currently provide transportation to students residing more than two miles from Bay View Middle and High School and south of Capitol Drive. The transportation costs will be reduced in FY14 in proportion to the reduction in student population.

IMPLEMENTATION AND ASSESSMENT PLAN

31. Upon Board approval, the East Region System of Support Team will assist the Bay View school community with all of the activities required to implement the Administration's recommendation.
32. The Administration will work with bargaining units affected to ensure that contractual rights of staff are honored.

ADMINISTRATION'S RECOMMENDATION

The Administration recommends that the Board:

- a. Approve the establishment of an Innovation and Creativity specialty school at Bay View beginning with the 2013-14 school year.
- b. Direct the Administration to provide students residing in the Bay View attendance area an enrollment preference over other East Region and district students.
- c. Phase out the middle school program over a period of two years: 7th and 8th grade only in 2013-14 (no 6th grade entry), and 8th grade only in 2014-15.
- d. Suspend the entry of new 9th grade students for one year, to allow for intensive program development, program marketing, and the development and implementation of entry procedures.

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