

Comprehensive Progress Report

**Mission:** We develop students who are agents of change. We commit to equitable and just practices that “unearth” the genius in every student within a culturally affirming, joyful, safe, and orderly environment.

**Vision:** Hairston Middle will be an excellent school committed to the academic, social and emotional growth of each individual in a nurturing and high expectations educational environment.

**Goals:**

- By June 2025, Hairston Middle School will increase the school performance composite grade by 6.3% from 33.7% to 40.0%
- By the end of 2024-25, Hairston Middle School will decrease the 2023-24 number of lost instructional days due to In-School and Out-of-School Suspensions by 10%.
- By the end of 2024-25, Hairston will decrease the 2023-24 percentage of students who were chronically absent by 5 percentage points.
- By the end of 2024-25, Hairston will increase the number of students participating in co-curricular activities by 10%.
- By the end of 2024-25, Hairston MS will increase 2023-24 Reading Proficiency by at least 3 percentage points (31.3%). By the end of 2024-25, Hairston MS will increase 2023-24 Math Proficiency by at least 3 percentage points (34.6%). By end of 2024-25, Hairston MS will increase 2023-24 Math I Proficiency by at least 3 percentage points (91.1%). By the end of 2024-25, Hairston MS will increase 2023-24 Science Proficiency by at least 3 percentage points (59.8).



! = Past Due Objectives      KEY = Key Indicator

Core Function:			Domain 1: Turnaround Leadership			
Effective Practice:			Practice 1A: Prioritize improvement and communicate its urgency			
		B1.01	The LEA has an LEA Support & Improvement Team.(5135)	Implementation Status	Assigned To	Target Date
Initial Assessment:			The Hairston MS Instructional Leadership team meets regularly to review data and plan next steps that will increase academic achievement.	Limited Development 09/06/2016		
			Priority Score: 2                      Opportunity Score: 3                      Index Score: 6			
How it will look when fully met:			Guilford County Schools has a Support and Improvement team that is responsible for the work set forth in any of the LEA indicators. The district leadership team will be responsible for reviewing the Title I Priority and Focus plans annually in conjunction with the School Improvement Plan. This team will also monitor any reports required as a Title I Priority or Focus school.		Knick Dixon	06/10/2025
Actions				4 of 5 (80%)		
	8/30/17	Guilford County Schools appointed personnel will work with keys members on the transformation team to ensure identified stakeholders are adopting and engaging in shared and distributed leadership for school improvement.		Complete 06/30/2024	LEA	06/17/2020
Notes:						
	10/12/20	Hairston Middle School School Improvement Team meeting will meet monthly to revisit our data and action steps to monitor our progress towards our School Improvement Plan (SIP) goals.		Complete 06/30/2025	Latoya Shoffner	12/02/2021
Notes: 09/01/21- Math Math 1- 20% 8th grade- 1% 7th grade- 22% 6th grade- 19% ELA 8th grade- 7th grade- 6th grade- 8th Grade Sci- 38%						
06/02/21- Math Math 1- 21.4% 8th grade- 0.8% 7th grade- 11% 6th grade- 11%						

ELA

Test is being re-normed and scores will not be back until this summer

8th Grade Sci = 41%

05/05/21- Insert updates about Spring NWEA data

04/07/21- i. Math

1. Math 1- (GCS) 52.1% vs 36.4% (Hairston)
2. 8th grade- (GCS) 38.7% vs 32.6% (Hairston)
3. 7th grade- (GCS) 52.0% vs 39.6% (Hairston)
4. 6th grade- (GCS) 50.0% vs 37.1% (Hairston)

ii. ELA

1. 8th grade- (GCS) 58.7% vs 44.6% (Hairston)
2. 7th grade- (GCS) 57.8% vs 47.3% (Hairston)
3. 6th grade- (GCS) 52.7% vs 39.5% (Hairston)

iii. 8th Grade Sci

1. (GCS) 54.3% vs 40.0% (Hairston)

03/03/21- We need to identify our students who are apart of the percentage we are seeking. For example, 8th grade Science needs to have 132 students to be proficient on the EOG to reach our data goal, so Caleb equals students 1 out of 132.

02/02/21- IA2 Data Update

ELA

6th grade: (115 students tested = +38) 39.2%; GCS avg = 50.6% (-11.4%)

7th grade: (121 students tested = +16) 42.2%; GCS avg = 51.6% (-9.4%)

8th grade: (106 students tested = -4) 44.4%; GCS avg = 55% (-10.6%)

Math

6th grade: (126 students tested = +55) 40.4%; GCS avg = 54.3% (-13.9%)

7th grade: (132 students tested = +26) 31.8%; GCS avg = 44.7% (-12.9%)

8th grade: (124 students tested = +34) 29.7%; GCS avg = 32.6%(-5.9%)

Math I: (18 students tested = +8) 35.1%; GCS avg = 52.1 (-17%)

8th Grade Science: (108 students tested = -5) 37.8%; GCS avg = 52.1 (-13.8%)

			01/05/21- SLT sub-committee meetings began in December and will continue monthly.			
	11/1/21		Student representatives will be nominated and selected for each grade level	Complete 12/02/2021	Glasher Robinson	12/02/2021
<i>Notes:</i>						
	11/1/23		The Instructional Leadership Team will meet after each Benchmark and NWEA assessment to identify academic training and next steps.	Complete 10/25/2024	Knick Dixon	11/14/2024
<i>Notes:</i>						
	10/25/24		ILT members will meet after the first administration of each Interim Assessment to discuss trends and next steps.		Latoya Shoffner	01/21/2025
<i>Notes:</i>						
<b>Implementation:</b>				10/25/2024		
	<b>Evidence</b>		12/13/2021			
	<b>Experience</b>		12/13/2021			
	<b>Sustainability</b>		12/13/2021			
	<b>KEY</b>	<b>B1.03</b>	<b>A Leadership Team consisting of the principal, teachers who lead the Instructional Teams, and other professional staff meets regularly (at least twice a month) to review implementation of effective practices. (5137)</b>	<b>Implementation Status</b>	<b>Assigned To</b>	<b>Target Date</b>
<b>Initial Assessment:</b>			Our School Leadership Team will meet twice a month with one regular meeting and any sub-committee meeting, such as MTSS to meet the district's and state standards of having bi-monthly meetings.	Limited Development 09/06/2016		

<b>How it will look when fully met:</b>	<p>Hairston Middle School has established a Leadership Team consisting of the principal, teachers who lead the Instructional Teams, and other key professional staff meets regularly (twice a month or more for an hour each meeting) to review implementation of effective practice. Full implementation of this indicator will be demonstrated by the successful completion of our school improvement goal.</p> <p>School Based-Leadership Team meets once a month</p> <p>Instructional Leadership Team Meets weekly</p> <p>Any additional subcommittee meetings will occur as needed month to month</p>		<b>Knick Dixon</b>	<b>06/30/2025</b>
<b>Actions</b>		<b>10 of 11 (91%)</b>		
8/29/17	School Leadership Team will meet once month to address instructional practices and general school-wide concerns.	Complete 06/18/2020	Courtney Blake-Smith	06/15/2020
Notes:				
8/29/17	Instructional Leadership Team will meet twice a month to address instructional practices and general school-wide concerns.	Complete 06/05/2020	Courtney Blake-Smith	06/15/2020
Notes: team consist of the MCLs, Assistant Principals, Principal, and Instructional Coach				
9/30/19	IMPACT Leadership Team will meet weekly to discuss concerns and issues that arise daily within the school structure.	Complete 06/05/2020	Courtney Blake-Smith	06/15/2020
Notes: This team consist of the Assistant Principals, Instructional Coach, Principal, and IB Coordinator				
10/30/19	The IMPACT team will conduct daily and weekly walk-throughs using Google Docs and other electronic forms so that the teachers can get immediate feedback electronically. School needs to update the technology and equipment that will be used for this action.	Complete 06/05/2020	Courtney Blake-Smith	06/20/2020
Notes: Notes: A purchase inquiry needs to be made for a Surface Pro for the IMPACT team with technology. possible purchase with CSI funding.				
1/5/21	The ILT team discussed how to alter the schedule to begin the adjustment for students and teachers while we are still remote to be more reflective of what face to face instruction will look like upon the start of re-entry.	Complete 02/02/2021	Kevin McRae	03/03/2021
Notes: 02/02/21- ILT designed new schedule that includes 5 days of instruction and an additional 15 minutes of instruction in each class plus Freestyle Friday choices for electives.				

10/12/20	School Leadership Team will meet once month to address instructional practices and general school-wide concerns.	Complete 10/06/2021	SIT chair	10/06/2021
	<p><i>Notes:</i> 10/06/21- Weekly ppts are sent out with updates and announcements made to identify goals.</p> <p>09/01/21- E&amp;I with fidelity and effectively.</p> <p>06/02/21- There will no longer be remote learning offered through Hairston. EOG/EOC testing, Summer Learning and Remediation plans are centered around covid regulations.</p> <p>05/05/21- We will discuss the finalize plans for summer learning</p>			
10/12/20	Instructional Leadership Team will meet minimally twice a month to address instructional practices and analyze data.	Complete 10/06/2021	ILT Team	10/06/2021
	<p><i>Notes:</i> 09/01/21- Math</p> <p>Math 1- 20%</p> <p>8th grade- 1%</p> <p>7th grade- 22%</p> <p>6th grade- 19%</p> <p>ELA</p> <p>8th grade-</p> <p>7th grade-</p> <p>6th grade-</p> <p>8th Grade Sci</p> <p>38%</p> <p>05/05/21- Insert Spring NWEA data</p> <p>04/07/21- i. Math</p> <p>1. Math 1- (GCS) 52.1% vs 36.4% (Hairston)</p> <p>2. 8th grade- (GCS) 38.7% vs 32.6% (Hairston)</p> <p>3. 7th grade- (GCS) 52.0% vs 39.6% (Hairston)</p> <p>4. 6th grade- (GCS) 50.0% vs 37.1% (Hairston)</p> <p>ii. ELA</p> <p>1. 8th grade- (GCS) 58.7% vs 44.6% (Hairston)</p> <p>2. 7th grade- (GCS) 57.8% vs 47.3% (Hairston)</p> <p>3. 6th grade- (GCS) 52.7% vs 39.5% (Hairston)</p> <p>iii. 8th Grade Sci</p> <p>1. (GCS) 54.3% vs 40.0% (Hairston)</p> <p>02/02/21- IA 2 Data</p>			

IA2 Data Update

ELA

6th grade: (115 students tested = +38) 39.2%; GCS avg = 50.6% (-11.4%)

7th grade: (121 students tested = +16) 42.2%; GCS avg = 51.6% (-9.4%)

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Math I: (18 students tested = +8) 35.1%; GCS avg = 52.1 (-17%)

Science

8th Grade: (108 students tested = -5) 37.8%; GCS avg = 52.1 (-13.8%)

11/19/20

The Administrative Team will meet once a week to address and provide updates instructional practices and identify general school-wide concerns.

Complete 10/06/2021

Administrative Team

10/06/2021

Notes: 10/06/21- Weekly ppt sent with updates and announcements in addition to grade level meetings

09/01/21- E&I used with fidelity and effectively.

06/02/21- Discussion around covid vaccines for middle school age students.

05/05/21- Culture & Climate sub-committee need to meet and disaggregate the data from the HMS Mock Teaching Working Conditions Survey results

04/07/21- 1. HMS Mock Teaching Working Conditions Survey results  
Survey link:  
[https://docs.google.com/forms/d/e/1FAIpQLSewyNLI4h77IAxGWbBP1C5\\_lskJdXCAXQgiYX9UONi8Gcrag/viewform](https://docs.google.com/forms/d/e/1FAIpQLSewyNLI4h77IAxGWbBP1C5_lskJdXCAXQgiYX9UONi8Gcrag/viewform)

03/03/21- The goal is to go into classes and introduce ourselves (ILT) for the grade level that is in the building for their first time this year and then provide instructional feedback to teachers as the students approach their 2nd week in the building. We want our presence to become a norm.

02/02/21- Distribution plan for new laptops.

01/05/21- The administrative team drafted an electronic walkthrough form that was provided to ILT to provide feedback and what changes need to be made.

11/18/20- Discussion that the grading policy needs to be modified to reflect the Covid-19 pandemic, which will provide students some grace on the timeliness of when work is submitted, teachers should focus on remediation of skills so that students build to mastery of content, teachers need to remain in contact with parents and students (discuss work completion, current grade, process for completing missing work, Live instruction activity, WIN time).

11/19/20 The Administrative Team will meet once a week to identify and address any school-wide concerns specifically related to Covid-19.

Complete 10/06/2021

Administrative Team

10/06/2021



Notes: 10/06/21- Abiding by updated GCS and CDC protocols

09/01/21- The process for communicating students or staff who have tested positive for covid. Public health will reach out to determine if additional steps must be taken after the report form is completed.

06/02/21- Summer Learning: we will have roughly 330 students return this summer. We will use this as an opportunity to master current grade standards, front load next grade standards, and building the culture in preparation for the upcoming year.

05/05/21- SOAR- Summer Learning, framing it as "Summer Camp and Summer Fun". The registration deadline is May 21st. Session 1: June 8-July 1 & Session 2: July 12-July 29. Students are encouraged both sessions. We average about 400 students who are 40% or below in the reading level, so that is our target invitees. Provide students with opportunities related to field trips and fitness.

04/07/21- All face to face students will return for 5 days beginning on April 19th.

NC Senate Bill 220:

<https://www.ncleg.gov/Sessions/2021/Bills/Senate/PDF/S220v3.pdf>

03/03/21- Mr. Williams and the admin team have hosted re-entry meetings with parents for each grade level. 6th grade = 02/18/21, 7th grade = 02/25/21, 8th grade = 03/04/21

02/02/21- CrisisGo GCS Health attestation sign in procedure has been implemented.

01/05/21- Re-entry for middle school was pushed back again to 01/21/21. The administrative team will create dedicated listservs for each cohort (A, B, 4D) for each grade level for Connect Ed messages so that each family is only getting the information pertaining to their child.

11/18/20- The next school-wide discussion for Covid-19 is scheduled for 11/30/20 to discuss re-entry information and reminders about safety protocols and procedures

11/6/22 The instructional leadership team will complete the News Leaders instructional lens survey (8/8/22)

Complete 09/09/2022

Knick Dixon

09/01/2022

*Notes:* Each member of ILT ranked our current state of the instructional leadership program.

10/25/24 Our MTSS team meets monthly to discuss Tier 2 and Tier 3 interventions. An emphasis is placed on high impact tutoring and small group instruction.

Dris J. Arce

06/10/2025

*Notes:*

	KEY	B2.03	The school has established a team structure among teachers with specific duties and time for instructional planning.(5143)	Implementation Status	Assigned To	Target Date
<b>Initial Assessment:</b>			Each grade level is arranged in the middle school teaming format consisting of quads for Science, Social Studies, ELA and Math. The schedule is arranged for common planning times for grade level like subjects. There is protected planning time for each subject area at least once during the week. Core classes and encore classes are collaborating to create interdisciplinary lessons.	Limited Development 09/06/2016		
			Priority Score: 2                      Opportunity Score: 2                      Index Score: 4			
<b>How it will look when fully met:</b>			When fully met teams of teachers will implement, assess, and adjust instruction in short-term cycles of improvement and monitor the improvement over time to facilitate achievement in all areas.		<b>Latoya Shoffner</b>	<b>06/30/2025</b>
<b>Actions</b>				<b>3 of 4 (75%)</b>		
10/12/20			Weekly content PLCs are facilitated collaboratively to address data, content and teaching best practices.	Complete 10/06/2021	Instructional Leadership Team	10/06/2021
<i>Notes:</i> 10/06/21- Bi-monthly instructional rounds on 1st & 3rd Wednesdays in PLC groups  09/01/21- PLCs ☐ Mondays = ELA/SS, Tuesdays = Math, Wednesdays = grade level meetings, Thursdays = Science, EC = 3rd Tuesday  06/02/21- More effective teaching strategies will begin during summer learning.  05/05/21- PLCs have been spent trying to prepare effectively for EOGs.  04/07/21- Working out PLC times and making adjustments based on 5 days of instruction.  03/03/21- We have identified some inconsistencies of what is done during planning among grade levels and/or content areas, so we are striving to make this more unified through ILT.						
10/31/22			MCL Roles support and lead vertical content planning teams.	Complete 06/30/2023	Dr. Sharon Lassiter	06/30/2023

<i>Notes:</i> End of Quarter data digs and planning sessions.				
11/6/23	SBLT will explore opportunities to offer extended planning time at the beginning of 2024 to allow time for content teams to meet vertically during the school day.	Complete 10/15/2024	Latoya Shoffner	12/19/2023
<i>Notes:</i>				
10/25/24	Content area PLCs will meet weekly to discuss data trends and instructional best practices.		Latoya Shoffner	06/10/2025
<i>Notes:</i>				
<b>Implementation:</b>		11/06/2023		
<b>Evidence</b>	11/6/2023 Agendas uploaded into documents.			
<b>Experience</b>	11/6/2023 MCLs met with teachers across grade levels to identify trends and and align on next steps.			
<b>Sustainability</b>	11/6/2023 Continuation utilization of district mandated or optional workdays to facilitate vertical team meetings.			

Core Function:			Domain 1: Turnaround Leadership			
Effective Practice:			Practice 1B: Monitor short-and long-term goals			
	KEY	B3.03	The principal monitors curriculum and classroom instruction regularly and provides timely, clear, constructive feedback to teachers.(5149)	Implementation Status	Assigned To	Target Date
Initial Assessment:			Our school's principal, administrative team and Instructional Leadership team will consistently observe classrooms on a weekly basis to monitor instruction. Plans will be implemented for teachers that experience instructional struggles. Feedback will be given for growth and shared among the administrative and instructional leadership team to provide consistency and to direct work on areas of growth. The feedback will be shared electronically and kept by the administrative team.	Limited Development 09/06/2016		
			Priority Score: 3	Opportunity Score: 2	Index Score: 6	
How it will look when fully met:			Students will be challenged and engaged daily through well designed lessons that require higher ordered thinking, implementation of balanced literacy practices, grade level tasks and ongoing formative assessments.  Planned walkthroughs and calibration conversations amongst Instructional Leadership Team members to improve consistency of feedback to teachers. There has been a focus on improving student engagement in order to improve instruction.  Students will receive an incomplete grade instead of a zero for missing assignments. In addition, students will participate in working lunch so they have an additional opportunity beyond class to complete their assignments.		Vernee Rogers	06/30/2025
Actions				9 of 10 (90%)		
	9/27/17	The instructional team will review unit plans and provide timely feedback to teachers and review the revisions made for instructional planning purposes.		Complete 06/05/2020	Instructional Leadership Team	06/15/2020
Notes: Feedback will be given on unit plans based on the timing of the transition from a completed unit to the next unit.						
	8/29/17	Instructional team will conduct daily formal and informal observations and provide feedback for teachers to make needed adjustments.		Complete 06/05/2020	Administrative Team, IC and MCLs	06/15/2020
Notes:						

8/29/17	Plans for improvement will be address for staff members needing structured support.	Complete 06/05/2020	Adminstrative Team	06/15/2020
<i>Notes:</i> Support plans will written for struggling teachers and teachers with persistently negative data.				
8/30/17	Use data on instructional practices and performance data to develop plans for instructional improvement.	Complete 06/05/2020	Instructional Leadership Team	06/18/2020
<i>Notes:</i> Data analysis will be conducted on all formative and summative assessments using the Classroom Focused Improvement Protocol.				
10/12/20	Use data on instructional practices and performance data to develop plans for instructional improvement.	Complete 10/06/2021	Instructional Leadership Team	10/06/2021
<i>Notes:</i> 10/06/21- ILT will meet 10/13/21  09/01/21- E&I began this week.  05/05/21- Insert Spring NWEA results  04/07/21- 1. Math a. Math 1- (GCS) 52.1% vs 36.4% (Hairston) b. 8th grade- (GCS) 38.7% vs 32.6% (Hairston) c. 7th grade- (GCS) 52.0% vs 39.6% (Hairston) d. 6th grade- (GCS) 50.0% vs 37.1% (Hairston) 2. ELA a. 8th grade- (GCS) 58.7% vs 44.6% (Hairston) b. 7th grade- (GCS) 57.8% vs 47.3% (Hairston) c. 6th grade- (GCS) 52.7% vs 39.5% (Hairston) 3. 8th Grade Sci a. (GCS) 54.3% vs 40.0% (Hairston)  03/03/21- 1. NWEA Winter results? I NWEA Winter results all teachers have access to their own data within the NWEA Proctor window. View Reports/Map Growth Reports. IA3 Test -Opened on today, 3/3 and will close 3/26, we are looking to test our students the week of 3/22. Spring NWEA Testing - Window opens 4/6 - 4/30, no date set yet for our students. EOY Assessment testing window- 5/17 - 6/4  8th Grade Math (38 low- percentile: 48%, 20 low average- percentile: 25%, 10 average- percentile: 13%, 6 high average- percentile: 8%, 5 highest- percentile: 6%; total students tested = 79; students at or above district grade level mean = 15; students at or above norm grade level				

mean = 18)

8th Grade ELA (34 low- percentile: 40%, 17 low average- percentile: 20%, 21 average- percentile: 25%, 8 high average- percentile: 9%, 5 highest- percentile: 6%; total students tested = 85; students at or above district grade level mean = 13; students at or above norm grade level mean = 17)

7th Grade Math (42 low- percentile: 41%, 29 low average- percentile: 28%, 19 average- percentile: 19%, 9 high average- percentile: 9%, 3 highest- percentile: 3%; total students tested = 102; students at or above district grade level mean = 22; students at or above norm grade level mean = 22)

7th Grade ELA (39 low- percentile: 35%, 26 low average- percentile: 23%, 19 average- percentile: 17%, 24 high average- percentile: 21%, 4 highest- percentile: 4%; total students tested = 112; students at or above district grade level mean = 32; students at or above norm grade level mean = 36)

6th Grade Math (53 low- percentile: 46%, 34 low average- percentile: 29%, 19 average- percentile: 16%, 5 high average- percentile: 4%, 5 highest- percentile: 4%; total students tested = 116; students at or above district grade level mean = 16; students at or above norm grade level mean = 29)

6th Grade ELA (47 low- percentile: 41%, 21 low average- percentile: 18%, 24 average- percentile: 21%, 15 high average- percentile: 13%, 8 highest- percentile: 47%; total students tested = 115; students at or above district grade level mean = 35; students at or above norm grade level mean = 36)

Funded through IPG, Title I, and Restart.

Angela Porter/Nicia George  
Ashley (Ekwem-Thorpe) McLeod/Kevin McRae  
Kimberly Simmons & Correy Baines/Glasher Robinson  
Lanika Morehead/Lee Williams  
Karen Martin-Jones

11/19/20	Create a standard data collection spreadsheet that will be utilized by all core subjects to insert and monitor pre test, post test, unit test, and other assessment data.	Complete 10/06/2021	ILT Team	10/06/2021
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Notes: 10/06/21- Needs to be updated. ILT will meet 10/13/21

09/01/21- Hard copies data sheets are completed for each content area but the electronic data sheets need to be updated.

05/05/21- Data spreadsheets are inconsistent

04/07/21-The changes in schedules has decreased the consistency in the spreadsheet being updated.

03/03/21- With schedules changing, teachers had to update/create a new spreadsheet to reflect their current students.

02/02/21- All content areas do have data collection spreadsheet.

01/05/21- The spreadsheet has been created for each department. The next step is getting each department to have the data uploaded into their perspective folders within the ILT folder.

11/18/20- George and Porter created a data collection template that can be utilized by all core subjects area once they edit it with the appropriate standards. The spreadsheet will be located within the subject folders found in the ILT OneDrive folder.

11/19/20 Create an ILT folder that will contain folders for each core subject area. Within each folder there will be a data collection spreadsheet, PLC agendas, and minutes.

Complete 10/06/2021

ILT Team

10/06/2021

*Notes:* 10/06/21- E&I has started and data should be used to identify groups.  
NWEA data should be analyzed and could be used to identify groups.

09/01/21- Needs to be updated

05/05/21- ILT will take the plus/delta feedback and revise folder for the 2021-2022 school year.

04/07/21- ILT needs to improve upon maintaining the updated data in the folder.

03/03/21- Since ILT has not met due to schedule changes the folder needs to be checked.

02/02/21- Each content area has submitted their data spreadsheets into the ILT folder.

01/05/21- The ILT folder was created on 11/18/20 along with sub-folders for each department (ex. Math). The next step is getting each department to have information uploaded into their perspective folders within the ILT folder.

11/18/20- The ILT folder was created using Microsoft OneDrive

1/5/21 The ILT team created an electronic walkthrough form that will send an email copy of the form to the teachers with feedback.

Complete 10/06/2021

Ashley McLeod

10/06/2021

*Notes:* 10/06/21- The walkthrough form must be updated to reflect the changes in staff. ILT will meet 10/13/21

09/01/21- Needs to be updated

05/05/21- The walkthrough form will be updated with changes. Positive notes and formal feedback through NCEES is being utilized right now.

04/07/21- The walkthrough form must be updated to reflect the changes in staff. The walkthrough form will not be used as much as formal observations are taking place.

03/03/21- The walkthrough form must be updated to reflect the changes in staff.

02/02/21- The initial rounds of electronic walkthrough forms have begun.



11/1/21			Promethean screens will be purchased to assist with helping teachers provide small group instruction.	Complete 02/01/2022	ILT	02/01/2022
Notes:			Funded by CSI			
10/25/24			Content area coaches will compare interim, NWEA and common assessment data sets to determine if goal re-calibration is needed.		Dr. Thomasina Hayes	06/30/2025
Notes:						
Implementation:				03/21/2022		
Evidence			3/21/2022			
Experience			3/21/2022 PLC walk throughs have allotted time for collaboration and conversation with teachers regarding advancement of instructional strategies. Feedback is given and conversation engages openness and implementation of relevant practices.			
Sustainability			3/21/2022 Sustained PLC's that allow for cross content collaboration, relevant and thoughtful feedback from the principal as well as other instructional leaders, consistent communication amongst instructional leaders and administration to ensure student success.			
KEY	D1.02	The LEA/School has aligned resource allocation (money, time, human resources) within each school's instructional priorities.(5171)		Implementation Status	Assigned To	Target Date
Initial Assessment:			We are in phase 1 of codifying what culturally responsive instruction looks like in all grades and content areas in our school.	No Development 10/25/2022		
			Priority Score: 3                      Opportunity Score: 3                      Index Score: 9			
How it will look when fully met:			All teachers will be trained in Culturally Responsive Instruction best practices.  All teachers will implement the big 5 aspects of CRI.		Knick Dixon	06/30/2025
Actions				4 of 6 (67%)		
10/31/22			Use IPG funds to fund advanced technology, such as additional interactive smart board and virtual reality headsets to support our school-wide multi-media and project based learning emphasis.	Complete 06/30/2023	Garrick McCollum	06/30/2023
Notes:			Purchased a class set of VR headsets.			

10/31/23	Within the 2023-24 school year, our school identified the following resource inequity. As a result, our school plans to mitigate this inequity by consistent progress monitoring using FastBridge and Number Worlds instructional support platforms.	Complete 06/21/2025	Stephanie Perez	06/30/2024
<i>Notes:</i>				
10/25/22	22-23 Title I funds will support professional development centered around culturally responsive instruction.	Complete 06/29/2024	Knick Dixon	06/30/2024
<i>Notes:</i> The PD will be structured based on Dr. G. Muhammad's principles in her Culturally Responsive Teaching and the Brain.				
10/25/24	Restart Funds will be used to support the salary of an instructional coach who will develop beginning teachers.	Complete 10/01/2024	Latoya Shoffner	10/01/2024
<i>Notes:</i>				
10/25/24	Our school has partnered with Operation Xcel to provide day and after school tutoring to students in our lower right achievement quadrant. The intervention cycle will be aligned to MTSS.		Harnetha Harrison	06/10/2025
<i>Notes:</i>				
10/15/24	Within the 2024-2025 school year, our school identified mental health supports as a resource inequity. As a result, our school plans to mitigate this inequity by partnering with GCS to secure school-based mental health therapist and participation in the SAMSHA pilot grant.		Knick Dixon	06/21/2025
<i>Notes:</i>				
<b>Implementation:</b>		10/02/2024		
<b>Evidence</b>	10/2/2024			
<b>Experience</b>	10/2/2024			
<b>Sustainability</b>	10/2/2024			

Core Function:			Domain 2: Talent Development			
Effective Practice:			Practice 2A: Recruit, develop, retain, and sustain talent			
	KEY	C3.04	The LEA/School has established a system of procedures and protocols for recruiting, evaluating, rewarding, and replacing staff.(5168)	Implementation Status	Assigned To	Target Date
Initial Assessment:			The Hairston MS will implement a recruiting incentive program to meet the needs and compete with other schools in the district for hiring and retaining highly qualified teachers. Opportunity Culture will be implemented for retaining the best teachers and improve student achievement.	Limited Development 09/06/2016		
			Priority Score: 3	Opportunity Score: 1	Index Score: 3	
How it will look when fully met:			It is the policy of the Guilford County Board of Education that a continuous system of recruitment and selection of personnel be maintained in order to assure competent candidates for vacancies as needed. The district attaches a high priority to securing the most competent personnel available and, once they are employed, in assisting them in their professional growth and development throughout their careers. The district regards a personnel evaluation plan as a critical and essential part of professional growth.  The Hairston has implemented an incentive stipend for all classroom teachers hired to teach at our school. Additionally, we have implemented Opportunity Culture to retain and recruit high value added data teachers to serve in various instructional capacities.		Knick Dixon	06/01/2025
Actions				5 of 6 (83%)		
	9/12/18	Develop sustainable options for implementing Opportunity Culture incentive pay for classroom teachers.		Complete 06/18/2020	Lee Williams	06/15/2020
Notes:						
	8/29/17	Offer school based incentives to new hires		Complete 06/18/2020	Lee Williams	06/18/2020
Notes: Human Resource offers \$3,000 signing bonus for new teachers.						
	8/29/17	Attend career fairs for recruiting and hiring.		Complete 06/18/2020	Courtney Blake-Smith	06/21/2020
Notes:						

10/12/20	Develop a form for Beginning Teachers (BT) with 3 or less years of experience, Teachers with 4 or more years of experience, Student Support Staff, and Classified Staff of the Month nominations. A nominee from each category will be selected for the perspective areas for the month based on an experience/impact made during the month. Selected individuals will receive a gift card.	Complete 10/06/2021	Administrative Team	10/06/2021
<p><i>Notes:</i> 10/06/21- Life changers form needs to be updated to reflect the current staff</p> <p>09/01/21- Life Changers awards will resume in October 2021. We gave incentives for new teacher incentives. Monthly celebrations of staff birthdays.</p> <p>06/02/21- This will be revisited in September. There will be a new action step added to support celebration through the badge system, so that there is celebration from the community and allowing opportunities for staff to recognize who to collaborate with and get support from.</p> <p>05/05/21- April/May life changers: Vote coming soon</p> <p>04/07/21- Mr. Zacchaeus Wilson 7th Grade ELA teacher was selected as the HMS Rookie Teacher of the Year. March Life Changers: BT = Alana Hughes, Licensed = Dr. Karen Martin-Jones, Student Services = Courtney Shepherd, Classified = Marcus Tongue</p> <p>03/03/21- Ms. Sheree Robinson 7th Grade Math teacher was selected for HMS Teacher of the Year. March Life Changers have not yet been selected.</p> <p>02/02/21- January Life Changers: BT = Demetrius Evans, Licensed = Paris Pratt, Student Services = Michael Terry, Classified = Kydada Pickens</p> <p>01/05/21- December Life Changers: BT = LeShari Clemons, Licensed = Sheree Robinson, Student Services = Iman Cook &amp; Tracey Meekins, Classified = Diethea Williams</p> <p>Funded through Title I and Restart.</p>				
11/1/21	Develop creative strategies to fill vacancies and support staff.	Complete 12/03/2021	Lee Williams	12/03/2021

*Notes:* Funded by CSI, Restart and Title I funds.

10/25/24 Admin team will identify "rising stars" to nominate for Young Professional Educators Academy and NCET related development opportunities.

Knick Dixon

06/30/2025

*Notes:*

**Implementation:**

03/21/2022

**Evidence**

12/13/2021  
There are currently no vacancies

**Experience**

12/13/2021

**Sustainability**

12/13/2021

Core Function:			Domain 2: Talent Development			
Effective Practice:			Practice 2B: Target professional learning opportunities			
!	KEY	C2.01	The LEA/School regularly looks at school performance data and aggregated classroom observation data and uses that data to make decisions about school improvement and professional development needs.(5159)	Implementation Status	Assigned To	Target Date
<i>Initial Assessment:</i>			The Hairston MS will offer content specific Professional Development in ELA (Imagine Learning), Math(Open-Up Math), and Science (STEMScope). Common planning is in place for data analysis during our weekly meetings in Professional Learning Communities. Additionally, we analyze data in our School Leadership Team and Instructional Leadership Team meetings.	Limited Development 08/03/2016		
			Priority Score: 3      Opportunity Score: 2      Index Score: 6			
<i>How it will look when fully met:</i>			Teachers will be operating at a high level of efficacy. Data will be used to drive the decisions for teaching and learning. The professional development sessions will be designed to build teacher capacity and improve instruction through IB, Inquiry Based Learning/Project-Based Learning, Digital Media, Social Emotional Learning (SEL), and Restorative Practices.		Vernee Rogers	03/31/2025
<i>Actions</i>				23 of 24 (96%)		
	10/10/16	Book studies will be used as an opportunity for educators to engage in professional discourse around specific topics that impact teaching and learning. Individuals will be committed to reading and discussing selected books, guided by guided questions and data-driven decisions.		Complete 09/13/2016	Mr. Freeman	09/13/2016
<i>Notes:</i>						
	10/10/16	Restorative Practices using Community circles in the classroom and staff members to improve student achievement.		Complete 09/20/2016	Ms. Davenport	09/20/2016
<i>Notes:</i>						
	8/3/16	Teacher will create and monitor Professional goals aligned to students achievement and professional growth.		Complete 09/30/2016	Academic Team	09/30/2016
<i>Notes:</i>						

10/10/16	Instructional round schedule will be developed for ERG and ARC coaching to support and provide professional development on best practices to impact student learning.	Complete 10/10/2016	Pamela Davenport	10/10/2016
<i>Notes:</i> Mr. Freeman will develop instructional rounds schedule for instructional walk-thrus.				
10/10/16	Administrators worked with region members to develop and implement a intervention period that will focus on student achievement. Teachers will work with Instructional support personnel to effectively use the Balanced Literacy program to level student's reading levels. Once the students' are access the students will be appropriately scheduled in the intervention on a rotation basis for personalized learning.	Complete 11/01/2016	Amanda Burnett	11/01/2016
<i>Notes:</i> All students will be accessed using the Balanced Literacy(ARC) program. Teachers will have to set power goals.				
10/10/16	Math teachers will be trained on using Think Through Math. Teachers will develop and implement a plan to align the program mathematical concepts to Common Core standards.	Complete 11/01/2016	Mrs. Watts	11/01/2016
<i>Notes:</i> Mrs. Watts will work with Site Coordinator Mr. Walker to monitor program data.				
10/10/16	After school tutoring for math, reading and 8th grade science will be aligned with curriculum standards to support diverse learners.	Complete 11/01/2016	Angela Porter	11/01/2016
<i>Notes:</i> Mrs. Porter will work with Ms. Stokes for budget transportation. The program will be monitored to evaluate program effectiveness to achieve student academic growth and skill development.				
10/10/16	School Leaders will collaborate teacher using Carnegie learning for Math I students. The program data will be monitored and data will be used drive instruction in the classroom and for personalized learning.	Complete 06/09/2017	Ms. Watts	06/09/2017
<i>Notes:</i> 04-17/2017- Ms. Watts continues to engage students with multiple online programs, including Carnegie Learning to increase their proficiency in Math I. The frequency of use has increased as she continues to prepare students for the end of course test.  Mrs. Watts attended a district level learning session for Math I. Committee task members will meet with Mrs. Watts to discuss the status on Carnegie Learning for Math I. The target date for completion will be addressed to obtain additional feedback from the teacher.				
1/22/20	Plans for After school Tutoring and Saturday Academy will be established by the administrator and MCLs in order to implement remediation and review for selected students.	Complete 02/28/2020	Multi-classroom Leaders	01/24/2020

	<i>Notes:</i> MCLs are to provide their suggestions about implementation of remediation and intervention session for selective students			
1/22/20	The school provides all students extended learning opportunities (e.g., summer bridge programs, after-school and supplemental educational services, Saturday academies, enrichment programs).	Complete 02/28/2020	Multi-classroom Leaders	01/30/2020
	<i>Notes:</i>			
1/22/20	Unit pre-tests and post-tests results are reviewed by the Instructional Teams to make decisions about curriculum and instructional plans and to flag students in need of intervention or enrichment.	Complete 05/05/2020	Multi-classroom Leaders	02/29/2020
	<i>Notes:</i>			
1/22/20	ALL teachers maintain and utilize a record of each student's mastery of specific learning objectives.	Complete 05/05/2020	ILT	03/31/2020
	<i>Notes:</i> Data should be displayed in the Subject area PLC meeting rooms.			
8/30/17	Instructional round schedule will be developed for Open-up Math and ARC coaching to support and provide professional development on best practices to impact student learning.	Complete 06/15/2020	Ewkem-Thorpe, Porter	06/15/2020
	<i>Notes:</i> The district has set coaching days established with ARC and NTN.			
9/12/18	Members of the Instructional Leadership team will conduct weekly observations to establish research based action steps for consistent instructional improvement.	Complete 06/05/2020	Instructional Leadership Team	06/15/2020
	<i>Notes:</i>			
10/1/19	Math teachers will be trained on using Open-up Math. Teachers will develop and implement a plan to align the program mathematical concepts to Common Core standards.	Complete 06/15/2020	Anglea Porter	06/15/2020
	<i>Notes:</i>			
10/1/19	Administrators worked with region members to develop and implement a intervention period that will focus on student achievement. Teachers will work with Instructional support personnel to effectively use the Balanced Literacy program to level student's reading levels. Once the students' are access the students will be appropriately scheduled in the intervention on a rotation basis for personalized learning.	Complete 06/15/2020	Ashley Ewkem-Thorpe	06/15/2020
	<i>Notes:</i>			
8/30/17	Restorative Practices using Community circles in the classroom and staff members to improve student achievement	Complete 06/18/2020	Tangela Hall	06/18/2020
	<i>Notes:</i>			



10/12/20	Unit pre-tests and post-tests results are reviewed by the Instructional Teams to make decisions about curriculum and instructional plans and to flag students in need of intervention or enrichment.	Complete 10/06/2021	ILT Team	10/06/2021
<p><i>Notes:</i> 10/06/21- E&amp;I has started and data should be used to identify groups. NWEA data should be analyzed and could be used to identify groups.</p> <p>09/01/21- Goal was to have a spreadsheet that also calculates the predictions for EOGs</p> <p>06/02/21- Next year the schedule will have an Enrichment &amp; Intervention block, which will follow homeroom. This will provide MTSS implementation. Teachers will use pre test and post test to select students to come to Intervention every two weeks based on the students ability to master the standard. Math and Reading will be prioritized in the case of a tie for 6th and 7th grade. Science is incorporated for 8th grade. This will also increase the amount of student data accountability. Students who do not need interventions will have the opportunity to sign up for enrichment that teachers are offering.</p> <p>02/02/21- ILT meeting postponed update will given in March.</p> <p>Funded through IPG, Title I, and Restart.</p>				
11/1/21	Teachers will hold student conferences to discuss class and district assessment results.	Complete 02/22/2022	ILT	02/01/2022
<p><i>Notes:</i> Students will take the 2nd benchmark in December 21 and January 2022</p> <p>Teachers held parent/teacher conferences 2/21-2/22</p>				
11/7/22	Instructional Leadership Team will analyze school-wide trends for each subgroup in comparison to their projections.	Complete 05/12/2023	Knick Dixon	05/30/2023
<i>Notes:</i> After Winter and Spring NWEA administrations				
10/25/22	Used Restart and Title I flexibility to support a lead teacher that facilitates instructional PD aligned to our project-based learning objectives.	Complete 06/01/2023	Karen Martin-Jones	06/01/2023
<i>Notes:</i>				
11/7/22	Assistant principals and MCLs will dedicate time during mandated workdays to engage in data dives.	Complete 06/01/2023	Dr. Sharon Lassiter	06/01/2023
<i>Notes:</i>				

11/7/22	MCLs will collaborate with curriculum coaches (ARC and Open Up) to identify student achievement trends in relation to curriculum implementation.	Complete 06/01/2023	Garrick McCollum	06/01/2023
<i>Notes:</i>				
10/25/24	Our instructional leadership team will host district content area experts for an in-house Hairston specific PD.		Vernee Rogers	11/30/2025
<i>Notes:</i>				
<b>Implementation:</b>		06/26/2023		
<b>Evidence</b>	6/19/2017 The students used Carnegie Math data to drive instruction during the time frame it was used. All Math I students were proficient on the Math I End of Course Test. The teacher networked with the district level Math Curriculum and math colleagues at another school. ERG Guided Math representative, administrators and professional learning observations were conducted in order to provide instructional feedback on best practices and offered strategies for success.			
<b>Experience</b>	6/19/2017 The teachers reported that using the program was time consuming. The students knew the mathematical process but experienced difficulty navigating through the system because Carnegie had a specific way the math problems needed to be entered into the system. The teacher collaborated with another colleague at another school in the district.			
<b>Sustainability</b>	6/19/2017 In order to sustain the teacher's efforts more professional development would need to be provided for the teacher in order to sustain her efforts for using Carnegie Math.			

Core Function:			Domain 3: Instructional Transformation			
Effective Practice:			Practice 3A: Diagnose and respond to student learning needs			
		A1.05	ALL teachers individualize instructional planning in response to individual student performance on pre-tests and other methods of assessment to provide support enhanced learning opportunities for students.(5086)	Implementation Status	Assigned To	Target Date
Initial Assessment:			With implementation of Imagine Learning an Open Up math curricula, our teachers are getting a handle on personalizing content delivery and tier 2 supports to the greatest extent possible.	Limited Development 10/25/2022		
How it will look when fully met:			When achieved, all teachers will have a regular cadence for determining enrichment and intervention supports for all students that utilize district mandated curricular tools, such as Imagine, Discovery Ed, and Open Up.		Christina Smalley	05/30/2025
Actions				2 of 4 (50%)		
	10/25/22	In 2022-23, we dedicated Title I funds to after school tutors to assist with implementing tiered MTSS supplemental supports.		Complete 06/30/2023	Dris J. Arce	06/30/2023
Notes:						
	10/16/23	For the 2023-24 school year we will use Title I and Restart funding to finance tutoring for our Saturday Academy program		Complete 05/31/2024	Harnetha Harrison	05/30/2024
Notes: Completed						
	11/1/23	Instructional Leadership Team will meet to create an intervention block schedule.			Christina Smalley	11/13/2024
Notes:						
	10/3/24	We will use Title I funds to pay for substitutes, so that teachers can have a full day of uninterrupted planning time.			Latoya Shoffner	05/30/2025
Notes:						

	KEY	A4.01	The school implements a tiered instructional system that allows teachers to deliver evidence-based instruction aligned with the individual needs of students across all tiers.(5117)	Implementation Status	Assigned To	Target Date
<b>Initial Assessment:</b>			<p>We have developed an MTSS team and we are prioritizing consistent implementation of interventions across all tiers. Our school's Students with Exceptional needs is an emergent area. Our EC students consistently perform below their peers. Our EC numbers are fairly high and our EC teachers need intense support. Conversely, our AIG students are currently experiencing negative growth. Our teachers continue to need support to push our highest students and create positive growth for these students. The full implementation of this indicator will be demonstrated by the development of a MTSS team and we are prioritizing consistent implementation of interventions across all tiers.</p> <p>A tutors have been hired to assist with target students. The current tutor support supports all grade levels in math and ELA. Students receive in class support based on their needs.</p>	Limited Development 09/14/2016		
<b>How it will look when fully met:</b>			By Summer 2024, students will receive targeted instruction of supplemental supports in the ares of Behavior, Social-emotional, Attendance, Math, and Reading based on their level of need (academic Levels of <a href="#">Support: Remediation</a> , Intervention, Maintenance, Enrichment). For students that are determined to be "at-risk" , will receive supplemental interventions, with progress monitoring, that follow standard treatment protocol. If students are considered to be a non-responder to interventions, they will receive tier-based interventions as well.		Dris J. Arce	06/30/2025
<b>Actions</b>				<b>19 of 22 (86%)</b>		
	10/8/20	Instructional leaders will monitor student academic outcomes via benchmarks, progress monitoring, and universal screening (as available).		Complete 11/18/2020	Nicia George	11/06/2020
<i>Notes:</i>						
	10/23/20	There will be schoolwide multimedia labs created for students and staff to utilize for lessons and classes.		Complete 09/01/2021	Lanika Morehead	09/01/2021

Notes: 09/01/21- This process will be fully implemented in January 2022.

Awaiting installation completion of lab space and training for staff for the multimedia labs.

-The lab space should be completed and available for students and staff January 2022. Still awaiting computers and software install in order to complete spaces and training for staff members.

05/05/21- Due to delays with construction we have not been able to start.

04/07/21- 1. TSQR state visit postponed until April 16th.

2. IPG funds for year 1 have been encumbered (completed March 19)

3. Wiring work for the Video Production studio and Control room has begun (March 30).

4. The Video Production Studio and Control room will be completely in its entirety once the ceiling painting job has been completed (est. April 30).

5. The Audio Production Studio installation will be completed upon receipt and assembly of the sound booth (est. April 30).

03/03/21- 1. Construction will start on March 22nd for the audio and visual lab spaces.

02/02/21- The projects have been approved by the district.

Construction will begin in the media center, lower computer lab and upper computer lab in February. The editing equipment has been ordered for students. IPG is looking for suggestions for renaming the media center, video and audio production studios, control room, and editing room by staff input.

Funded through IPG

Lee Williams

Kevin McRae

Nicia George

Glaser Robinson

10/23/20 A multimedia toolkit will be provided for teachers to implement various forms of media into content areas.

Complete 09/01/2021

Lanika Morehead

09/01/2021

*Notes:* 09/01/21- Mr. Boyd will be collecting data on multimedia needs of staff. Need to make sure all staff can access that.

05/05/21- Canvas resources are available for digital media but not audio and video.

03/03/21- Gradual release process because the audio, visual, and print will require training and completion of the lab. We will have the digital resources available for teachers. It will be a part of the Technology Committees Canvas page.

Funded through IPG and Title I

Lanika Morehead

10/8/20 Instructional Teams use student learning data to identify students in need of instructional support or enhancement within PLC Meetings.

Complete 10/06/2021

Michael Smith

10/06/2021

*Notes:* 10/06/21- IST has had one meeting for 6th grade. Another meeting is set for Monday October 11th. The goal is to do 2 students/meeting so the meetings are not extensively long.

09/01/21- A 45-minute daily intervention is completed to support Tier 2 students during the designated Enrichment & Intervention (E&I) period. Teachers collect data and groups are reassigned every 2 weeks.

05/05/21- MCLs and ILT will make decisions about small group support and summer learning.

Funded through IPG, Title I, and Restart Funding.

Kimberly Simmons  
Correy Baines  
Angela Porter  
Ashley (Ekwem-Thorpe) McLeod

10/26/21 A multimedia toolkit will be provided for teachers to implement various forms of media into content areas.

Complete 12/02/2021

Michael Boyd

12/02/2021

*Notes:* Funded by IPG

The HMS Canvas page contains the multimedia toolkit for teachers to access resources. This will be updated, continually, but the completion date is 12/02/2022.

11/1/21 We will hire tutors to help support our Tier 2 students.

Complete 11/14/2021

Karen Martin-Jones

12/02/2021

<i>Notes:</i> Funded by CSI				
10/26/21	Student support services with MiFis for students who do not have internet.	Complete 02/18/2022	Lanika Morehead	02/28/2022
<i>Notes:</i> Funded by Verizon Wireless Grant  New target date was set for 02/28/2022. Mifis were distributed during conferences.  New note 4/13: Dispersed to students on 2/18 to accommodate for those who needed access during restart week.				
10/26/21	There will be schoolwide multimedia labs created for students and staff to utilize for lessons and classes.	Complete 03/18/2022	Lanika Morehead	03/04/2022
<i>Notes:</i> Funded by IPG  Target date updated to 03/04/2022. The audio production studio, video production studio, and control room should be completed by the beginning of March 2022. Same for the editing suite.  The last set of TV's (promotional boards) were delivered to all teachers 3/18/2022				
10/25/22	21-22 used Restart calendar flexibility to add 6 additional teacher work days to provide additional PD focused on standards and content delivery	Complete 07/01/2022	Knick Dixon	06/30/2022
<i>Notes:</i>				
10/26/21	Instructional Teams use student learning data to identify students in need of instructional support or enhancement within PLC Meetings.	Complete 06/09/2023	Dr. Sharon Lassiter	06/09/2023
<i>Notes:</i> Funded by CSI and Title I  New target date extended to 06/09/2022. This will be continuous amongst each content area with PLC bi-weekly meetings, minimum. The date to be completed is at the end of the school year.				
10/26/21	Incorporating SEL strategies and culturally relevant curriculum to build student repertoire and relationships through PLC meetings.	Complete 06/09/2023	Alana Hughes	06/09/2023
<i>Notes:</i> Funded by IPG and Title I  New target date set for 06/09/2022. Consistent lesson planning to incorporate SEL, anti-racist teaching and CRC occurs weekly in PLC meetings. This is a continuous goal to occur through the end of the school year.				

10/19/22	Use Restart funds to add 8 additional student days to the calendar.	Complete 06/09/2023	Knick Dixon	06/10/2023
	<p><i>Notes:</i> The goal was to provide additional professional development around equitable and standards-based learning.</p> <p>This action step was for the 21-22 school year and continues for the 22-23 school year.</p>			
10/21/22	Used IPG funding flexibility to purchase a full-time SEL coach position.	Complete 06/09/2023	Lanika Morehead	06/10/2023
	<i>Notes:</i> Our SEL Coach supports our staff with supplemental behavior interventions.			
10/25/22	Used Restart and Title I flexibility to support tutors and a lead teacher that facilitate tier 2 and tier 3 MTSS aligned objectives.	Complete 06/09/2023	Dris J. Arce	06/30/2023
	<i>Notes:</i> These words were used similarly in 21-22 and 22-23 school years.			
10/25/22	Used Title I funds to support MCL and EIT salary and differentials.	Complete 06/09/2023	Knick Dixon	06/30/2023
	<i>Notes:</i> This strategy was implemented in both 21-22 and 22-23 school years.			
10/25/22	In 2022-23, we dedicated Title I funds to after school tutors to assist with implementing tiered MTSS supplemental supports.	Complete 06/09/2023	Karen Martin-Jones	06/30/2023
	<i>Notes:</i>			
10/2/19	MTSS: Teachers will be observed with the electronic walk-through form bi-weekly using sound instruction in a variety of modes: teacher-directed whole-class; teacher-directed small-group; independent work;computer based.	Complete 10/28/2019	Corey Baines	01/02/2024
	<i>Notes:</i>			
10/23/20	A co-teaching model will be adopted among classroom teachers and the multimedia specialist for usage of the multimedia labs and equipment.	Complete 06/30/2024	Knick Dixon	06/09/2024



*Notes:* 09/01/21- This process will be fully implemented in January 2022. Awaiting installation completion of lab space and training for staff for the multimedia labs.

The lab space should be completed and available for students and staff January 2022. Still awaiting computers and software install in order to complete spaces and training for staff members.

05/05/21- Due to delays with construction we have not been able to start.

03/03/21- Before authentic co-teaching will occur teachers must be trained in the software and the options in the multimedia toolkit.

Funded through IPG

10/15/24	"Within the 2024-2025 school year, Hairston Middle school will implement the following evidence-based interventions to increase overall student performance: High Dosage Tutoring."	Complete 10/15/2024	Harnetha Harrison	10/15/2024
<i>Notes:</i> GCS and Operation XCel tutors are here daily and serving up to 40 kids each day.				
10/26/21	School leadership will monitor effectiveness of supplemental and intensive processes and programming using the forms provided by Psych Services.		Dris J. Arce	06/09/2025
<i>Notes:</i> Target date extended to end of year. We are solidifying structures of MTSS which includes incorporation of several internal stakeholders to address data and monitor systems thereby meeting the needs of all students (specifically those in tier 2) to improve student achievement and success. Dr. Wade has been instrumental in providing suggestions.				
10/25/24	Our MTSS Team and IPS team meets monthly to discuss data and advance students through the supplemental support referral process, if needed.		Kyerra Harris	06/10/2025
<i>Notes:</i>				
10/1/24	"Within the 2024-2025 school year, Hairston Middle school will implement the following evidence-based interventions to increase overall student performance: One EC staff member will receive training in Wilson Reading. Follow up coaching will occur throughout the 2024-25 school year."		Nicia George	06/30/2025

Notes:

Core Function:			Domain 3: Instructional Transformation			
Effective Practice:			Practice 3B: Provide rigorous evidence-based instruction			
!	KEY	A1.07	ALL teachers employ effective classroom management and reinforce classroom rules and procedures by positively teaching them.(5088)	Implementation Status	Assigned To	Target Date
<i>Initial Assessment:</i>			<p>All staff will be trained in Restorative Practices. We have employed a Social Emotional Learning Coach through the Innovative Partnership Grant and Culture Keepers to serve as our coaches based on the SEL strategies provided through the partnership with RTI.</p> <p>Continued implementation of PBIS. The team meets monthly to discuss current implementation, programs and rewards programs.</p>	Limited Development 08/17/2017		
			<p>Priority Score: 3</p> <p>Opportunity Score: 2</p> <p>Index Score: 6</p>			
<i>How it will look when fully met:</i>			When effectively implemented there will be a significant decrease in out of school suspension. Student rates of absenteeism will decrease and our overall school culture will continue to improve as students look forward to coming to school.		<b>Knick Dixon</b>	<b>01/31/2025</b>
<b>Actions</b>				<b>8 of 9 (89%)</b>		
10/8/20			All staff members will be trained on adult SEL strategies.	Complete 03/02/2021	Iman Cook	04/07/2021
			<p><i>Notes:</i> 03/03/21: Encouraging teachers to infuse SEL within instruction because it has been evident in increasing engagement.</p> <p>Update- 02/02/2021: Ms. Cook, the SEL Coach provides SEL presentations for school-wide PD, grade level meetings, and monthly BT meetings.</p> <p>Funded through IPG</p> <p>Roderick Butler Marcus Tongue</p>			
11/1/21			All staff members will be trained on student-centered SEL to be implemented in the classroom.	Complete 09/01/2021	Iman Cook	09/01/2021

*Notes:* 09/01/21 Update: All teachers were trained on 8/9/2021 on how to implement SEL into their lesson plans and instruction. Teachers who still struggle were told to reach out to me for further help.

Funded by IPG

10/23/20	All staff members will be trained on student-centered SEL to be implemented in the classroom.	Complete 09/03/2021	Iman Cook	09/03/2021
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*Notes:* Update 11/03/21:

Update- 09/01/21: All teachers were trained on 8/9/2021 on how to implement SEL into their lesson plans and instruction. Teachers who still struggle were told to reach out to me for further help.

Update- 06/02/21: SEL will continue in next school year based on the DISC assessment, classrooms, and interactions between adults.

Update- 05/05/21: SEL Coach has some additional goals of co-teaching and monitor SEL through walkthroughs

Update- 03/03/21: SEL Coach has some additional goals of co-teaching and monitor SEL through walkthroughs

Update- 02/02/21: SEL Coach provides SEL presentations school-wide PDs, grade level meetings and BT monthly meetings

Funded through IPG

11/7/22	Using Title I Funds, we will purchase tangible incentives and fund experiences that support teacher positive reinforcement of expectations.	Complete 11/21/2022	Amber Burnette	11/30/2022
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*Notes:*

11/7/22	Based on RTI Walkthroughs, teachers will be provided differentiated support to growth in the area of classroom management and socially emotionally responsive teaching	Complete 10/03/2022	Angela Washington	02/01/2023
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*Notes:*

10/23/23	Use Restart budget flexibility to helpd fund 50% of Lead Teacher/Instructional coach position who supported both Reading and Math instruction.	Complete 06/30/2023	Knick Dixon	06/30/2023
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*Notes:*

10/25/22	IPG funds support staffing a full-time SEL Coach, IPG Coach, and contract with RTI to provide professional development.	Complete 01/02/2023	Knick Dixon	06/30/2023
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			Notes: Support is ongoing from our SEL and IPG Coach RTI provided an opening of the year PD and has conducted walkthroughs with our IPG team.			
			A new IPG Coach was hired 1/23.			
10/6/22			All staff will be trained in the mental health first aid kit.	Complete 04/30/2024	Latasha Henry	10/01/2023
			Notes:			
10/25/24			All staff will be trained and receive refresher PDs on CHAMPS, which is a classroom management protocol.		Nicia George	01/30/2025
			Notes:			
Implementation:				11/01/2023		
Evidence			10/16/2023 As a staff we have grown and watched the connections made between student and staff alike through the programs implemented. There has been a decrease in loss instructional days.			
Experience			10/16/2023 Staff members were required to receive training throughout the school year in order to fully implement the objective of said standard.			
Sustainability			10/16/2023 The staff is expected to differentiate according to the culture of the school making sure to reach all student body.			
KEY	A2.04	Instructional Teams develop standards-aligned units of instruction for each subject and grade level.(5094)		Implementation Status	Assigned To	Target Date
Initial Assessment:			Currently, classroom teachers meet in professional learning communities facilitated by administrators and the Multi-Classroom leaders to guide planning. Lesson plans are submitted by units and in some cases weekly. Lesson plans are reviewed by members of the instructional leadership team and classroom teachers are given feedback on the plans. Our IB coordinator is now a part of the lesson planning process as she works to provide strategies for staff members to implement cross-curricular activities inside their classrooms.	Limited Development 07/28/2016		

	Priority Score: 3	Opportunity Score: 2	Index Score: 6		
<b>How it will look when fully met:</b>	<b>By November 15, 2020 Hairston will create the first unit plan that reflect IB/IBL principles of inquiry. By April 15, 2021 Hairston Middle teachers will create their second unit plan that reflect IB/IBL principles of inquiry.</b>  Activity:  *Participate in the HMS Summer PD Virtual Institute  *Develop a content specific IB Unit Plan through PLC collaboration.  Evidence/outcome:  *Implement Inquiry-based strategies as a component of weekly lessons plans.  *5E lesson planning that infuses the IB Program Model framework.  Resources:  *Continued professional learning around IB and IBL daily and Unit Planning.  *Training to implement effective use of The MYP: From Principles to Practice and IB MYP Subject Specific documents  *Two content-based Unit Plans that exemplify Inquiry-based activities.			<b>Nicia George</b>	<b>06/30/2025</b>
<b>Actions</b>			<b>23 of 24 (96%)</b>		
10/10/16	Anchor instruction around the 8 mathematical practices to increase student engagement, rigor, relevance and real world applications.		Complete 09/07/2016	Norman Walker	09/07/2016
	<i>Notes:</i> Walkthroughs in math classes will be conducted to observe the 8 mathematical practices daily.				
11/1/16	Academic team will conduct walkthroughs with a focus on IB processes.		Complete 06/09/2017	Charmell Kittrell	06/09/2017
	<i>Notes:</i> The academic team will provide feedback on IB processes as we conduct our daily walkthroughs. Staff members will continue to receive support and training on the implementation of IB in their lessons.				

8/17/17	Math teachers received professional development on Project Based Learning.	Complete 07/20/2017	Shonda Foster	07/20/2017
<i>Notes:</i>				
8/17/17	Teachers will participate in professional development on properly integrating IB components and practices into instructional units.	Complete 08/21/2017	Shonda Foster	08/21/2017
<i>Notes:</i>				
12/11/17	Science and Social studies teachers will be trained in Achieve3000 and will utilize the program at least twice per week in their classroom lessons.	Complete 11/01/2017	Kimberly Simmons	11/01/2017
<i>Notes:</i>				
8/3/16	Implement Balanced Literacy Program to increase student achievement.	Complete 06/09/2017	Norman Walker	06/09/2018
<i>Notes:</i> ELA teachers will fully implement ARC on a daily basis. Additional coaching days will be purchased from ARC and the schedules will for coaching will be adjusted so that 8 of 11 teachers are seen during each ARC visit.				
12/11/17	Science and Social Studies teachers will participate in job-embedded coaching for literacy implantation with Education Resource Group.	Complete 06/08/2018	Charmell Kittrell	06/18/2018
<i>Notes:</i> During visits ERG consultants will visit classrooms, co-teach and provide individualized coaching to participating staff members. Each session will consist of a debriefing to include next steps with administration.				
10/10/16	Teachers participate in professional development on properly integrating IB components and practices into instructional units.	Complete 06/18/2018	Kimberly Simmons	06/18/2019
<i>Notes:</i> Ms. Kittrell will work with teachers and administrators for full implementation of IB units across the curriculum.				
7/28/16	Monitor and providing feedback on Weekly Lesson Plans	Complete 06/05/2020	Simmons, Porter, Ekwem-Thorpe, Morehead	06/18/2020
<i>Notes:</i> Academic Team members will provide feedback on Lesson Plans and work with teachers to increase rigor in the class. Walkthroughs will be conducted daily and teachers will be provided feedback from those walkthroughs. The walkthroughs will be collected on a Google Doc and sent electronically through email to teachers.				
8/30/17	Instructional Leadership team will meet once a week during PLCs to discuss instructional practices aligned with balanced literacy practices (ARC), Opne-Up Math and MVP Math 1, IB components and learning standards.	Complete 06/05/2020	Courtney Blake-Smith	06/18/2020

*Notes:* Student engagement has been a focus for PLCs and Instructional Walkthroughs.

We have a new partnership with NTN for Math. We want to make sure that our PD/training for Math is not saturated and instead that we are provided layered support to go along with the coaching already provided for Open Up.

ILT will conduct collaborative walkthroughs weekly beginning week of Sept. 9th thru the end of April.

8/30/17	Academic team will conduct walkthroughs with a focus on IB processes.	Complete 06/05/2020	Ekwem-Thorpe	06/18/2020
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*Notes:*

8/30/17	Continue to utilize the components of Balanced Literacy Program to increase student achievement in reading through ARC and Reading Plus	Complete 06/05/2020	Courtney Blake-Smith	06/18/2020
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*Notes:*

12/11/17	Science teachers will utilize the STEMscope for 8th grade science.	Complete 06/05/2020	Kimberly Simmons	06/18/2020
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*Notes:*

10/8/20	Participate in the HMS Summer PD Virtual Institute	Complete 08/13/2020	Karen Martin-Jones	08/14/2020
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*Notes:* Funded through IPG and Title I

10/23/20	The administrative team, MCLs, and Coaches will be trained on IBL, PBL, and IB through RTI.	Complete 08/14/2020	ILT	08/14/2020
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*Notes:* Funded through IPG, Title I, and Restart Funding

10/23/20	All teachers will be trained on IBL, PBL, and IB implementation through PLCs.	Complete 08/14/2020	ILT	08/14/2020
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*Notes:* Funded through IPG and Title I

10/23/20	There will be an IB component included in the lesson plan template for teachers.	Complete 12/21/2020	Karen Martin-Jones	11/02/2020
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*Notes:* Funded through Title I

11/17/20- The IB component has not yet been inserted into the lesson plan template, but it is apart of the weekly PLC agenda. So teachers are identifying IB components but the next step is to actually add them into the lesson plan template.

10/8/20	Develop a content specific IB Unit Plan through PLC collaboration.	Complete 11/20/2020	Karen Martin-Jones	11/02/2020
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*Notes:* Funded through Title I

10/23/20	Teachers will begin designing lessons based on IBL, PBL, and IB principles.	Complete 09/01/2021	Karen Martin-Jones	09/01/2021
<p><i>Notes:</i> 09/01/21 Update: Teachers will begin PBL training in October 2021. The development of a lesson plan with the infusion of both IB and PBL will occur by December 2021.</p> <p>03/03/21- IB /IBL Unit Plan is on hold until further notice</p> <p>Funded through Title I and Restart Funding.</p> <p>01/05/21- IB Lesson plan was completed on 12/20. Most of the coaches, teacher, and administrators have been IB professionally trained by 12/29. Lesson Plan designing with the collaboration of IBL, PBL, and IB principles will begin 3/5/21.</p> <p>11/13/20- The ILT team completed training with RTI and IB Coordinator. The final deadline for submission of IB units is 11/20/20.</p> <p>Funded by IPG</p>				
11/1/21	Create a committee in preparation for the IB Visit on November 17, 2021.	Complete 11/17/2021	Lanika Morehead	12/02/2021
<i>Notes:</i> Funded by Title I				
10/31/21	The ILT team will receive Project-Based Learning Professional Development to build leadership capacity within the building.	Complete 12/16/2022	Lanika Morehead	12/16/2021
<p><i>Notes:</i> Funded by IPG</p> <p>This was completed as of end of December 2021. The ILT will continue to work with staff in PLLs on PBL school wide project.</p>				
10/25/22	Used Title I Funds to support MCL and EIT salary and differentials in the 22-23 school year.	Complete 07/01/2023	Knick Dixon	06/30/2023
<i>Notes:</i>				
10/25/22	Use Title I and IPG funds to purchase advanced technology to assist with delivering a 21st century education experience.	Complete 07/01/2023	Garrick McCollum	06/30/2023
<p><i>Notes:</i> Promethean boards</p> <p>Robotlabs</p> <p>VR headsets</p>				



10/21/24	Used Restart budget flexibility to help fund salary differentials for instructional coach in 2023 and 2024 supporting 6-8 beginning teachers to support standards aligned instruction.		Knick Dixon	06/10/2025
<i>Notes:</i>				
<b>Implementation:</b>		08/29/2017		
<b>Evidence</b>	6/19/2017 The academic team met this objective by conducting targeted walk thrus. Principal Freeman orchestrated an on-going informal walk-thru matrix for all observers. Professional development was provided for teachers and administrators to ensure informal and formal observations were calibrated to ensure IB components and processes were integrated into instructional lessons.			
<b>Experience</b>	6/19/2017 The academic team and teacher leaders			
<b>Sustainability</b>	6/19/2017 Informal and formal targeted observations will continued to be part of the cultural at Hairston Middle School to ensure continuous school improvement.			

<b>Core Function:</b>		<b>Domain 4: Culture Shift</b>			
<b>Effective Practice:</b>		<b>Practice 4A: Build a strong community intensely focused on student learning</b>			
	<b>A4.04</b>	<b>The school promotes social/emotional competency in school rituals and routines, such as morning announcements, awards assemblies, hallway and classroom wall displays, and student competitions.(5122)</b>	<b>Implementation Status</b>	<b>Assigned To</b>	<b>Target Date</b>
<b>Initial Assessment:</b>		We currently provide proactive counseling supports and incentives that are tied to academic growth and excellence, as well as positive behavior.	Limited Development 11/01/2023		
<b>How it will look when fully met:</b>		When fully met, our school will have a consistent cadence for LiveSchool incentives, student awards assemblies, and school-wide assemblies that are aligned to school values.	<b>Objective Met 11/01/23</b>	<b>Harnetha Harrison</b>	<b>05/31/2024</b>
<b>Actions</b>					
	11/1/23	SBLT will meet to develop a uniform agenda for awards assemblies.	Complete 11/14/2023	Harnetha Harrison	10/17/2023
<i>Notes:</i>					

	KEY	A4.06	ALL teachers are attentive to students' emotional states, guide students in managing their emotions, and arrange for supports and interventions when necessary.(5124)	Implementation Status	Assigned To	Target Date
Initial Assessment:			Our school is currently implementing P.B.I.S (Positive Behavior Intervention System) and Restorative Practices. The PBIS Committee is creating school-wide expectations that will be uniform throughout the school. It is expected that staff members work to establish positive relationships with all students. A Social Emotional Learning (SEL) Coach has been employed through the Innovative Partnership Grant to and Culture Keepers (CKs) who are employed through Title I funding, serve as our coaches for practicing Social Emotional Learning strategies developed through our partnership with RTI. Our school support team (social worker and two school counselors) will lead a team that is designed to address chronic absenteeism.	Limited Development 08/03/2016		
			Priority Score: 3 Opportunity Score: 2 Index Score: 6			
How it will look when fully met:			When effectively implemented there will be a significant decrease in out of school suspension. Student rates of absenteeism will decrease and our overall school culture will continue to improve as students look forward to coming to school.		Dr. Thomasina Hayes	06/10/2025
Actions				4 of 7 (57%)		
	10/25/22	Used 22-23 Title I funds to support field trip experiences to colleges and content-aligned attractions.		Complete 06/30/2023	Knick Dixon	06/30/2023
Notes: All students are given an opportunity to attend these field experiences.						
	10/25/22	Use Title I funds to purchase C and I approved math, ELA, and science supplements.		Complete 06/30/2023	Knick Dixon	06/30/2023
Notes: For example, Title I funds will support the purchase of objects used to dissect animals in an anatomy unit.						
	10/31/22	Our interim IPG Coach, and IPG SEL Coach will collaborate with our RTI consultant to conduct culture walks and design PD aligned to data that was gathered.		Complete 06/30/2023	Paul Marsh	06/30/2023
Notes: Updated 10/31/22 Walk throughs will occur on : 12/15/22, 2/06/23, 04/27/23.						
	10/10/16	Student Service Team will collaborate with administrators to ensure support for students and staff members are aligned on an on-going basis.		Complete 06/30/2025	Chenay Kelly	01/02/2024
Notes:						

10/2/24	Through a partnership with the Kellin Foundation, we were afforded the SAMHSA grant to support the mental health of our students. We will track the number of referrals and the impact the partnership has on our behavior incidents.		Chenay Kelly	01/30/2025
<i>Notes:</i>				
10/10/16	Individual Student Service Center will use Reflective Practices methods associated with students' social and emotional needs in the classroom.		Chenay Kelly	06/30/2025
<i>Notes:</i>				
10/10/16	Identify and target counseling for students that need emotional and social support.		Chenay Kelly	06/30/2025
<i>Notes:</i>				
<b>Implementation:</b>		11/06/2023		
<b>Evidence</b>	<p>6/19/2017 Staff members have received training on as indicated in the notes and minutes of the School Leadership Meetings.</p> <p>3/21/22 Hairston's SEL coach continues to provide PD's targeted at infusing SEL into the curriculum. She has developed lessons as well as an incentive program for the teachers who are effectively implementing SEL in their classrooms. She conducts walkthroughs and uses the data to plan for additional PD's.</p>			
<b>Experience</b>	<p>6/19/2017 Addressing the social/emotional needs of stakeholders has been successful but we know that there's still work that needs to be done. The experience has been an eye opener as we accommodate the needs of our students.</p>			
<b>Sustainability</b>	<p>6/19/2017 Hairston Middle School will continue to monitor and address some of the indicators by continuing to provide professional development to all staff members in order to meet the social/emotion needs of all stakeholders.</p>			

Core Function:			Domain 4: Culture Shift			
Effective Practice:			Practice 4C: Engage students and families in pursuing education goals			
	KEY	E1.06	The school regularly communicates with parents/guardians about its expectations of them and the importance of the curriculum of the home (what parents can do at home to support their children's learning).(5182)	Implementation Status	Assigned To	Target Date
Initial Assessment:			In 2021, our school will provide families with additional online curriculum materials and resources that will support student learning at home and school related events such as Curriculum Night and Title I. We will create opportunities for parents to come in or meet virtually to learn about strategies that will help their students succeed and increase their achievement levels. We will also give parents the opportunity to hear from their students what other resources they may need in order to be successful.	Limited Development 09/06/2016		
How it will look when fully met:			Once fully implemented, The Hairston parent community will consider the school as a reliable resources for not only educational needs for their students but also assistance with personal needs for the family.		Dr. Thomasina Hayes	06/30/2025
Actions				6 of 7 (86%)		
	11/1/21	We will host a community event celebrating the 20 year anniversary of Otis L. Hairston Middle School. 20th Year Anniversary: Celebration of a new re-designed IPG multimedia center		Complete 04/14/2022	Lee Williams	04/14/2022
		Notes: Funded by Title I  New target date assigned. Action is aligned to a relevant event that includes the community of Hairston Middle.  4/20 Community celebration was held on the night of April 14th to celebrate 20 years of excellence and innovation at Hairston Middle School. The new IPG lab was unveiled and the students at Hairston showcased different sections which allowed interaction between Hairston Middle School staff and students and community members and families.				
	10/25/22	Use 2022-23 Title I funds to support a Title I Curriculum Night to inform parents about our Project based learning emphasis, IB, and how we plan to use Title I funds.		Complete 11/21/2022	Knick Dixon	11/30/2022
		Notes: Use 22-23 Funds to support curriculum night: involved Paint-N-Take, Kona Ice, Latin food truck, community resources.				

10/26/21	Parents will be contacted by teachers, administration and support staff to discuss attendance, work completion, current grade, and process for completing missing work.	Complete 06/01/2023	Michael Smith	06/09/2023
<i>Notes:</i> This is an ongoing task, that will continue until the completion of the school year				
10/31/22	Use IPG funds to support collaboration and professional development among IPG coaches and principals.	Complete 06/30/2023	Quenella Smith	06/30/2023
<i>Notes:</i> Interim IPG coach and principal will attend the IPG Fall Convening,				
11/6/23	Use 2023-24 Title I parent set-aside funds to purchase food for Curriculum Night in late November.	Complete 11/30/2023	Corey Baines	11/30/2023
<i>Notes:</i>				
10/26/21	Hairston Middle School will host monthly parent engagement events. We will use Title I funds to offer meals and instructional resources to families.	Complete 06/30/2025	Corey Baines	06/09/2024
<i>Notes:</i> Funded by Title I Date extended at 2/28/2022 meeting.  Date reconsidered at 10/21/22 meeting.				
10/25/24	Hairston will host an Innovative Science Family Night in the Fall of 2204, in order to engage current and potential families in our new choice magnet focus.		Latoya Shoffner	11/15/2024
<i>Notes:</i>				