

HORIZON MIDDLE SCHOOL
APPLICATION TO BE RENEWED AS AN INNOVATION SCHOOL

A. Horizon Middle School Mission Statement:

At Horizon Middle School we strive to develop culturally responsible leaders, learners, and thinkers who have the desire to excel as individuals and engage in the global community.

We believe by implementing the curriculum, assessment, and staffing recommendations included in this Innovation Plan, we will successfully achieve our mission.

Belief Statements:

- Every student is a unique individual with strengths and needs and can learn at the highest level when properly challenged with a rigorous and engaging curriculum.
- All subjects and areas of study are equally important to the well-rounded learner.
- Students must develop the knowledge, understanding, attitudes, and skills necessary to actively and responsibly participate in the global community.
- It is the responsibility of staff, students, parents, and the community to ensure each and every student has the opportunity to participate in the finest educational experience possible.
- We must provide a safe environment where civility and integrity are practiced and individuality respected by all.
- Parents are a necessary and vital piece of their child's academic success.
- We can only reach our full potential by working together.

INTERNATIONAL BACCALAUREATE (IB) MISSION STATEMENT:

The International Baccalaureate aims to develop inquiring, knowledgeable and caring young people who help to create a better and more peaceful world through intercultural understanding and respect.

To this end the organization works with schools, governments and international organizations to develop challenging programmes of international education and rigorous assessment.

These programmes encourage students across the world to become active, compassionate and lifelong learners who understand that other people, with their differences, can also be right.

B. INNOVATIONS:

1. School Staffing/Employment

Horizon Middle School serves a diverse student population both economically and ethnically. The Horizon staff is dedicated to progressive programming, professional development and educational practices that best meet the needs of our students. As such, it is necessary to hire

candidates who embrace the philosophy of said programs for the purposes of continuity, consistency and continued improvement. Horizon desires the flexibility to hire and retain individuals that can best meet the needs of our diverse population. This may mean hiring individuals who have appropriate background and experience in a given area on a part-time or temporary basis. To create and maintain an outstanding school, Horizon will assemble a faculty and staff who will work together to improve achievement for every student and maintain a commitment to the school and students at Horizon.

a) Hiring

In order to ensure new staff meet our high standards and embrace our culture, existing staff will partner with administration during the interview process for all licensed positions with final approval residing with the principal. As a Title I school, Horizon will only interview and hire staff who meet the Highly Qualified requirements. Horizon staff and administration will retain the right of refusal of all transfers of staff to Horizon. Personnel requests, in coordination with Zone leadership and Human Resources, are to be approved and posted as early as possible in order to afford the opportunity to hire the best and most qualified candidates. At the discretion of the principal, Horizon reserves the right to prepare specific job descriptions for our school when posting a vacancy. The principal may choose to use a standard district job description, but is not limited to them. Furthermore, in order to continue the innovative, progressive path set by the Horizon staff and administration it is vital that future administrative leadership share the vision and goals set forth. To that effect the Horizon staff will have a representative body of licensed staff members involved in the initial interview process of future principals. The final selection will remain with the zone leadership.

For hard to fill positions, Horizon requests the option to either: grant additional years of service, beyond 10 years, OR offer a signing bonus. Hard to fill positions will be determined by the principal and zone leader, typically math, science, special education, and foreign language, but may include others as determined by the principal and zone leader. Additional years, or a signing bonus, will be requested by the principal and approved by the zone leader when money is available in the zone budget to fund the additional years. This will require a waiver of BOE policy GCBA/GCBA-R.

b) Assignment of Staff

The principal at Horizon will make final decisions of the placement or assignment of staff within the building. With the best interest of students and the school in mind, the principal will assign staff to positions in which they will be most successful for students. The principal may get input from members of the leadership team or other staff when necessary. Assignments at and within Horizon are annual and may change from year to year at the discretion of the principal in the best interests of students.

c) Evaluation

The principal or designated administrator will evaluate all staff at Horizon utilizing an evaluation process that embodies, values and measures the school's mission, vision, goals, program needs and innovations. The IB program demands specific requirements in instructional practice. As

such, a specific tool to measure IB practices during the evaluation process is needed. Horizon will implement an evaluation tool that meets these needs. The evaluation instrument and frequency will meet or exceed the standards specified by state statute SB-10-191 and will be designed to measure the aforementioned requirements as they pertain to Horizon Middle School as an IB school as well as SB-10-191.

All licensed staff will have a minimum of one beginning of the year review, one mid-year review, and one end of year review each year. Areas of strength, growth, and concern related to classroom instruction and student growth will be noted on the evaluation. In addition, licensed staff will also have a minimum of four observations each year. For licensed staff with major, repeated, or ongoing concerns or needed improvement, the process as outlined in section *(f) Non-Renewal of Staff* below may begin. In order to implement an effective evaluation system for our staff, we are requesting a waiver of the Licensed Personnel Performance Evaluation Act, (22-9-106, C.R.S) and BOE policies (GCOA, GCOA-R, GDO, GDO-R).

All non-certified staff will be evaluated by the principal or designated administrator through a process that directly supports the mission and goals of the school. We reserve the right to develop our own evaluation system, tool, and frequency. We will utilize the standard district evaluation system for non-certified staff until a new one is developed specific to Horizon. The principal at Horizon will maintain final say on the performance, or lack of, for all non-certified staff assigned to Horizon on a full-time basis.

d) Probationary/Non-Probationary Status

The Horizon staff recognizes the need to ensure the highest quality and most dedicated teachers are hired and retained. In support of this commitment all staff will maintain Probationary status while employed at Horizon. Staff will continue to be afforded due process and the opportunity to improve educational practices in an effort to meet the high standards set forth. This requires a waiver to the Teacher Employment, Compensation, and Dismissal Act (22-63-203 C.R.S., 22-63-203.5 C.R.S., 22-63-301 C.R.S, 22-63-302 C.R.S) referring to the probationary/non-probationary status of licensed employees. As classified staff members are At-Will employees, this will have no change to their status.

e) Retention of Staff

It is the intent of the staff at Horizon to annually hire and retain a committed, highly qualified, and effective staff for our students. The performance of each employee is critical to the success of our school and students. Through evaluation, observation, and communication staff will be advised of their performance as it relates to student achievement, growth, and effectiveness in the classroom. If performance is at a high level as determined through evaluation, staff will be retained at Horizon. Notification of retention, or non-renewal, will be made on a timely basis. Unless there are extenuating circumstances, notification will occur by April 1st of each year.

f) Non-Renewal of Staff

While employed at Horizon, certified staff will maintain probationary status. Recommendations for non-renewal will be made by the principal and will be based on formal and informal

evaluation, and frequent observation. Staff members who are not meeting performance expectations may be recommended for non-renewal by April 1st. Any staff member under consideration for non-renewal will be notified of by February 1st. However, if performance significantly changes in the opinion of the principal and/or the designated administrator following February 1st, the principal maintains the right to inform the employee of the intent to non-renew at a later date. A formal, non-renewal recommendation will be made by April 1st, unless there are extenuating circumstances,. To implement this innovative process we will need waivers to the following statutes: 22-63-202 C.R.S., 22-63-203 C.R.S., 22-63-203.5 C.R.S., 22-63-301 C.R.S, 22-63-302 C.R.S.

Although all staff will remain probationary as stated in Article 63- Teacher Employment, Compensation, and Dismissal Act (22-63-101, *et seq*, C.R.S.), Horizon will specify differences in the non-renewal process for employees in years 1-3 and for employees in years 4 and beyond.

Employees in years 1-3 with District 49 may be non-renewed as stated by CO statute for probationary personnel. The procedure for non-renewal of teachers in years 1-3 will include notification of non-renewal by April 1st. This decision will be based on observations of the employee's instruction, progress, and potential for improvement. Employees in years 1-3 do not need to be placed on a plan of improvement at any time in order to be non-renewed. Decisions on non-renewal of employees in years 1-3 will be made by the principal and will be final. Once notified, by the principal, in writing of non-renewal the employee's position will be considered open and the position will be posted for replacement. This will allow the school to begin looking for a replacement as soon as March 1st. Board approval of non-renewals will not be necessary or required but will be supplied as information, to include reasons for non-renewal if requested.

District 49 employees in years 4 and beyond may be non-renewed as requested in this waiver. However, for these employees (years 4 and beyond) to be non-renewed they must be placed on a plan of improvement, no later than November 15th to ensure there is adequate time provided for improvement to occur before a recommendation of non-renewal is made. The plan of remediation will specify areas in need of improvement and specify the future observation dates necessary to monitor improvement. Staff placed on a plan of improvement will receive a minimum of four formal observations (a formal observation will be conducted over one class period) and four informal observations (a minimum of fifteen minutes) conducted by the principal and/or designated administrator during the school year in which the recommendation for non-renewal is made. If performance remains ineffective, the employee will be notified by April 1, that he or she will be non-renewed, unless the principal and employee agree to an extension of the date not to be later than May 1st.

If an employee, in years 4 and beyond with District 49, is recommended for non-renewal, they may request a hearing to be conducted within the school/district. The employee may request a hearing with the Zone Leader, or before the Chief Education Officer. At the hearing the employee will be allowed to present their evidence supporting continued employment, the principal will also be allowed to present evidence supporting the recommendation for non-renewal. The results of the hearing will be final and the principal and employee will be notified in writing within three (3) school days. If non-renewal is upheld, the employee will have one (1) school day to resign or be non-renewed. If the non-renewal is over turned, the employee will continue employment at Horizon, or within the Sand Creek Zone, the following school year,

under a new plan of remediation. Non-renewal may be recommended again the following year if the performance of the employee so warrants.

2. Curriculum, Instruction and Assessment

Occasionally, recommendations are made by the district to implement a program, adopt a textbook, use an assessment or modify the scope and sequence of curricular content in a way that does not match our educational program or meet the needs of our students. The staff of Horizon Middle School must have the liberty to make curricular and instructional decisions that are in alignment with our educational plan, with state standards, that support the programs and goals of our school, and allow us to provide rigorous, appropriate grade level instruction. The Horizon staff will maintain authority to establish an educational program, textbook and assessment adoption that is aligned to Colorado state standards and the education program of the school.

Horizon Middle School will offer a core instructional program to include: Mathematics, Science, Language & Literature, and Individuals & Societies. In addition to the core program, Horizon will offer a comprehensive enrichment program to include: foreign language (Spanish & French), Physical Education, art, music, band, orchestra, theatre, Design, Gateway to Technology (robotics & automation and modeling & design), Computer Science, and Business Technology. As we grow, we will continue to add additional, nine week, Project Lead the Way courses.

a. International Baccalaureate

The International Baccalaureate aims to develop inquiring, knowledgeable and caring young people who help to create a better and more peaceful world through intercultural understanding and respect. To this end the organization works with schools, governments and international organizations to develop challenging programs of international education and rigorous assessment. These programs encourage students across the world to become active, compassionate and lifelong learners who recognize and respect cultural differences.

The IB program implemented at Horizon Middle School models this global perspective regarding education and preparing students to be critical thinkers as they enter the workplace. Horizon wishes to retain the decision making authority as it pertains to maintaining and retaining the IB program and other necessary programs required to remain creative and innovative in its goal to create a school that prepares all students to be successful in the 21st century. This includes the ability to adopt and implement curriculum and educational resources that meet or exceed state standards while supporting a program of rigor and high expectations for all students.

b. Student Grade Reporting and Assessment

Reporting the progress of each individual student to parents/guardians is an essential part of the education process. The academic, social, and emotional progress of each student will be reported to parent/guardians during designated parent teacher conferences and through student report cards on a quarterly basis. Other communication through daily planners, email and phone calls may also occur as needed for individual students. In order to accurately report on each

student's individual progress, Horizon has developed a reporting system that combines a Performance and Practice grade. The Performance portion is Standards-Based and is reflective of students' performance on state standards and IB criteria. The Practice portion incorporates a traditional percentage system for reporting on homework completion and effort, class participation, and formative work. We have developed a scale that allows the Performance and Practice portions to be combined into an overall, letter, grade each quarter. To best match the educational program at Horizon and report progress toward the mastery of standards, we maintain the right to develop and modify our own report card system. Our reporting system will be aligned to state standards and the educational programs at Horizon.

c. Annual Review/School Improvement Plans

As stated in 22-11-210, *et seq*, C.R.S. and 22-11-403, *et seq*, C.R.S., Public Schools-annual review-plans-support and interventions-rules. An annual improvement plan must be developed by each school and will cover areas for growth identified and required by the state including areas identified as: improvement, priority improvement, and turnaround. Horizon will meet or exceed the reporting requirements for school improvement planning each year. We will reserve the right to determine what needs to be included in our yearly plan based on state requirements, without being required to add additional information or unnecessary information to the plan that may be requested by the district. Our School Accountability Committee (SAC) and/or Zone Accountability Committee (ZAC) will review our Unified Improvement Plan annually.

d. School Choice/Open Enrollment

The staff at Horizon supports Article 36, Public School of Choice -22-36-101, *et seq*, C.R.S. We believe parental choice in the education of their children is essential to providing the best learning opportunities and environment for students. Although we are committed to providing a quality education to students within our boundaries first and foremost, we welcome the opportunity to allow additional students to attend Horizon when space and resources allow. Responsibility for enforcing school of choice and open enrollment, both within and outside of District 49, will remain at the sole discretion of the Horizon principal and will require a waiver to BOE policies BOE policies JFBA, JFBA-R, and JFBB. The Horizon principal will be responsible for determining if choice applications are approved or denied. These decisions will be based on available space in the school and grade level being requested as well as information provided from previous schools attended by the applicant. The Horizon principal will determine if Horizon is closed or open to choice based on space available as well as determine if accepting students after October 1st is appropriate. Families may appeal a choice denial to the principal by requesting a meeting with the principal and providing additional information to be considered. The principal will consider the appeal and make a final determination whether to accept or deny the choice application.

Unfortunately there may be instances when a choice student is not successful at Horizon. The administrative team at Horizon reserves the right to accept, deny, or revoke choice enrollment for any student who does not reside in the Horizon boundaries. If a choice application is approved and it is later found out the information provided was false or the applicant does not adhere to the agreed upon expectations for attendance and appropriate behaviors while enrolled at Horizon, the

principal may revoke the choice application at any time, including for employee choice enrollment. Whenever possible, revocations of choice applications will be at the end of a school year. However, the principal reserves the right to revoke choice status at any time during the school year.

In order to retain the ability to implement this statute and policy at the school level, rather than the district level, we need a waiver to 22-36-101, C.R.S. as well as BOE policies JFBA, JFBA-R, and JFBB. This waiver will allow decisions related to school choice to remain at the building level and all other intentions of this statute will remain in place.

f) Conduct –

Students are expected to behave in a manner that follows school and district policies and procedures. Occasionally students misbehave in a manner that warrants a suspension and/or expulsion from school. The school will maintain authority to impose appropriate disciplinary actions under the guidelines of C.R.S 22-33-106. When a student(s) misbehaves, an investigation and/or interview process often needs to occur with school personnel to determine the events that occurred and make a decision on appropriate discipline. It is difficult to determine the consequences and what they may be prior to conducting the interview/investigation. Once an investigation has been completed, parents/guardians will be contacted to inform them of the situation and decision. In the cases where the result is a suspension, parents will be required to come into the school to meet with an administrator and pick up the student as soon as possible.

3. School Calendar/Class Scheduling

The Horizon staff is committed to the effective use of Professional Learning Communities in order to enhance and improve student achievement, parent communication and teacher performance. The Horizon staff use PLC time with purpose and meaning to meet the needs of Response to Intervention, student portfolios, IB unit planning and design, content planning, common summative assessment design, standards-based performance reporting and promote teachers as instructional leaders. In order to continue this transformation, Horizon must maintain a schedule and calendar that effectively support progressive change. Horizon requests control to design and implement a calendar and master schedule that support such change. Any calendar adjustments will be made within the framework of the adopted district calendar and brought to zone/district leadership. Calendar adoptions will meet or exceed state and district requirements regarding student contact time of 1,056 hours of instruction, and take transportation limitations and Board of Education requests into ultimate consideration. If adjustments are desired to staff work calendars, the school will notify human resources and the appropriate zone/district leadership. If additional teacher hours are required beyond the district contract it will be the school's responsibility to address those costs within its allotted budget. Horizon will maintain oversight and control of the daily student and staff schedule within the assigned school hours.

The staff at Horizon is dedicated to providing high quality instruction on a daily basis. As such, we desire the freedom to make decisions regarding the use of district assigned days for

professional development and other purposes (e.g. Late Start days, Early Release days, Professional Development days, Staff Development days, Teacher Work days, etc.).

Class assignments at Horizon are based on academic data and configured to meet the diverse needs of our students. We provide accelerated instruction to students who are performing at or above grade level. Simultaneously, rigorous instruction and interventions are made available to students who do not meet the proficiency levels for a specific grade. Adjustments are made as necessary throughout the school year to ensure that all students receive appropriate support while being challenged to reach their full potential.

4. Principal Leadership

The principal of Horizon reports to an Zone Leader. The principal's responsibilities are to the students and staff of Horizon Middle School. In order to be a true instructional leader, the principal, with the advice of the Leadership Team, must be able to make full use of time, money and resources to meet the requirements of this Plan. In the event of a change in leadership (principal), District 49 will work in cooperation with the Horizon Leadership Team and staff to make every effort to secure a principal who understands the nature of the innovation status and the provisions within this application.

In the event of a change in leadership (principal) at Horizon the provisions of this innovation plan will remain in place for a period not to exceed nine (9) months, with the exception of *Section 1. School Staffing/Employment (f.) Non-renewal of Staff*. For purposes of this requirement, the nine (9) month period will begin on the date the board of education approves the hire of a new principal. During this nine (9) month period the new principal, Leadership Team, and staff at Horizon will review the Plan and make suggestions concerning items to add to or remove from the existing Plan. On or before the end of the nine (9) month period, the revised Plan must be approved by the Horizon staff employing the same approval requirements that were utilized during the initial approval/renewal and as stated in the Innovation Act and in CO state statute. In the event of a change in leadership (principal) at Horizon, *Section 1. School Staffing/Employment (f.) Non-renewal of Staff*, will be void and no longer be recognized as a part of the Innovation Plan effective immediately on the date a new principal is approved by the board of education. This section of the plan will be subject to review among the entire staff within the nine (9) month period previously mentioned. However, *Section 1. School Staffing/Employment (f.) Non-renewal of Staff* will be void pending review and approval of the entire plan

5. Participatory Leadership

All members of the Horizon staff will work with strong instructional leaders to share the decision-making responsibility in order to provide professional leadership and expertise needed to ensure high student achievement. Although the principal will always remain accountable as the final decision-maker at Horizon, there is a commitment to participatory leadership, by the Horizon staff, in all aspects of school operations, especially instruction.

6. Horizon Leadership Team

The principal will continue to lead an instructional leadership team which includes the Assistant Principals, Instructional Coach, IB Coordinator, and at least one member of each grade level/enrichment/support team. Any other staff member that wishes to attend and be part of the Leadership Team is also welcome. The Leadership Team will be responsible for establishing and reviewing the conditions for student learning at the school. The Leadership Team will meet as needed throughout the school year to review, plan, and provide feedback regarding curriculum, instruction, assessment, and operations of the school. It is expected that members of the Leadership Team will report to the rest of the faculty details from these meetings.

10. Professional Learning Community

The principal and staff of Horizon will collaborate to promote the professional growth of all staff members, including programs for peer assistance and coaching and ongoing professional development for all staff. The professional growth system will incorporate practices vital to improve the achievement of all students at Horizon and ensure teachers the latitude necessary to enact the mission of Horizon. Professionals and coaches may be hired on a contract or short-term basis to meet the school and staff's professional development needs subject to funds available within the building/zone budget.

8. Professional Development

The principal and staff of Horizon will collaborate to promote the professional growth of all staff members, through effective professional development that is aligned to the educational goals and plan of the school. We will ensure professional development opportunities are provided to all staff in a fair and professional manner. We reserve the right to determine the professional development needs of our staff, both individually and school-wide. Professional development must be ongoing in order to continually ensure best instructional practices are implemented effectively. Therefore, resources will need to be provided each year, through the building budget, to support the professional development needs of our school and staff. The principal, with input from staff, will make final determinations regarding professional development needs.

9. Positive Work Environment

A supportive working environment for staff is integral to providing a positive learning environment for students. The parties will establish a mission-driven school culture that is focused on student achievement in an environment that rewards and celebrates excellence and accomplishment.

10. Hours of Work

The principal and Leadership Team will collaborate with the staff at Horizon to establish a calendar and schedule focused on improving student achievement. The school will make hours of employment clear to all employees and make adjustments only with the participation and

input of staff. The principal, while focusing on what is best for students, will maintain final decision-making authority.

11. Compensation

Staff at Horizon will receive compensation that reflects their commitment to the school and continuing education that improves the quality of instruction and student learning. The compensation and benefits package will be based on the adopted District 49 salary schedule. Horizon will reserve the right to grant additional years of service or offer a signing bonus to staff hired in hard to fill positions. This will be subject to availability of funds in the zone personnel budget and the approval of the zone leader and requires a waiver to BOE policies GCBA and GCBA-R. Horizon staff may be able to earn additional pay (stipends) for performing extra duties and or working extra days at the discretion of the building principal. The principal through a fair and thoughtful manner will make decisions on stipends and the amount offered. Stipends may be paid through Schedule B, building budget, Title I budget, Activity funds, and zone budget.

12. Leave

All employees at Horizon will receive the same leave entitlements granted under district policy. Annually, all employees will receive 10 sick days and 2 personal days. Sick days are to be used as stated in district policy GBGG. Sick leave may be taken for personal illness, personal medical appointments, and bereavement or for the necessary care and attendance to a member of the employee's immediate family. Sick leave shall not apply during vacation leave, paid holidays or leaves of absence. Personal days may be taken for any reason, but must be pre-approved by the principal at least two (2) days prior to the day being requested.

13. Budget

Horizon will receive an annual budget allocation based on the number of students enrolled on October 1. The District/Zone Leader and principal will agree on the terms for the budget allocation annually in the spring.

The principal, in consultation with the Leadership Team and staff, will create a school budget dedicated to improving the student achievement of all students at Horizon. This will include a determination of which services must remain solely in district control, and which services the school may purchase either from the district or an outside provider. The budgeted funds provided to Horizon by District 49 will be supplemented by grants and fundraising.

14. Management Evaluation

The principal and staff will engage in ongoing collaborative evaluation of the performance of the school. This evaluation will include an annual Unified Improvement Plan that focuses on overall student performance and student achievement growth.

15. Employee Handbooks

General practices and procedures applicable to the school are incorporated into this plan and are consistent with the mission and vision of the school. An employee handbook has been developed and is revised on a yearly basis with input from staff members. The employee handbook is available in digital copy for all staff members. All staff is expected to review the staff handbook and expectations at the beginning of each school year.

16. Dispute Resolution

The principal and staff at Horizon are committed to solving problems in good faith and at the lowest possible level. Therefore, if a staff member or a group of staff members believe that the terms of this Plan have been violated, or they have some dispute that they want resolved, they are expected to raise this matter with the principal or an appropriate member of the Horizon Leadership Team who will then collaborate to resolve the dispute. If the dispute is not resolved to the satisfaction of the faculty or staff member, an appeal can be made to the Principal and the Principal's decision will be final, unless the Stakeholder Grievance policy KEA is initiated. If the dispute involves the Principal, the staff member should raise the matter with the Zone Leader or Chief Executive Officer and that person will collaborate to resolve the dispute. The decision of the Zone Leader or Chief Executive Officer shall be final in such instance.

17. Innovation Plan Review

This Plan will be reviewed as required by the Innovation Act and CO state law. However, as stated in section 5 above and here, the staff at Horizon requires the timeline to be adjusted if there is a change in leadership. In the event of a change in leadership (principal) at Horizon the provisions of this innovation plan will remain in place for a period not to exceed nine (9) months, with the exception of *Section 1. School Staffing/Employment (f.) Non-renewal of Staff*. For purposes of this requirement, the nine (9) month period will begin on the date the board of education approves the hire of a new principal. During this nine (9) month period the new principal, Leadership Team, and staff at Horizon will review the Plan and make suggestions concerning items to add to or remove from the existing Plan. On or before the end of the nine (9) month period, the revised Plan must be approved by the Horizon staff with the same approval requirements as were utilized during the initial approval and as stated in the Innovation Act and in CO state law.

In the event of a change in leadership (principal) at Horizon, *Section 1. School Staffing/Employment (f.) Non-renewal of Staff*, will be void and no longer be recognized as a part of the Innovation Plan effective immediately on the date a new principal is approved by the board of education. This section of the plan will be subject to review among the entire staff within the nine (9) month period mentioned above. However, *Section 1. School Staffing/Employment (f.) Non-renewal of Staff* will be void pending review and approval of the entire plan.

18. Procedure to rescind Innovation Status

As stated above in Section 17, the Non-Renewal portion of this plan, Section 1 (f), will rescind immediately with a change in leadership at Horizon on the date a new principal is approved by

the board of education. The remainder of the plan will remain in effect and reviewed within a nine (9) month period as described in Section 17 above.

Short of a change in leadership, this agreement will remain in full force and effect unless a recommendation to discontinue is presented to the Building Leadership Team and supported by a vote of 50% + 1 of the Horizon certified staff. The recommendation must be made in the Spring, prior to May 1st, in order to rescind the plan for the following school year. If a recommendation to rescind as described above is made, the recommendation will be taken to the District 49 Board of Education who will then vote and become the official entity to revoke innovation status.

B. IMPROVEMENTS IN ACADEMIC ACHIEVEMENT THAT SCHOOL EXPECTS AS A RESULT OF INNOVATIONS:

The Horizon Unified Improvement Plan will outline goals and provide specific details each year regarding achievement goals of the school. These Innovations will allow our school to focus on specific necessary improvements each year that will positively affect student achievement at Horizon. We anticipate these innovations will help us reach higher levels of achievement on state and local assessment as well as increased student growth.

C. PROGRAMS, POLICIES, AND OPERATIONAL DOCUMENTS THAT WILL BE AFFECTED BY INNOVATIONS:

The program to which Horizon is committed is summarized in Section B.2 and includes:

- Inquiry based instruction and learning opportunities that encourage the development of students' critical thinking, problem solving, research, social, and self-management skills.
- Standards based instruction based on students' needed skills.
- High performance and expectations requiring academic rigor and instructional best practices.
- Creative, enrichment-based approach that encourages students to develop their content knowledge, independence and oral and written communication skills through a challenging curriculum.
- High quality differentiated instruction designed to meet the needs of each student.
- Decision making criteria for adopting or modifying curriculum and instructional practices at Horizon based on evidence that it increases student performance and achievement, meets the needs of students, is aligned with state standards, and supports and attends to the needs of students targeted for enriched or remediated instruction.
- The staff handbook will be revised to incorporate changes to school procedures, structures, and expectations
- The structure of the school day may change.
- The process and procedure for dismissal of an ineffective teacher.
- The process and procedures for implementing school choice statute.
- The process, implementation, and use of assessment

- The ability to attract experienced staff to high need positions

D. PROVISIONS OF SERVICES, INCLUDING BUT NOT LIMITED TO (some of these are already covered above):

The focus of the education plan is described in Section B.2. Additionally, Horizon will continue to provide all of the district-wide programs for special education students, gifted and talented students and English Language Learners. Support for interventions and accommodations will be made available to students with identified needs.

Horizon will participate in District Title I programs and comply with all expectations of the plan. Should the district change its Title I plan, Horizon retains the right to enact its own plan, in alignment with its Innovation Plan.

Horizon will comply with the Individuals with Disabilities Education Act (IDEA). The district will provide appropriate staffing to support the needs of our students with disabilities and English Language Learners.

E. PRIOR YEAR BUDGET AND PROPOSED BUDGET INCLUDING FUNDING FOR ALL INNOVATIONS:

Horizon will receive an annual budget allocation based on the number of students enrolled on October 1. During the spring, the principal and District will negotiate the actual terms for the budget allocation. This will include a determination of which services must remain solely in district control, and which services the school may purchase either from the district or an outside provider. The District will work to develop a process where Horizon may be able to purchase services such as: administrative services, transportation, human resources, technology, food services, facility management, maintenance, student services, substitute teachers, and other services traditionally provided at the district level that support the implementation of this Plan from an established price list provided by District. Horizon may seek supplemental funding through grants and fundraising events. The budget will be prepared by the principal and the Building Leadership Team at Horizon.

Items requiring funding each year to support this Plan:

Recognizing the benefit to the district in maintaining a K-12 International Baccalaureate track, the district will provide additional resources, supplemental to the building budget, to cover yearly dues, professional development, and a coordinator position as required by the International Baccalaureate.

- International Baccalaureate (IB) – yearly dues/fees, supplies to support the programme, and professional development for staff - **\$20,000**
- IB Coordinator –this teaching position ensures the IB MYP is implemented with fidelity and is required of an IB school. This position also takes on a variety of other roles and duties throughout the school as well, relating to the areas of focus for school improvement -**\$50,000 (est.)**

Within our budget allocation, Horizon anticipates needing to fund the following areas at the approximate levels given based on student enrollment. These may be funded by a combination of our district allocation, fundraising, and grants obtained by our school

- Teaching staff to support appropriate class size ratios - **\$50,000** per teacher (est.)

The following budget allocations may be provided to the school as determined upon the creation of the building budget each spring. The building principal and the District will determine each spring if these allocations will be made directly to the school or will be solely in district control.

- Curricular resources - **\$15,000** (est.) –this amount could change depending on the needs of the school each year
- Technology -**\$15,000** each year to purchase, maintain, and upgrade technology that will support and enhance student learning.
- PTLW - **\$150,000**- each year for staff, technology, training, and materials to offer Project Lead the Way courses. Our goal is to add courses each year (currently offering GTT & Computer Science)
- Other purchased services from a list of choices mentioned above

Horizon will continue to utilize a Title allocation of at least \$261,000 to supplement the regular budget. The Title budget will be reflected in the UIP.

F. ESTIMATE OF THE COST SAVINGS AND INCREASED EFFICIENCIES AS A RESULT OF INNOVATIONS:

We do not anticipate increased costs or savings as a result of innovations, just more efficiency in spending and the allocation of funds. The possibility of purchasing services from the district based on the needs of the school and the educational program would promote the efficient use of school funds and significantly extend the resources currently available.

G. COLLECTIVE BARGAINING AGREEMENT PROVISIONS TO BE WAIVED.

District 49 does not currently participate in collective bargaining. Horizon is not seeking a waiver to collective bargaining in this Innovation Plan.

H. SCHOOL GOVERNANCE AND THE ROLES, RESPONSIBILITIES AND EXPECTATIONS OF PRINCIPALS IN INNOVATION SCHOOLS.

The Principal is the Instructional and Administrative Leader at Horizon. The Principal, working collaboratively with the Building Leadership Team and with input from faculty, staff, and the School Accountability Committee, is responsible for decisions on curriculum, instruction, assessment, the selection, assignment and evaluation of all faculty and staff, development of the budget, as well as general administrative duties for Horizon. The District 49 Board of Education is accountable for insuring Horizon complies with the intent of the waived statutes.

I. EVIDENCE OF MAJORITY OF CONSENT TO DESIGNATE AS AN INNOVATION SCHOOL:

a. ADMINISTRATORS

The Principal and Assistant Principal(s) at Horizon Middle School are in full support of the school Plan.

*see attached letter of support signed by the Horizon Middle School administrative team

b. TEACHERS

From Monday, May 11th through Monday, May 18th- 88% of the certified staff voted in favor of the Horizon Middle School Innovation Plan. 39 staff members voted yes, 3 voted no, and 2 abstained. Jennifer McClain, IB Coordinator/Media Specialist, certified our vote.

c. SCHOOL ADVISORY COUNCIL

*see attached letter of support from the Horizon Middle School SAC

J. STATEMENT OF LEVEL OF SUPPORT FOR DESIGNATION AS AN INNOVATION SCHOOL/ZONE:

a. OTHER PERSONS EMPLOYED AT THE SCHOOL

The classified staff at Horizon is aware and supportive of our Innovation Plan.

b. STUDENTS AND PARENTS OF STUDENTS ENROLLED AT THE SCHOOL

Students and parents are supportive of Horizon being designated of an Innovation School.

*see attached letter of support from the Horizon Middle School SAC

c. COMMUNITY SURROUNDING THE SCHOOL

The surrounding community is supportive of Horizon being designated as an Innovation School.

*see attached letter of support from the Horizon Middle School SAC

K. DESCRIPTION OF STATE AND DISTRICT POLICIES THAT NEED TO BE WAIVED BEFORE INNOVATIONS CAN BE IMPLEMENTED:

Colorado Revised Statutes to be waived:

- C.R.S. – 22-9-106 –*Local boards of education – duties-performance evaluation system*
- Article 36 *Public Schools of Choice* -C.R.S -22-36-101 *Choice of programs and schools within school districts*
- C.R.S – 22-32-109(t) –*Board of Education-Specific Power-Determine Educational Programs*
- C.R.S - 22-32-109(u) –*Board of Education-Specific Duties-Textbooks Selection*

- C.R.S - 22-32-109 (1)(n)(I), 22-32-109(1)(n)(II)(A) & 22-32-109(1)(n)(II)(B) -*Board of Education-Specific Duties-School Calendar & Instructional Day*
- Article 63 Teacher Employment, Compensation, and Dismissal –C.R.S -22-63-202 – Employment Contracts-contracts to be in writing-duration-damage provision
- Article 63 Teacher Employment, Compensation, and Dismissal –C.R.S -22-63-203 – Probationary Teachers-renewal and nonrenewal of employment contracts
- Article 63 Teacher Employment, Compensation, and Dismissal –C.R.S -22-63-203.5 – Non-probationary portability
- Article 63 Teacher Employment, Compensation, and Dismissal –C.R.S -22-63-301 – Grounds for dismissal
- Article 63 Teacher Employment, Compensation, and Dismissal –C.R.S -22-63-302 – Procedure for dismissal-judicial review
- C.R.S – 22-32-110(h) –*Board of Education –Specific Powers*

District 49 Board of Education polices to be waived:

- GCE-R/GCF-R – Instructional Staff Recruiting/Hiring
- GCA -- Professional Staff Positions
- GCI/GCI-R -- Staff Professional Development
- GCO -- Evaluation of Licensed Personnel
- GCKA/GCKA-R --Instructional Staff Transfer and Vacancy
- GDO/GDO-R -- Evaluation of Educational Support Staff
- GDE/GDF -- Educational Support Staff Recruiting/Hiring
- JFBA/JFBA-R --School Choice/Open Enrollment Transfer Policy
- JFBB --Inter-district Choice/Open Enrollment
- IG --Curriculum Development
- IJ/IJ-E-1/IJ-R --Instructional Resources and Materials
- JIH/JIH-R -- Student Interviews and Searches
- IKA --Grading/Assessment Systems
- IC_ICA/IC_ICA-R --School Year/School Calendar/Instruction Time
- GCBA/GCBA-R --Instructional Staff Contracts/Compensation/Salary Schedules
- Any other District policies that impede the implementation of this Innovation Plan will also be waived

C.R.S.	Title/Subject	Substantive/Delegation	Rationale/ Replacement Plan
22-9-106	<i>Local boards of education – duties-performance evaluation system</i>	The school will meet or exceed the requirements of state law when conducting teacher evaluations. The school will have the authority to utilize an evaluation system, including the instrument and frequency that will meet state requirements.	The evaluation instrument will be comparable to or exceed the standards specified in the State statute. We will utilize a tool that reflects the goals, mission, and vision of the school.
22-9-107	<i>School district</i>	The school will meet or exceed the	The school will use district

	<i>personnel performance evaluation council – duties</i>	requirements of state law when conducting teacher evaluations. The school will have the authority to utilize an evaluation system, including the instrument and frequency that will meet state requirements.	evaluation procedures, which comply with state law, but will reserve the freedom to develop an instrument that is aligned with instructional programs at the school and meets the requirements of state statute.
22-11-210	<i>Public Schools – annual review-plans-supports and interventions</i>	The school will comply with all state reporting requirements, without adding additional requirements of the district.	The school will develop improvement plans each year as required by state law, but will not be subject to additional requirements by the district for reporting.
22-36-101	<i>Article 36 Public Schools of Choice - Choice of programs and schools within school districts</i>	The school will review choice applications and maintain the right to accept or deny the enrollment of students throughout the year.	The acceptance or denial of students through choice will be at the principal’s discretion. Choice may be revoked during the school year if the behavior, attendance or other factors so warrant as outlined in district policy.
22-63-101	<i>Article 63 Teacher Employment, Compensation, and Dismissal</i>	Certified staff employed at the school will maintain probationary status. Staff in years 1-3 will maintain probationary status and may be non-renewed as outlined in state statute. Staff in years 4 and beyond may be non-renewed as long as the requirements outlined in this plan have been met, a BOY, MOY, and EOY review, four informal observations, and placement on a plan of remediation by November 15 th of the school year non-renewal is recommended.	The school is committed to ensuring a dedicated and effective staff is in place for students each year.
22-32-110(h)	<i>Board of Education – Specific Powers</i>	The school will have the authority to establish an educational program and supporting resources. The school will align its instructional program to state and local standards.	The school will adopt state content standards and plan for implementation of content standards through a high quality educational program as described in this Plan.

22-32-109(n)	<i>Schedule and Calendar</i>	The school will have the authority to establish its own master schedule.	The master schedule and calendar of the school will meet or exceed statutory minimums for calendar, hours of teacher/pupil contact (1,056) and schedule. Teacher workdays and professional development days will be determined at the school level and reflected in the calendar. Subject to district oversight.
22-32-109(t)	<i>Determine educational program and prescribe textbooks</i>	Delegate authority to the school to establish an educational program and textbooks, and require the school to align its instructional program to state and local standards	School educational program is described in the Innovation Plan and Business Plan. School will be able to adapt its instructional program in alignment with state standards.

District 49 Board of Education Policy	Title/Subject	Substantive/Delegation	Rationale/Replacement Plan
GCE-R/GCF-R	<i>Instructional Staff Recruiting/Hiring</i>	The school will have the authority to interview and hire staff that meet Highly Qualified requirements. The school will have the authority to determine placement decisions of staff	The District will not make direct placement of teachers to the school, without the approval of the principal.
GCA	<i>Professional Staff Positions</i>	The school will determine individual job functions and write job descriptions or utilize standard district job descriptions, depending on what is appropriate for the job	The Principal, with the assistance of Human Resources and the Horizon Building Leadership Team will write job descriptions which include essential job functions and responsibilities.
GCI/GCI-R	<i>Staff Professional Development</i>	The school will promote the professional development and growth of all staff through professional development that is aligned to the educational	The school will determine the professional development needs of our staff, individually and school-wide. The principal, in collaboration with

		program and goals of the school.	staff, will determine the professional development needs of the school.
GCO	<i>Evaluation of Licensed Personnel</i>	The school will meet or exceed the requirements of state law when conducting teacher evaluations. The school will have the authority to utilize an evaluation system, including the instrument and frequency that will meet state requirements.	The evaluation instrument will be comparable to or exceed the standards specified in the State statute. We will utilize a tool that reflects the goals, mission, and vision of the school.
GCKA/GCKA-R	<i>Instructional Staff Transfer and Vacancy</i>	The school will have the authority to interview and hire staff that meet Highly Qualified requirements. The school will have the authority to determine placement decisions of staff	The District will no longer make direct placement of teachers to the school, without the approval of the principal.
GDO/GDO-R	<i>Evaluation of Educational Support Staff</i>	The school will evaluate all support staff who are assigned to the building on a full-time basis.	The school will maintain the authority to evaluate all employees that are employed at Horizon on a full-time basis. The principal, through evaluation, will make determinations on the continued employment of support staff on a yearly basis.
JFBA/JFBA-R JFBB	<i>School Choice/Open Enrollment Transfer Policy</i> <i>Inter-district Choice/Open Enrollment</i>	The school will review choice applications and maintain the right to accept or deny the enrollment of students throughout the year.	The acceptance or denial of students through choice will be at the principal's discretion. Choice may be revoked during the school year if the behavior, attendance or other factors so warrant as outlined in district policy.
IG	<i>Curriculum Development</i>	The school will have the authority to make curricular and instructional decisions that are aligned to state standards and support the educational program of the school. The school will have the authority to purchase resources that support the implementation of our	The Principal will collaborate with staff through the Building Leadership Team to select instructional resources that support the goals and educational program of the school. All purchases will support and enhance the program that is

		<p>educational program.</p> <p>Resources will be reviewed and revised on an ongoing basis through collaboration among staff.</p>	outlined in this Plan.
IJ/IJ-E-1/IJ-R	<i>Instructional Resources and Materials</i>	The school will have the authority to select its own curriculum and instructional resources.	The Principal and Building Leadership Team shall facilitate the selection of instructional resources and materials. Review of instructional resources will occur on an ongoing basis
JKD/JKE	<i>Suspension/Expulsion of Students</i>	The school will have the authority to impose appropriate discipline when necessary, which may include suspension based on the grounds stated in C.R.S 22-33-106.	Disciplinary decisions that result in a suspension will meet the requirements stated in C.R.S 22-33-106.
JIH/JIH-R	<i>Student Interviews and Searches</i>	When investigating a situation that may result in disciplinary consequences, including suspension, school personnel often conduct interviews with a variety of students and/or witnesses. Through these interviews and investigation the school is able to determine appropriate consequences. All students involved will be given the opportunity to provide their side of the story. Once there is clarity to the situation and consequences are determined, parents and guardians will be contacted.	When conducting interviews it is not typically realistic, feasible, or practical to contact parents/guardians prior to conducting and interview/investigation.
IKA	<i>Grading/Assessment Systems</i>	The school will have the authority to report the academic, social, and emotional progress of students in a method that is aligned to our educational program and is easy to understand and meaningful to parents.	Horizon will report the individual progress of each student toward grade level standards and expectations through an instrument/method that is understandable and meaningful to parents.
IC_ICA/IC_IC A-R	<i>School Year/School Calendar/Instruction Time</i>	The school will have the authority to establish its own schedule consistent with the district calendar.	The master schedule and calendar of the school will meet or exceed statutory minimums for calendar, hours of teacher/pupil contact (1,056) and schedule. Teacher

			workdays and professional development days will be determined at the school level and reflected in the calendar. Subject to district oversight.
GCBA/GCBA -R	<i>Instructional Staff Contracts/Compensation/Salary Schedules</i>	The school will have the authority to offer additional years of service or a signing bonus to new staff when hiring for a hard to fill position. Hard to fill positions are: math, science, special education, and foreign language, and any others as determined by the principal and Zone Leader.	Horizon will have the ability to offer additional years of service, beyond 10, or a signing bonus to staff hired for hard to fill positions. *Subject to available funding in the zone personnel budget

L. DESCRIPTION OF HOW SCHOOL(S) WILL COMPLY WITH NCLB TITLE II-A REQUIREMENTS (IF INNOVATIONS RELATED TO EMPLOYMENT PRACTICES AND/OR STAFFING PLANS):

Horizon will continue to fulfill all requirements related to Title I. We will only employ Highly Qualified staff as required by NCLB. We will develop a Title I plan each year that incorporates Title requirements and supports the educational program at Horizon and the Innovation Plan.

M. ANY ADDITIONAL INFORMATION REQUIRED BY DISTRICT 49 BOARD OF EDUCATION:

N. WRITTEN RESOLUTION FROM THE DISTRICT 49 BOARD OF EDUCATION APPROVING PLAN AND SEEKING DESIGNATION AS A DISTRICT OF INNOVATION:

*see attached letter