

Mastering the Master Schedule

Practical tips for Mastering the Master schedule by using students' needs to guide your decision making.

Focus on Freshmen – July 2017

Los Angeles, California

Rudy Ramirez
Retired as Principal
Indio High School
Indio, California

Indio High School



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Rudy Ramirez

Graduate – UCLA

Completed 41 year in education.

High School Teacher, Counselor,
Coach, Class Advisor,
Jr. High School Principal, and
Coordinator of Alternative Education.

Retired, in 2016, after 24 years as Principal of Indio High School.

I live in Indio with my wife Elizabeth. Together we have five children ranging from 36 to 8 years old.



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Why someone from Indio, CA?

- **Indio High School has used the Career Choices curriculum for eight years.**
- **We changed Bell Schedule and Master Schedule.**
- **We selected the teachers to teach a course titled Freshman Seminar/Success 101.**
Focusing on – What is best for kids!
- **Data - I will share some data.**

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Indio High School

"A Community Dedicated to Academic and Personal Success for All"


Grades 9-12
2015-16 - 1910
2016-17 - 2024
Rich Tradition - 50's/60's
Hispanic Population = 95%
Free/Reduced lunch = 88%
The School Belongs to the Community

- **Vision**
 - Safety
 - Academics
 - Physical Plant
 - Principal/Administration -visible
 - Perception (PR)
- **Responsibility**

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- Summer of 2008  9th graders - Freshmen
- 2008-2009 - Do something... Words into Action... Research

- 2009-2010 - Began a 9th grade Transition Program
- 2010-2011 - 2nd year Transition Program
- 2011-2012 - 3rd year Transition Program
- 2012-2013 - 4th year Transition Program
- 2013-2014 - 5th year Transition Program
- 2014-2015 - 6th year Transition Program
- 2015-2016 - 7th year Transition Program



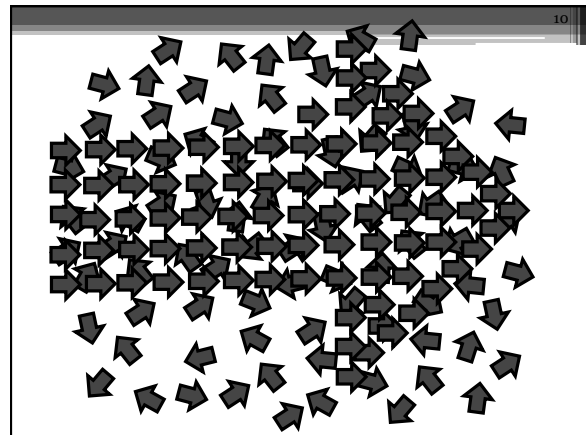
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W H Y ?

DATA?

Current Conditions?
for
Indio High School
(2008-09)

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**Who are you?
Why are you here?
What are you looking for?
What are you willing to do?**

1. _____
2. _____
3. _____

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Current Condition

9th graders...Data?

Discipline	Attendance
<ul style="list-style-type: none"> • Suspensions <ul style="list-style-type: none"> ◦ 2008-09 <ul style="list-style-type: none"> • Out of total suspensions... <ul style="list-style-type: none"> ◦ 46.3% were freshmen • Expulsions <ul style="list-style-type: none"> ◦ 2008-09 <ul style="list-style-type: none"> • Out of total expulsions... <ul style="list-style-type: none"> ◦ 45.71% were freshmen 	<ul style="list-style-type: none"> • Attendance <ul style="list-style-type: none"> ◦ 2008-09 <ul style="list-style-type: none"> • Out of total students absent for an entire day... <ul style="list-style-type: none"> • 46.3% were freshmen

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Success is not an accident, it is by design!!!

- Consistent!
- Stay driven!
- Can not relax!

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If you want Change...

If you want systemic Change...

You must use a Change Process!!!

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The Change Process

- Current Condition(s)
- Desired Outcome(s)
- Curriculum (What?...going to do)
- Structure (How?...going to do it)

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Desired Outcomes?

Discipline	Attendance
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Curriculum (What?...going to do)

But before we discussed the “What?”

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Words into Action

- Do not complain...do not whine...do something!!!!...

Figure it out...make it happen...

- Limitations of the 6 period schedule
 - 8 period A/B Block schedule. (1 year)
- 9th graders
 - Transition Program, which includes a Freshman Seminar (Success 101) class for all 9th graders. (1½ years)
- Common Core and SBAC
 - Teaching Strategies
- Low AP numbers
 - Open the access to the curriculum
 - Provide support



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Research

Conferences . . .

- Middle School Conference – Las Vegas, NV
- Career Choices – San Diego, California
- Focus on Freshman - Los Angeles, California
- National Association of Secondary School Principals (NASSP)
– San Diego, California and Tampa, Florida
- Association for Supervision and Curriculum Development (ASCD)
– Orlando, Florida and San Francisco, California
- Brain Research – San Francisco, California
- Career Technical Conference – Nashville, Tennessee
- Dual Enrollment Conference – Santa Barbara, California
- Model School Conference (June 2015) – Atlanta, Georgia
- AVID Conference (August 2015 and June 2016) – San Diego, California

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School visits . . .

- San Pasqual High School – Escondido, California
- North High School – Riverside, California
- Silverado High School – Victorville, California
- Eagle Rock High School – Los Angeles, California
- McGavin High School – Nashville, Tennessee

Consultants . . .

- Tim Westerberg – *Becoming a Great High School*
- Dr. Ernie Mendez – *Engage 4 Learning*
- Rick Morris – Engaging Instructional Strategies

. . . and we read

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**After a year of planning,
in the
2008-09 school year**

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**Developed...
9th grade Transition Program
2009-10**

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Freshmen Seminar class (Success 101)

What is Freshmen Seminar?

- Year-long class
- Every 9th grader
- Heterogeneous grouping
- An interdisciplinary curriculum that engages students and teachers in an interactive learning process, helping students develop the knowledge, skills, and attitudes needed to successfully:
 - examine their own lives
 - explore and evaluate a wide range of education and career options
 - make reasoned and researched goals for their future
- The Freshman Transition course (Success 101) uses the Career Choices & the online 10-year plan to facilitate the in-depth exploration of three fundamental questions:
 - Who am I?
 - What do I want?
 - How do I get it?

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• 9th grade schedule

- English 9
- Algebra I or Geometry (Math I and Math II)
- Biology
- Foreign Language
- Physical Education
- **Freshman Seminar – Success 101**
- Electives

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Limitations

6 period bell schedule.

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Findings after the 2009-10 school year?

(Current Condition)

Limitations with the 6 period bell schedule.

- Drop Out – 9.4% four year
- Graduation – 88.2%
- 11th graders were having difficulty completing A-G classes.
- Difficulty meeting the A-G and CSU elective requirement.
- Electives – the number of offerings and sections were reducing.
- Decrease in the ability to explore elective classes.
- English Learners were taking singleton classes, preventing them from taking electives.
- Students taking credit recovery classes were having difficulty scheduling electives.
- No summer school.
- Too many credit recovery classes during the regular school day.
- AP/HP students found it difficult to take elective classes.
- More students taking, and wanting to take, AP classes.

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At the same time...

Academics

- ↑ Rigor
- ↑ Challenge
- ↑ Raising the Bar
- ↑ The Graduation Rate
- ↑ GPA
- ↑ School's Academic Culture
- → Address the placement of students
- ↑ Access to AP classes and exams
- ↓ The Drop Out rate
- ↓ The "F" rate

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The Challenge!

- Department Chairs - Look at an alternative bell schedule!
- No!!!
- Department Chairs - Look at an alternative bell schedule!!!
- No!!!
- **The challenge to the Department Chairs...**

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Research!!!

And they did!!!

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The Change Process

- Current Condition(s)
- Desired Outcome(s)
- Curriculum (What?...going to do)
- Structure (How?...going to do it)

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After a year of planning, during the 2010-11 school year, and looking at...

6 period schedule
7 period schedule
8 period schedule
12 period schedule
16 period schedule

4x4
Block

Alternating bell schedules

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Developed...

8 Period A/B Block Schedule

2011-12

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REGULAR SCHEDULE

PERIOD	TIME	MINUTES	PASSING
1-5	<u>7:30</u> to 9:00	90	7
2-6	9:07 to 10:41	94	7
3-7	10:48 to 12:18	90	
LUNCH	12:18 to 12:58	40	7
4-8	1:05 to <u>2:35</u>	90	

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Results?

- More AP exams were administered. (2014 – 857 exams)
- Students are able to take electives from a variety of departments.
- Students that previously had to check out to alternative schools could now remain at Indio High School and graduate on time with their graduating class.
- For the college bound student, the A/B schedule gave them the real-world experience of a typical college schedule, since they meet every other day (students develop time management skills).

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- For a small number of students, early graduation was possible.
- A-G completion rate increased.
- We offered remediation classes during the regular school day. Thus graduation rate increased and drop out rate decreased.
- Graduation rate increased – 90.9%
- Drop out rate decreased – 7.5%
- Attendance rates did not drop.
- Suspensions did not increase.

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Attendance

• Attendance Rate

% of 9th graders absent all day

2008-09	2009-10	2010-11
↓	↓	↓
46.3%	27%	17%

Schoolwide

2011-12	2012-13	2013-14	2014-15	2015-16
↓	↓	↓	↓	↓
95%	94%	95%	95.5%	+96.21%

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Discipline

- **Suspensions** (Total school wide suspensions.)

2010-11	2011-12	2012-13	2013-14	2014-15
↓	↓	↓	↓	↓
16.3%	19.2%	15.6%	8.0%	10.3%
- **Expulsions** (Total school wide expulsions.)

2010-11	2011-12	2012-13	2013-14	2014-15
↓	↓	↓	↓	↓
1.4%	1%	0.7%	0.3%	0.4%

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Common Prep Period

- All 9th grade Algebra 1 teachers had a common prep – period 8.
- For 2015-16, all 9th grade Math I teachers had a common prep – period 6.

Spread Out over 8 periods vs. 6 periods (less scheduling conflicts)

- AP/HP classes
- Electives – art, drama, etc.
- Sports

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Open Access to the Curriculum

- **Advanced Placement (AP) Exams**

1994 (enrollment 2454)	<u>Students</u>	<u>Exams</u>	<u>% Students</u>
(10 th , 11 th , 12 th)	48	55	2.9%
- **Access to the Curriculum**

Inclusive	HP/AP	D/F	Tracked	Dumb Down_
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↑ School's Academic Culture

Advanced Placement (AP) Exams

	<u>Students</u>	<u>Exams</u>	<u>% Students</u> (10 th , 11 th , 12 th)
▫ 1994 (enrollment 2454)	48	55	2.9%
▫ 2008 (enrollment 2706)	178	246	9.4%
▫ 2009 (enrollment 2688)	319	567	17.2%
▫ 2010 (enrollment 2447)	350	607	19.3%
▫ 2011 (enrollment 2297)	424	753	25.5%
▫ 2012 (enrollment 2110)	439	794	28.7%
▫ 2013 (enrollment 1989)	381	729	26.1%
▫ 2014 (enrollment 1999)	399	857	27.3%
▫ 2015 (enrollment 1866)	365	738	26.0%
▫ 2016 (enrollment 1910)	433	738	32.2%

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10th grade schedule

- English 10
- Geometry (Math II) or Algebra 2 (Math III)
- Chemistry or Physics
- Foreign Language
- *Physical Education*
- World History
- AP Seminar 10 (AP Support)
- Elective (A+ Certification)
- Elective (Associated Student Body – ASB)

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Why is Mastering the Master Schedule so important?

School's Academic Culture
Courses offered – CP, HP, AP, CTE
Teaching assignments
Programs offered
Bell schedule
Direction of the school

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Master Schedule works for you!!!

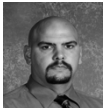
The Master Schedule is developed by you!!!

The Master Schedule is developed for what is best for kids!!!

Freshmen Seminar – Success 101

Teacher	Room	Dept	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8
Adkins, James	2104	9th Tech		Freshmen Seminar			Freshmen Seminar			Freshmen Seminar
Brenner, Mark	2104	9th Tech						Freshmen Seminar		
Conner, Cesar	2104	9th Tech			Freshmen Seminar					
Morgan, Charles	2104	9th Tech				Freshmen Seminar				
Rita, Serina	2104	9th Tech			Prep		Freshmen Seminar	Freshmen Seminar	Freshmen Seminar	
Stryker, Paul	2104	9th Tech			Freshmen Seminar	Freshmen Seminar			Freshmen Seminar	Freshmen Seminar
Schwab, Julie	2104	9th Tech		Freshmen Seminar						
Silbert, Scott	8104	9th Tech		Freshmen Seminar						

9th grade Transition Teachers



James Adkins
Social Studies
Renaissance



Serina Ruiz
Biology
Green Energy



Julie Schwab
Special Education
Dept. Chair



Mark Brenner
Business
Varsity Baseball



Paul Stryker
Business
California Cadet Corp



Cesar Lopez
Agriculture

Selection of a teacher...
To teach a section of Success 101 cannot be because a teacher has an opening in their schedule or because...!!!



DISASTER!!!

The Master Schedule should not be a secret document.

Transparent!!!

- Share with the Department Chairs in May – 3 times
- Share with the Staff in June – at least twice
- July 1
- August 1
 - Assignment
 - Prep periods
 - Conflicts
 - ???

How do you change a bell schedule, course offerings, teacher assignments, the master schedule?

Work together!!!

Know your contract!!!

- What does the contract say about...
 - Master Schedule is not subject to a grievance.
 - Who controls the curriculum?
 - Prep period?
 - Changing a bell schedule?

The Role of the Principal/Leader

- Project initiator or key supporter of initiator.
- Project visionary or key supporter of the project visionary.
- Head cheerleader for the project.
- Key strategist for generating buy-in both in the school and community.
- Personnel director for the project, making necessary decisions and choices that will promote success at the highest level.
- Instructional advisement reviewing and approving all choices made by committees.
- Reviewing and using the project evaluation data to direct program updates and upgrades.

- 2006 Project Planning Guide by Rebecca Diamond

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Change!!!

Change is a process...

Change is not an event...

Sustained change is
incremental...over time...

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What can happen in a generation?

• Graduation Rate

▫ 1994-95	69.1%
▫ 2008	86.4%
▫ 2009	87.1%
▫ 2010	88.2%
▫ 2011	90.9%
▫ 2012	90.9%
▫ 2013	92.6%
▫ 2014	92.6%
▫ 2015	96%

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What can happen in a generation?

• Dropout Rate

four year

▫ 1993	34.2%
▫ 2008	11.7%
▫ 2009	10.8%
▫ 2010	9.4%
▫ 2011	7.5%
▫ 2012	7.5%
▫ 2013	5.9%
▫ 2014	5.9%
▫ 2015	2.9%

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2012 and 2015 and 2016

- *U.S. News and World Report* reviewed nearly 22,000, 29,000, and 28,000 public high schools and ranked the top 4,800+ highest scoring schools based on data such as enrollment and student performance on state proficiency and Advanced Placement exams.

- Indio High School was ranked:

2012 - 1,959 out of 22,000	Top 8.9% in the nation
2015 - 2,416 out of 29,000	Top 8.3% in the nation
2016 - 2297 out of 28,000	Top 8.2% in the nation

Receiving a silver medal from
U.S. News and World Report.



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2011 and 2012 and 2013 and 2014 and 2015 and 2016

- *The Washington Post* reviewed public high schools and ranked *America's Most Challenging Schools* based on data such as enrollment and student performance on state proficiency and Advanced Placement exams.
- 2011 - Indio High School was ranked 1807 out of 22,000 high schools, the top 8.21% in the United States.
- 2012 - Indio High School was ranked 1536 out of 22,000 high schools, the top 6.98% in the United States.
- 2013 - Indio High School was ranked 1287 out of 22,000 high schools, the top 5.85% in the United States.
- 2014 - Indio High School was ranked 1323 out of 22,000 high schools, the top 6.01% in the United States.
- 2015 - Indio High School was ranked 1397 out of 23,000 high schools, the top 6.07% in the United States.
- 2016 - Indio High School was ranked 1400 out of 23,000 high schools, the top 6.08% in the United States.

The Washington Post ⁵⁴

Physical Plant

- 1958
- Major renovation.

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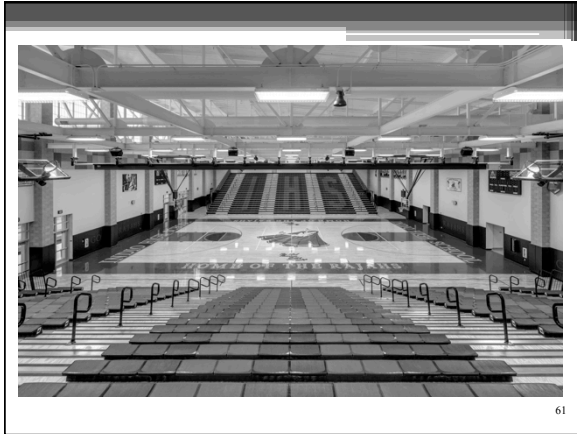
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Change!!!

Change is a process...

Change is not an event...

Sustained change is
incremental...over time...

Principles

- Vision
 - Safety
 - Academics
 - Physical Plant
 - Principal/Administration -visible
 - Perception (PR)
- A Responsibility

**Success is not an accident,
it is by design!!!**

- Consistent!
- Stay driven!
- Can not relax!

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EXPECTATION(S)?

Want???

**The best way to predict the future is
to create it.**

- Abraham Lincoln

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**Master Schedule
works for you!!!**

**The Master Schedule is developed by
you!!!**

**The Master Schedule is developed
for what is best for kids!!!**

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What Do You Want???

**You are going to have to make some
tough decisions!!!**

Not always the most popular!!!

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COLLABORATION

It might be a bit overrated.

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One Attitude

We Expect Success!!!

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Important Question?

How did I do it?

I didn't!!!

We did it!!!

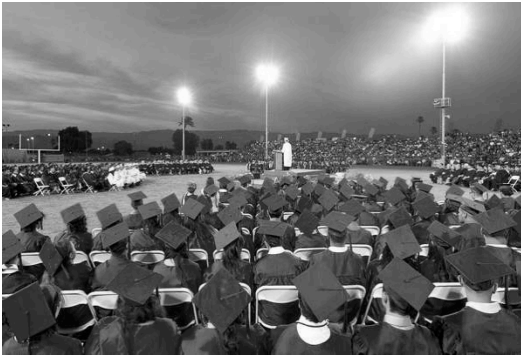
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Reason!!!

The Diploma



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Indio High School

Home of the Rajahs



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"THERE ARE TWO TYPES OF PEOPLE IN THIS WORLD;

Rajahs

AND THOSE WHO WISH THEY WERE"

-RUDY RAMIREZ



Thank You

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Questions and Answers



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