



2012-2014 Continuous Improvement Work Plan

Hannah G Solomon Elementary School

O'Hare Elementary Network

6206 N Hamlin Ave Chicago, IL 60659

ISBE ID: 150162990252461

School ID: 610182

Oracle ID: 25431



Mission Statement

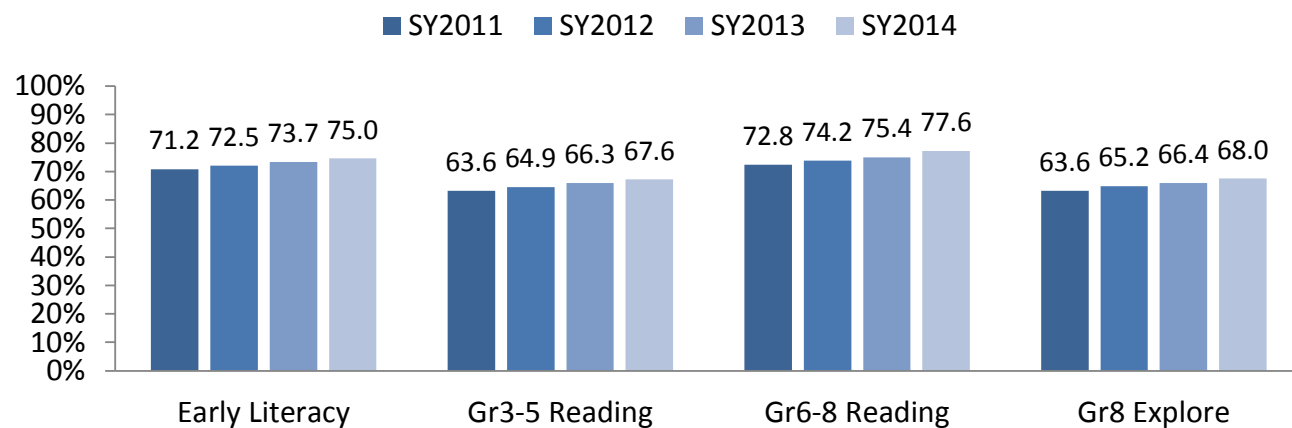
Academic progress will be improved through collaborative curriculum planning, differentiated instruction, increased instructional time, enrichment opportunities, integration of technology, professional development, and parental and community involvement to prepare all students to be college and career ready.

Strategic Priorities

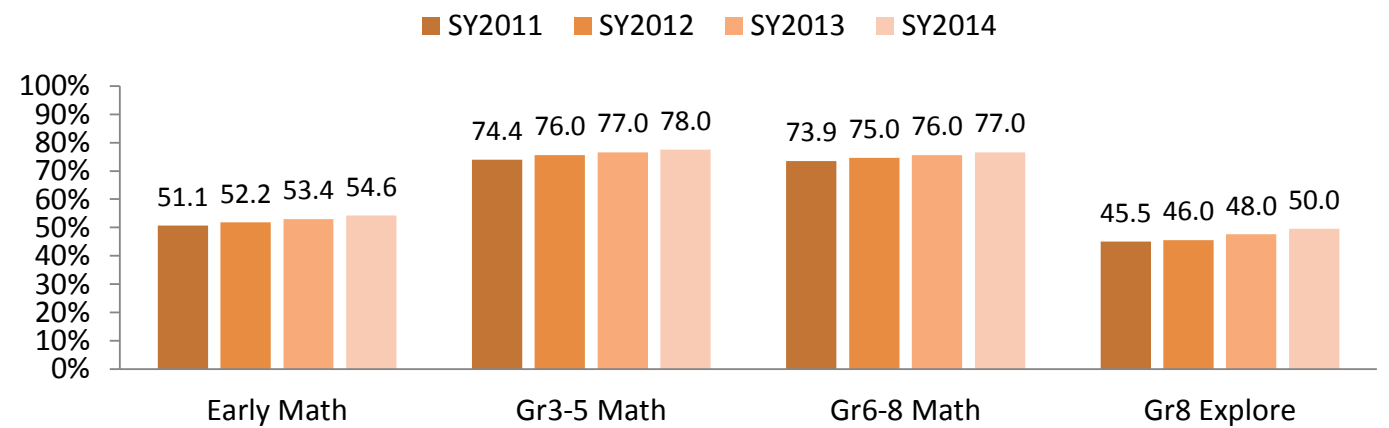
1. Increase percentage of students exceeding in Reading in grades 3 - 8 with a focus on 4th and 8th grade
2. Increase percentage of students exceeding in Science in grades 4 & 7
3. Teachers to align curriculum to Common Core State Standards

School Performance Goals

Literacy Performance Goals



Math Performance Goals





Continuous Improvement Work Plan 2012 - 2014



Overview

The Continuous Improvement Work Plan (CIWP) is a stream-lined, strategic planning process for schools that also meets the state and federal requirements of a school improvement plan. The CIWP uses previous goal and priority setting completed by the schools from the Scorecard metrics, School Effectiveness Framework and Theory of Action. Please see the CIWP Planning Guide at www.cps.edu/CIWP for detailed instructions on completing the tool.

School Name	
To get started, please select your school's name from the drop down list:	Hannah G Solomon Elementary School

Developing a CIWP Team

A CIWP team consists of 6 – 12 committed stakeholders that act as the steering committee for the entire CIWP planning process. The principal should serve as the chairperson of the CIWP Team, appointing other team members from the school and community, which can include members from the ILT and/or LSC. These CIWP Team members should have strengths in collaboration and consensus-building. While the CIWP Team needs to remain small, it should include people with a variety of perspectives.

CIWP Team	
Name (Print)	Title/Relationship
Susan L. Moy	Principal
Donica Glass	Principal
Loni Hahn	Assistant Principal
Rhonda Shayne	Classroom Teacher
Joan Jones	Classroom Teacher
Achla Bagga	Classroom Teacher
Ann Reis	Classroom Teacher
Deirdre Kenney	Special Education Faculty
Pamela Coleman	Lead/ Resource Teacher
Tammy Stams	Parent/ Guardian
Debra Smith	LSC Member



Elementary Goal Setting

Instructions: Your school's data is organized by Scorecard categories. Using your current performance data and your SY2012 goals, determine the SY2013 & SY2014 performance goals for each metric. Note: ISAT scores include all students in the aggregates, including English Language Learners.

Academic Achievement

Pre-K - 2nd Grade	SY2011 Score	SY2012 Goal	SY2013 Goal	SY2014 Goal		SY2011 Score	SY2012 Goal	SY2013 Goal	SY2014 Goal	
Early Literacy % of students at Benchmark on DIBELS, IDEL	71.2	72.5	73.7	75.0		Early Math % of students at Benchmark on mClass	51.1	52.2	53.4	54.6
3rd - 5th Grade										
Grade Level Performance - Reading % of students at or above grade level on Scantron/NWEA	63.6	64.9	66.3	67.6		Grade Level Performance - Math % of students at or above grade level on Scantron/NWEA	74.4	76.0	77.0	78.0
Keeping Pace - Reading % of students making growth targets on Scantron/NWEA	59.1	62.1	63.3	65.5		Keeping Pace - Math % of students making growth targets on Scantron/NWEA	70.0	71.0	72.0	73.0
6th - 8th Grade										
Grade Level Performance - Reading % of students at or above grade level on Scantron/NWEA	72.8	74.2	75.4	77.6		Grade Level Performance - Math % of students at or above grade level on Scantron/NWEA	73.9	75.0	76.0	77.0
Keeping Pace - Reading % of students making growth targets on Scantron/NWEA	67.4	69.2	71.3	72.5		Keeping Pace - Math % of students making growth targets on Scantron/NWEA	75.0	76.0	77.0	78.0
8th Grade										
Explore - Reading % of students at college readiness benchmark	63.6	65.2	66.4	68.0		Explore - Math % of students at college readiness benchmark	45.5	46.0	48.0	50.0



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Climate & Culture

All Grades	SY2011	SY2012 Goal	SY2013 Goal	SY2014 Goal		SY2011	SY2012 Goal	SY2013 Goal	SY2014 Goal
Attendance Rate Average daily attendance rate	95.8	96.1	96.5	96.8					
					Misconducts Rate of Misconducts (any) per 100	0.8	0.8	0.7	0.7

State Assessment

All Grades % Meets & Exceeds	SY2011 Score	SY2012 Goal	SY2013 Goal	SY2014 Goal		All Grades % Exceeds	SY2011 Score	SY2012 Goal	SY2013 Goal	SY2014 Goal
ISAT - Reading % of students meeting or exceeding state standards	88.2	89.5	90.8	92.1		ISAT - Reading % of students exceeding state standards	42.8	44.0	45.5	46.8
ISAT - Mathematics % of students meeting or exceeding state standards	95.2	95.5	95.8	96.0		ISAT - Mathematics % of students exceeding state standards	52.4	53.0	54.0	55.0
ISAT - Science % of students meeting or exceeding state standards	91.4	92.0	92.2	92.4		ISAT - Science % of students exceeding state standards	37.1	38.3	39.5	40.8

School Effectiveness Framework

Instructions: Evaluate your school from 1-4 on each of the Effective Practices of the School Effectiveness Framework in the drop down box under "Evaluation". Cite evidence from observations, any available data, surveys, etc. NOTE: 2= Typical School and 4 = Effective School **TIP: When entering text, press Alt + Enter to start a new paragraph.**

	Typical School	Effective School	Evidence	Evaluation
DIMENSION 1: Leadership	Goals and theory of action ----->			3
	<ul style="list-style-type: none"> The school has established goals for student achievement that are aimed at making incremental growth and narrowing of achievement gaps. The school has a plan but may have too many competing priorities. 	<ul style="list-style-type: none"> The school has established clear, measurable goals for student achievement aimed at aggressively narrowing the achievement gap and ensuring college and career readiness of all students-- at the school, grade, and classroom levels. The school has established a clear theory of action or strategic plan that outlines the school's priorities (derived from analysis of data) and key levers along with the anticipated impact when implemented with fidelity. 	<p>The school has established clear, measurable goals for making targeted growth.</p> <p>Rit groups are meeting two to three times a week for intermediate and upper grades to support students based on MAP data every quarter.</p> <p>Regular ongoing meetings of faculty and ILTs to review data</p> <p>Team approach to support at-risk students inform/connect with current teachers of students at-risk.</p>	
DIMENSION 1: Leadership	Principal Leadership ----->			3
	<ul style="list-style-type: none"> Professional learning is organized through whole staff development but it is not tightly linked to what happens in teacher team meetings or 1:1 coaching cycles. Principal monitors instructional practice for teacher evaluations. School-wide or class specific vision is not consistently focused on college and career readiness.. Principal provides basic information for families on school events and responds to requests for information. Families and community are engaged through occasional school-wide events such as open houses or curriculum nights. 	<ul style="list-style-type: none"> Principal creates a professional learning system that evaluates teacher need and interest and builds opportunities for growth in content knowledge and leadership Principal clarifies a vision for instructional best practice, works with each staff member to determine goals and benchmarks, monitors quality and drives continuous improvement. Principal establishes and nurtures a culture of college and career readiness through clarity of vision, internal and external communications and establishment of systems to support students in understanding and reaching these goals. Principal creates a system for empowered families and communities through accurate information on school performance, clarity on student learning goals, and opportunities for involvement. 	<p>Principal creates a professional learning system to meet the needs of the students.</p> <p>Principal provides opportunities for staff professional development for growth in content knowledge and leadership.</p> <p>Principal monitors instructional practice for teacher evaluations.</p> <p>Principal creates a system for empowered families and communities through accurate information on school performance, student learning goals and opportunities for involvement.</p> <p>Principal has an open door policy for staff, students and parents</p> <p>Principal meets regularly with LSC, PTO, PPC, PPLC and ILT to monitor instructional practice.</p> <p>Principal reviews data and recommends strategies with individual teachers to support students to reach targeted growth.</p>	

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Typical School	Effective School	Evidence	Evaluation
Teacher Leadership ----->			3
<ul style="list-style-type: none"> • A core group of teachers performs nearly all leadership duties in the school. • A few voices tend to contribute to the majority of decision-making at the ILT and teacher team levels. • Teacher learning and expertise is inconsistently shared after engagement in professional learning activities. 	<ul style="list-style-type: none"> • Each teacher is invested in the success of the school through leadership in one or more areas, including (but not limited to): <ul style="list-style-type: none"> -ILT membership -Grade/Course team lead - Rtl team -Committee chair or membership -Mentor teacher -Curriculum team -Coach -Family liaison -Data team -Bilingual lead -SIPAAA/CWIP team -Union representative -Grant writer • Each teacher has equity of voice in grade/course, ILT and whole staff meetings • Each teacher is encouraged to share learning about effective practice from PD or visits to other schools 	<p>Each teacher is invested in the success of the school through leadership in one or more areas: PPC, PPLC, ILT, CIWP, Team, and chair of various committees. Each teacher has equity of voice in grade/course, ILT and whole staff meetings. Each teacher is encouraged to share learning about effective practice from PD or visits to other schools. Each teacher is encouraged to network with other teachers outside of school.</p>	

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Typical School	Effective School	Evidence	Evaluation
Instructional Leadership Team (ILT) ----->			
<ul style="list-style-type: none"> The ILT represents some or most grade levels or departments, but may not include critical areas of expertise, like special education, bilingual education or counseling. The ILT splits time and focus between improving teaching and learning and solving day-to-day operational concerns. The ILT organizes some whole staff professional development activities. Development at the teacher team or teacher level is not coordinated by the ILT. ILT decision-making is carried out in isolation, or without a clear process for staff-wide engagement. ILT engages in changes to practice in response to voiced concerns. ILT analyzes student test data if new data is available. 	<ul style="list-style-type: none"> The school's ILT is assembled based on the combination of knowledge and expertise needed to make decisions for all students and staff. The ILT leads the work of improving teaching and learning school-wide The ILT leads the school's approach to professional development – whole staff PD, teacher teams, and coaching. The ILT facilitates two-way communication and engages all staff in participating in decision-making that advances the school's strategic focus. The ILT engages in regular reflection upon its own team processes and effectiveness and takes actions to improve its functioning and progress towards school-wide goals. The ILT regularly analyzes qualitative and quantitative data to monitor the implementation of school's plan and make adjustments accordingly 	<p>ILT represents entire school based on knowledge and expertise needed to make decisions for all students and staff.</p> <p>ILT regularly analyzes qualitative and quantitative data to monitor the implementation of school's plan and make adjustments accordingly.</p> <p>ILT engages all staff in decision-making and provides recommendations to principal regarding curriculum, staff placement and consultants.</p>	3
Monitoring and adjusting ----->			
<ul style="list-style-type: none"> Data for district assessments is occasionally analyzed at the school level, typically when new reports are made available. Analysis may lead to instructional practice. 	<ul style="list-style-type: none"> The school has a systematic approach to analyzing data relative to the school's theory of action on an ongoing basis—at the school level, department/grade level, and classroom level—in order to make adjustments to their focus and to target support for particular teachers and students. 	<p>The school has a systematic approach to analyzing data relative to the school's theory of action on an ongoing basis at all levels and departments in order to make adjustments to their focus and to target support for particular teachers and students.</p>	3

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	Typical School	Effective School	Evidence	Evaluation
DIMENSION 2: Core Instruction	Curriculum ----->			3
	<ul style="list-style-type: none"> Curricular pacing/scope and sequence is most often determined by the pacing set forth in instructional materials or by an individual teacher. Each teacher develops his/her own units of instruction or follows what is suggested by the pacing provided in instructional materials. Text used for instruction exposes some students to grade-appropriate complexity and is heavily focused on fiction. Short- and long-term plans do not consistently differentiate by learner need. 	<ul style="list-style-type: none"> Each grade level or course team has a year-long scope and sequence that maps out what Common Core or other state standards teachers should teach and in what order in core subject areas. Each grade level or course team develops/uses common units of instruction aligned to the standards. Text used for instruction exposes all students to a grade-appropriate level of complexity and informational texts to at least the CCSS-recommended levels by grade band. Short and long term plans include the supports necessary to ensure that students with disabilities and ELLs are able to gain core content knowledge and skills. 	<p>Curricular pacing/scope and sequence is based on CCSS guidelines in Language Arts.</p> <p>Curricular materials are based on recommendations from CMSI for Math and Science.</p> <p>Library resources are aligned to curriculum - both fiction and non-fiction.</p> <p>Short term plans include the supports necessary to ensure that students with disabilities and ELLs are able to gain core content knowledge and skills.</p>	
	Instructional materials ----->			3
	<ul style="list-style-type: none"> Core instructional materials vary between teachers of the same grade/course or are focused mainly on a single textbook with little exposure to standards-aligned supplemental materials. Instructional materials support a general curriculum with little differentiation for student learning need. 	<ul style="list-style-type: none"> Each grade level or course team has a set of instructional materials that are aligned with standards. Instructional materials are supportive of students with disabilities as well as varying language proficiency levels of ELLs (including native language and bilingual supports). 	<p>Each grade level has a set of instructional materials that are aligned with standards.</p> <p>Instructional materials are supportive of students with disabilities as well as varying language proficiency levels of ELLs.</p>	
<p>Reading Materials Survey: In addition to evaluating your school in this area, we encourage schools to begin inventorying grade level literacy materials by completing the survey at www.surveymonkey.com/s/materialsurvey. While this is not a comprehensive inventory of your school's instructional materials, this will help you identify the additional literacy materials needed to help implement the Common Core State Standards in the upcoming school year.</p>				

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Typical School	Effective School	Evidence	Evaluation
Assessment ----->			3
<ul style="list-style-type: none"> • School wide data is available to the ILT. Teacher team or classroom data is not always available when teachers need it—or teachers inconsistently bring it to teacher team meetings. • Each grade level or course team administers the required district assessments but there may be gaps in the kind of assessment tools available to them. • Assessments are focused on a particular form of assessment and may not adequately provide a complete picture of student learning. • Most assessments are designed to be identical for all students, without accommodation for learner need. 	<ul style="list-style-type: none"> • School-wide, teacher team and classroom data is organized and available to all who need it immediately after each assessment. • Each grade level or course team uses a comprehensive set of assessments – screening, diagnostic, benchmark, formative, and summative – to monitor student learning on a frequent basis. • Assessment methods (e.g., student work, selected response, constructed response, performance task) are aligned with the standard(s) being assessed (e.g., knowledge mastery, reasoning proficiency, performance skills, ability to create products). • Assessment accommodations and modifications are in place to ensure that students with disabilities and ELLs are able to appropriately demonstrate their knowledge and skills. 	<p>School-wide, teacher team and classroom data is organized and available to all who need it immediately after each assessment. Assessment accommodations and modifications are in place to ensure that students with disabilities and ELLs are able to appropriately demonstrate their knowledge and skills. Assessment includes a comprehensive set of data including observation, student conferencing, self-assessments, student work, performance tasks, rubrics, formative and summative data.</p>	

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Typical School	Effective School	Evidence	Evaluation
Instruction ----->			3
<ul style="list-style-type: none"> • Communication of the learning objective is inconsistent or lesson objectives do not consistently align to standards. • Questioning is more heavily aimed at assessing basic student understanding and comprehension. • Sequencing of lessons in most classes is primarily driven by the pacing suggested in instructional materials. • Instruction is most often delivered whole-group with few opportunities for scaffolding learning or the level of rigor is not consistently high. • Formative assessment during instruction is used occasionally or inconsistently between teachers. 	<ul style="list-style-type: none"> • Each teacher clearly communicates with students the standards-based learning objective, directions and procedures, as well as the relevance of the learning. • , Each teacher uses low- and high-level questioning techniques that promote student thinking and understanding. • Each teacher purposefully sequences and aligns standards-based objectives to build towards deep understanding and mastery of the standards. • Each teacher scaffolds instruction to ensure all students, including students with disabilities and English language learners access complex texts and engage in complex tasks. • Each teacher regularly uses formative assessment during instruction to monitor student progress and check for understanding of student learning. 	<p>Each teacher clearly communicates with students the standards-based learning objectives, directions and procedures, as well as the relevance of the learning.</p> <p>Each teacher uses low and high level questioning techniques that promote student thinking and understanding.</p> <p>Some teachers are using project-based tasks and assessments to evaluate students.</p> <p>Each teacher uses prior knowledge to determine instructional level of students for differentiation.</p> <p style="text-align: right;">Some teachers scaffold lessons to build towards deeper understanding and mastery of concepts.</p>	

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	Typical School	Effective School	Evidence	Evaluation
Professional Learning	Intervention ----->			3
	<ul style="list-style-type: none"> Decision-making about how to determine which students are in need of intervention, what interventions they receive and how to determine the success of interventions is not regularly monitored. The intervention options are limited (sometimes one-size-fits-all), making it difficult to find a targeted solution to address a particular student's needs. Intervention monitoring and adjustments are left to teacher discretion without school-wide systems. 	<ul style="list-style-type: none"> The school has a systematic approach to administering screening assessments to identify students in need of academic intervention. The school has a systematic approach to administering diagnostic assessments to identify particular skills gaps. Interventions at the elementary level include in-class, small group instruction, push-in support provided by specialists, one on one support and additional supports outside of the classroom. Interventions at the secondary school level include small group instruction, double blocks in literacy and mathematics, push-in support provided by specialists, one on one support and additional supports outside of the classroom Interventions are closely monitored at the ILT, teacher team and individual teacher level so that adjustments can be made at least every 6 weeks. 	<p>Interventions include in-class, small group instruction, push-in support provided by specialist, one-on-one support and additional supports outside of the classroom.</p> <p>Parents and students are informed of the intervention goals. Principal and pertinent staff members develop Rti plans collaboratively based on diagnostic assessments, classroom work, observation and informal assessments. Interventions are closely monitored at the ILT, teacher-team and individual teacher level so that adjustments can be made at least every 5 week. Implementation of Rti plans is monitored by principal, Rti coordinator and counselor.</p>	
	Whole staff professional development ----->			3
	<ul style="list-style-type: none"> Whole staff professional development occurs regularly but is not tightly aligned to the school's priorities. Quality, effectiveness or relevance of professional development is not monitored. 	<ul style="list-style-type: none"> The school has a year-long, focused plan for whole staff professional development aligned to school-wide priorities and growth goals. The school has a method for continually monitoring the effectiveness of all professional development (including coaching and teacher collaboration). School-wide structures ensure that professional development is ongoing, job-embedded and relevant to teachers. 	<p>Whole staff professional development occurs regularly and is aligned to school-wide goals.</p> <p>Professional development is ongoing, job-embedded and relevant to teachers.</p>	

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	Typical School	Effective School	Evidence	Evaluation
DIMENSION 3: I	Grade-level and/or course teams ----->			3
	<ul style="list-style-type: none"> Teachers meet regularly but it is focused on a mix of activities—planning, professional development, and data analysis—that may change from week to week. Teachers do not have a regular opportunity to discuss progress monitoring data to track effectiveness of student intervention. Ownership for student learning results lies primarily with individual teachers. Planning typically takes place with general education teachers only. Special education, bilingual or other specialists typically plan and meet separately or only join the group occasionally. There are meeting agendas, but no clear protocols or norms for discussion. 	<ul style="list-style-type: none"> Teachers collaborate in regular cycles: quarterly for long-term unit planning, weekly to analyze formative assessment data and plan weekly instruction. Teachers and specialists meet approximately every six weeks to discuss progress-monitoring data for students receiving intervention. Teacher teams share ownership for results in student learning. Teams are inclusive of general education, special education, bilingual teachers and other specialists. Teams are supported by an ILT member, team leader, or “expert”, as appropriate. Teachers have protocols or processes in place for team collaboration. 	<p>Teachers collaborate in regular cycles; quarterly for long-term planning, weekly to analyze formative assessment data. Teams are inclusive of general education, special education, bilingual teachers and other specialists. Teacher teams share ownership for results in student learning.</p>	
	Instructional coaching ----->			2
	<ul style="list-style-type: none"> Coaching typically takes place through informal associations or is only focused on a smaller group of teachers. Formal support for new teachers comes from district-sponsored induction. Professional development decisions are not systematized and left to teacher initiative/discretion. Teachers occasionally receive quality feedback to support individual growth. Peer observation and cross-classroom visitation happens occasionally, but not as an integral part of the school’s plan for professional learning. 	<ul style="list-style-type: none"> Every school has a coaching plan that identifies teacher needs, who provides the coaching, and how frequently. New teachers are provided with effective induction support. Teachers have individual professional development plans tailored to their needs. Teachers consistently receive quality feedback that supports their individual growth. Peer coaching and cross classroom visitation is also used as a form of coaching. 	<p>Coaching typically takes place through informal associations Teachers receive consistent feedback from mentors.</p>	

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	Typical School	Effective School	Evidence	Evaluation
DIMENSION 4: Climate and Culture	High expectations & College-going culture ----->			3
	<ul style="list-style-type: none"> Some staff members reinforce expectations for all students to aspire to college and career ready standards, or expectations are only reinforced for some students. 	<ul style="list-style-type: none"> Every staff member reinforces school expectations for all students to aspire to college and career-ready standards. The school has developed and is executing an intentional plan to build and maintain a college-going culture. Every student has opportunities for authentic leadership and student voice 	<p>School motto: Be the Best You Can Be</p> <p>Staff members reinforce school expectations for all students to aspire to college and career-ready standards.</p> <p>Parents are informed of expectations for students and staff.</p> <p>Students are encouraged to participate in school level, area, city and state-wide competitions.</p> <p>Students have opportunities to participate in a wide variety of activities to be well-rounded individuals.</p>	
	Relationships ----->			4
	<ul style="list-style-type: none"> Some students form bonds with adult advocates. Patterns of interaction between adults and students and among students are inconsistent.. Students with disabilities are typically confined to a special education classroom with few opportunities to interact with peers. Student home language and culture is often overlooked. 	<ul style="list-style-type: none"> All students have an adult advocate who cares about them deeply and supports them in achieving their goals Patterns of interactions, both between adults and students and among students, are respectful, with appropriate, fair responses to disrespectful behavior Students with disabilities are engaged in the school community, including both physical and social integration. Students' classroom experiences demonstrate value of home language and culture. 	<p>My Voice, My School surveys indicate students feel safe and cared for by the adults in the school.</p> <p>Students with disabilities are engaged in the school community, including both physical and social integration.</p> <p>Students' classroom experiences and participation in multicultural assemblies demonstrate value of home language and culture.</p> <p>Parents are encouraged to share their knowledge of their language and culture with classrooms and school.</p>	
Behavior & Safety ----->			4	
	<ul style="list-style-type: none"> Discipline violations and positive behavior supports are handled differently between teachers without school wide norms. School environment occasionally leads to situations un-conducive to learning. 	<ul style="list-style-type: none"> The school has a common, consistent school-wide approach to student discipline and tiered approach to behavioral intervention that recognizes and builds on positive behavior. Staff establishes and maintains a safe, welcoming school environment. 	<p>School has a common, consistent school-wide approach to student discipline and a tiered approach to behavioral intervention that recognizes and builds on positive behavior.</p> <p>Staff establishes and maintains a safe, welcoming school environment.</p> <p>Teachers implement positive reinforcement.</p>	

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	Typical School	Effective School	Evidence	Evaluation
DIMENSION 5: Family and Community Engagement	Expectations ----->			4
	<ul style="list-style-type: none"> Principal provides information to families on school performance in response to parent requests. Teachers provide information to families on their grading system, but families may be unclear on what successfully meeting the standard would look like. Families can learn about the transition process if they reach out to the school for information. 	<ul style="list-style-type: none"> Principal provides clear information for families on school performance and accurately explains this information so that families understand its relevance to their children as well as the plan for improvement. Teachers provide clear information for families on what students are expected to achieve in a given grade level or course and examples of what meeting the standards looks like. Schools proactively provide information regarding school choices to families looking to relocate or to students in transition grades. 	<p>Principal provides clear information for families on school performance and accurately explains this information so that families understand its relevance to their children. Principal communicates plans for school improvements through monthly newsletters, emails, and personal contact.</p> <p>Teachers provide clear information for families on what students are expected to achieve in a given grade level or course and examples of what meeting the standards looks like through the quarterly progress reports and parent conferences.</p> <p>School proactively provides information regarding choices to families looking to relocate or to students in transition grades.</p>	
	Ongoing communication ----->			4
	<ul style="list-style-type: none"> Communication to families is typically conducted only during report card pick-up and in cases of behavior/academic concerns. 	<ul style="list-style-type: none"> Teachers and other school staff engage in ongoing, two-way communication with families so that they know how their child is doing relative to grade-level expectations and how the families can support their child's learning at home, but also so that school staff can learn from the families about their child's strengths and needs. 	<p>Teachers and other school staff engage in ongoing, two-way communication with families via website, emails, agendas, phone calls, parent conferences, and the parent portal.</p>	
Bonding ----->			4	
	<ul style="list-style-type: none"> The school has a business-like atmosphere. School staff provides occasional opportunities for families and community members to participate in authentic and engaging activities in the school community-- like student performances, exhibitions, literacy or math events, etc. 	<ul style="list-style-type: none"> The school establishes and non-threatening, welcoming environment. The principal leads the work to empower and motivate families and community to become engaged. School staff provides frequent opportunities for families and community members to participate in authentic and engaging activities in the school community-- like student performances, exhibitions, literacy or math events, etc. 	<p>School establishes a non-threatening, welcoming environment. School staff provides frequent opportunities for families and community members to participate in authentic and engaging activities in the school including multi-cultural assemblies, family nights, field trips, International Night, annual rummage sale, Fun Fair, Holiday Shoppe, Harvest Fest, Kindergarten Tea, Open House, School Picnic and PTO and LSC meetings.</p>	

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Instructions: Evaluate your school from 1-4 on each of the Effective Practices of the School Effectiveness Framework in the drop down box under "Evaluation". Cite evidence from observations, any available data, surveys, etc. NOTE: 2= Typical School and 4 = Effective School **TIP: When entering text, press Alt + Enter to start a new paragraph.**

	Typical School	Effective School	Evidence	Evaluation
6: College and Career Readiness Supports	Specialized support ----->			3
	<ul style="list-style-type: none"> School provides required services to students within the school building/typical school hours. 	<ul style="list-style-type: none"> School staff conducts intensive outreach to families in need of specialized support through home visits and collaboration with social services agencies. 	School staff conducts outreach to families in need of specialized support through home visits and collaboration with social services agencies.	
	College & Career Exploration and election ----->			3
	<ul style="list-style-type: none"> Information about college or career choices is provided. 	<ul style="list-style-type: none"> The school provides early and ongoing exposure to experiences and information necessary to make informed decisions when selecting a college or career that connects to academic preparation and future aspirations. 	Information about college or career choices is provided to students and parents in PreK to 8th grade.	
Academic Planning ----->			3	
<ul style="list-style-type: none"> Support for college and career planning is provided for some students. Information and opportunities to explore paths of interest are limited. The school encourages high performing students to plan on taking advanced courses. 	<ul style="list-style-type: none"> The school provides support for student planning, preparation, participation, and performance in their college and career aspirations and goals through a rigorous academic program and access to information and opportunities. (HS only) The school regularly evaluates rigorous course-taking and performance patterns (e.g., AP) and removes barriers to access. 	Information and opportunities to explore paths of interest are provided beginning in primary grades. Upper grade teachers and counselor provide support for student planning, preparation, participation, and performance in their college and career aspirations and goals through a rigorous academic program and access to information and opportunities.		
Enrichment & Extracurricular Engagement ----->			4	
<ul style="list-style-type: none"> Extracurricular activities exist but may be limited in scope or students may not be purposefully involved in activities that align with their strengths and needs. 	<ul style="list-style-type: none"> The school ensures equitable exposure to a wide range of extracurricular and enrichment opportunities that build leadership, nurture talents and interests, and increase engagement with school. 	School ensures equitable exposure to a wide range of extracurricular and enrichment opportunities that build leadership, nurture talents and interests, and increase engagement with school, These include Student Council, Conservation Corps, School		

School Effectiveness Framework

Instructions: Evaluate your school from 1-4 on each of the Effective Practices of the School Effectiveness Framework in the drop down box under "Evaluation". Cite evidence from observations, any available data, surveys, etc. NOTE: 2= Typical School and 4 = Effective School **TIP: When entering text, press Alt + Enter to start a new paragraph.**

	Typical School	Effective School	Evidence	Evaluation
DIMENSION	College & Career Assessments ----->			3
	<ul style="list-style-type: none"> Students do not participate in college and career ready assessments 	<ul style="list-style-type: none"> The school promotes preparation, participation, and performance in college and career assessments. 	<p>School promotes preparation, participation, and performance in EXPLORE exam.</p> <p>Former students are invited to speak to upper grade students about high school and career.</p> <p>Upon invitation, 8th grade students are encouraged to participate</p>	
	College & Career Admissions and Affordability ----->			
	<ul style="list-style-type: none"> Students in 11th and 12th grade are provided information on college options , costs and financial aid. 	<ul style="list-style-type: none"> The school provides students and families with comprehensive information about college options and costs (HS only) The school ensures that students and families have an early and ongoing understanding of the college and career application and admission processes, including information on financial aid and scholarship eligibility. 	N/A	
Transitions ----->			4	
	<ul style="list-style-type: none"> Transitions between key grades provide families with the required minimum paperwork/information. 	<ul style="list-style-type: none"> The school works to ensure effective transitions—into Kindergarten, at each “benchmark” grade, and from 8th to 9th. (HS only) The school connects students to school and community resources to help them overcome barriers and ensure the successful transition from high school to college. 	<p>School works to ensure effective transitions into kindergarten (Kindergarten Tea), at each "benchmark" grade, from self-contained to departmentalized classes and from 8th to 9th (Bridging the Gap, High School Fair, shadowing, and alumni speakers).</p>	

School Effectiveness Framework

Instructions: Evaluate your school from 1-4 on each of the Effective Practices of the School Effectiveness Framework in the drop down box under "Evaluation". Cite evidence from observations, any available data, surveys, etc. NOTE: 2= Typical School and 4 = Effective School **TIP: When entering text, press Alt + Enter to start a new paragraph.**

	Typical School	Effective School	Evidence	Evaluation
DIMENSION 7: Resource Alignment	<i>Use of Discretionary Resources</i> ----->			4
	<ul style="list-style-type: none"> School discretionary funding is inconsistently aligned to identified needs and priorities. Outside funding or community partnerships are primarily limited to opportunities that present themselves to the school. Funding of non-priority initiatives is common throughout the year. 	<ul style="list-style-type: none"> School allocates discretionary spending to align with identified needs and strategic priorities. School actively identifies and pursues opportunities to for outside funding or community partnerships to help meet student and staff needs. School maintains focus on use of resources for the student achievement growth necessary for every student to graduate college and career ready. 	<p>Discretionary spending is determined collaboratively to align with identified needs and strategic priorities.</p> <p>School actively identifies and pursues opportunities for grants, outside funding and community partnerships to help meet student and staff needs.</p>	
	<i>Building a Team</i> ----->			3
<ul style="list-style-type: none"> Hiring is conducted after a vacancy or expected vacancy is identified. All or nearly all applicants have little to no prior connection to the school. Interviews typically consist of an interview with the principal or a team from the school, but there are no opportunities to demonstrate knowledge or skill in the classroom. Grade/course teams are not intentionally designed. 	<ul style="list-style-type: none"> Hiring is conducted after an assessment of student need, staff capacity and scheduling priorities. School actively works to build a pool of potential staff members through internships and part-time work. A multistep interview process includes a protocol for questioning and classroom lesson demonstrations to assess candidate expertise, philosophy and commitment. Grade/course teams are assembled to include the needed combination of knowledge and expertise. 	<p>Teacher input is valued in the interview process individually and from teacher teams.</p> <p>School actively works to hire staff who promote and enhance the vision and culture of the school.</p>		
<i>Use of Time</i> ----->			4	
<ul style="list-style-type: none"> School schedule is designed based on number of minutes per subject or course. Teacher collaboration time is limited or occurs only before/after school. Intervention for struggling students happens at the discretion/initiative of individual teachers, during core courses. 	<ul style="list-style-type: none"> School designs a "right fit" schedule based on student needs and school-wide growth goals. The school schedule allows for regular, meaningful collaboration in teacher teams. Struggling students receive structured intervention in dedicated blocks. 	<p>Teacher collaboration time is scheduled by teams (PreK - 2, 3 - 5, 6 - 8) for meaningful discussions of best practice strategies, academic progress and student interventions.</p> <p>Enrichment activities are implemented throughout the school day by classroom teachers and ancillary staff.</p> <p>Intervention support is provided by all teachers including ancillary staff.</p>		

Mission & Strategic Priorities

Instructions: Write in your Mission Statement. Using your key levers from the Theory of Action, develop 3 - 5 strategic priorities you will focus on over the next two years. Provide a Rationale using these guiding questions: What data (student achievement, school effectiveness framework, etc.) did you use to determine the priority? How does this priority impact instruction? How does this priority help you to achieve your goals? **Tip: When entering text, press Alt+Enter to start a new paragraph.**

Mission Statement

Academic progress will be improved through collaborative curriculum planning, differentiated instruction, increased instructional time, enrichment opportunities, integration of technology, professional development, and parental and community involvement to prepare all students to be college and career ready.

Strategic Priorities

#	Priority Description: Write in the description of your priority.	Rationale: Write in your rationale (see instructions for guiding questions).
1	Increase percentage of students exceeding in Reading in grades 3 - 8 with a focus on 4th and 8th grade	For the past 3 years the percentage of students in 4th grade in the exceeds category has declined in reading. Although the 8th grade scores in the exceeds category has increased over the past 3 years, growth has not been commensurate with other grades.
2	Increase percentage of students exceeding in Science in grades 4 & 7	93% of students meet or exceed in Science, but only 37.1% of students in grades 4 & 7 exceed in Science.
3	Teachers to align curriculum to Common Core State Standards	Teachers need to prepare students to become college and career ready and to prepare them for the 2014 PARCC exam.
4	Optional	
5	Optional	

Strategic Priority 1

Instructions: Develop milestones for each strategic priority that you will implement. Milestones are significant steps that a school must accomplish in the implementation of the strategic priority. Milestones are SMART (Specific, Measurable, Attainable, Realistic, and Time-bound). Indicate the category and group of students to which the milestone applies, the responsible party and the timeline. You will update the status and next steps throughout the year as part of your continuous improvement cycle.

Strategic Priority Description	Rationale
Increase percentage of students exceeding in Reading in grades 3 - 8 with a focus on 4th and 8th grade	For the past 3 years the percentage of students in 4th grade in the exceeds category has declined in reading. Although the 8th grade scores in the exceeds category has increased over the past 3 years, growth has not been commensurate with other grades.

Action Plan

Monitoring

Milestones	Category	Target Group	Responsible Party	Start	Completed	Status	Comments & Next Steps
Based on the 2012 ISAT and using the 2012 Fall MAP reading scores, 60% of students in grade 4 with ISAT scores within 5 points of the exceeds performance level and/or MAP scores between 210 and 215 will move to the exceeds category in the Winter MAP assessment through small group and individualized instruction.	Instruction	Other student group	ILT/Teacher Teams	Quarter 1	Quarter 2		

Strategic Priority 1

<p>Based on the 2013 Winter MAP reading scores, 60% of students in grade 4 with MAP scores between 210 and 215 will move to the exceeds category in the Spring MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 2</p>	<p>Quarter 4</p>		
<p>Based on the 2012 ISAT and using the 2012 Fall MAP reading scores, 60% of students in grade 8 with ISAT scores within 5 points of the exceeds performance level and/or MAP scores between 235 and 238 will move to the exceeds category in the Winter MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 1</p>	<p>Quarter 2</p>		

Strategic Priority 1

<p>Based on the 2013 Winter MAP reading scores, 60% of students in grade 8 with MAP scores between 235 and 238 will move to the exceeds category in the Spring MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 2</p>	<p>Quarter 4</p>		
<p>Based on the 2012 ISAT and using the 2012 Fall MAP reading scores, 50% of students in grade 3 with ISAT scores within 3 points of the exceeds performance level and/or MAP scores between 207 and 210 will move to the exceeds category in the Winter MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 1</p>	<p>Quarter 2</p>		

Strategic Priority 1

<p>Based on the 2013 Winter MAP reading scores, 50% of students in grade 3 with MAP scores between 207 and 210 will move to the exceeds category in the Spring MAP assessment through small group and individualized instruction to address weaknesses.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 2</p>	<p>Quarter 4</p>		
<p>Based on the 2012 ISAT and using the 2012 Fall MAP reading scores, 50% of students in grade 5 with ISAT scores within 3 points of the exceeds performance level and/or MAP scores between 218 and 221 will move to the exceeds category in the Winter MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 1</p>	<p>Quarter 2</p>		

Strategic Priority 1

<p>Based on the 2013 Winter MAP reading scores, 50% of students in grade 5 with MAP scores between 218 and 221 will move to the exceeds category in the Spring MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 2</p>	<p>Quarter 4</p>		
<p>Based on the 2012 ISAT and using the 2012 Fall MAP reading scores, 50% of students in grade 6 with ISAT scores within 3 points of the exceeds performance level and/or MAP scores between 222 and 225 will move to the exceeds category in the Winter MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 1</p>	<p>Quarter 2</p>		

Strategic Priority 1

<p>Based on the 2013 Winter MAP reading scores, 50% of students in grade 6 with MAP scores between 222 and 225 will move to the exceeds category in the Spring MAP assessment through small group and individualized instruction to address weaknesses through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 2</p>	<p>Quarter 4</p>		
<p>Based on the 2012 ISAT and using the 2012 Fall MAP reading scores, 50% of students in grade 7 with ISAT scores within 3 points of the exceeds performance level and/or MAP scores between 230 and 233 will move to the exceeds category in the Winter MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 1</p>	<p>Quarter 2</p>		

Strategic Priority 1

<p>Based on the 2013 Winter MAP reading scores, 50% of students in grade 7 with MAP scores between 230 and 233 will move to the exceeds category in the Spring MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 2</p>	<p>Quarter 4</p>		
<p>Based on 2012 BOY DIBELS, teachers will support students in the Intensive and Strategic categories to move towards Benchmark category in MOY through progress monitoring.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 1</p>	<p>Quarter 2</p>		
<p>Based on 2013 MOY DIBELS, teachers will support students in Intensive and Strategic categories to move towards Benchmark category in EOY through progress monitoring.</p>	<p>Instruction</p>	<p>Other student group</p>	<p>ILT/Teacher Teams</p>	<p>Quarter 3</p>	<p>Quarter 4</p>		



Strategic Priority 1

<p>All teachers will receive ongoing PD on various PreK-8 assessments to understand and interpret data for the entire school to support each other. These include but are not limited to DIBELS, mClass Math, IAA, ACCESS, DWWA, MAP and EXPLORE.</p>	<p>ILT/ Teacher Teams</p>	<p>All</p>	<p>Administrators and ILT team</p>	<p>On-going</p>	<p>On-going</p>		

Strategic Priority 2

Instructions: Develop milestones for each strategic priority that you will implement. Milestones are significant steps that a school must accomplish in the implementation of the strategic priority. Milestones are SMART (Specific, Measurable, Attainable, Realistic, and Time-bound). Indicate the category and group of students to which the milestone applies, the responsible party and the timeline. You will update the status and next steps throughout the year as part of your continuous improvement cycle.

Strategic Priority Description	Rationale
Increase percentage of students exceeding in Science in grades 4 & 7	93% of students meet or exceed in Science, but only 37.1% of students in grades 4 & 7 exceed in Science.

Action Plan

Monitoring

Milestones	Category	Target Group	Responsible Party	Start	Completed	Status	Comments & Next Steps
Students in grades 1 and 2 will receive instruction in science 40 minutes a day 5 days a week for a total of 200 minutes per week.	Instruction	All	Classroom teacher	On-going	On-going		
Students in grades 3-5 will receive instruction in science 50 minutes a day 5 days a week for a total of 250 minutes per week.	Instruction	All	Classroom teacher	On-going	On-going		
Students in grades 6-8 will receive instruction in science 75 minutes a day 5 days a week for a total of 375 minutes per week.	Instruction	All	Classroom teacher	On-going	On-going		

Strategic Priority 2

<p>Based on the 2012 ISAT and using the 2012 Fall MAP science scores, 50% of students in grade 4 with ISAT scores within 5 points of the exceeds performance level and/or MAP scores between 215 and 220 will move to the exceeds category in the Winter MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>All</p>	<p>Classroom teacher</p>	<p>Quarter 1</p>	<p>Quarter 2</p>		
<p>Based on the 2013 Winter MAP science scores, 50% of students in grade 4 with MAP scores between 215 and 220 will move to the exceeds category in the Spring MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>All</p>	<p>Classroom teacher</p>	<p>Quarter 2</p>	<p>Quarter 4</p>		

Strategic Priority 2

<p>Based on the 2012 ISAT and using the 2012 Fall MAP science scores, 50% of students in grade 7 with ISAT scores within 3 points of the exceeds performance level and/or MAP scores between 228 and 233 will move to the exceeds category in the Winter MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>All</p>	<p>Classroom teacher</p>	<p>Quarter 1</p>	<p>Quarter 2</p>		
<p>Based on the 2013 Winter MAP science scores, 50% of students in grade 7 with MAP scores between 228 and 233 will move to the exceeds category in the Spring MAP assessment through small group and individualized instruction.</p>	<p>Instruction</p>	<p>All</p>	<p>Classroom teacher</p>	<p>Quarter 2</p>	<p>Quarter 4</p>		

Strategic Priority 2

<p>Based on 2008 - 2011 ISAT data students in Grade 4 are performing an average of 67% in science. To increase percentage, teachers in grades K - 4 will address scientific inquiry, life science, matter, energy, forces, earth and space science and measurement through long term curriculum planning and short term units.</p>	<p>ILT/ Teacher Teams</p>	<p>All</p>	<p>Classroom teacher</p>	<p>On-going</p>	<p>On-going</p>		
<p>Based on 2008 - 2011 ISAT data students in Grade 7 are performing an average of 65% in science. To increase percentage, teachers in grades 5-7 will address scientific inquiry, life science, matter, energy, forces, earth and space science and measurement with a focus on matter, energy, forces and earth science through long term curriculum planning and short term units.</p>	<p>ILT/ Teacher Teams</p>	<p>All</p>	<p>Classroom teacher</p>	<p>On-going</p>	<p>On-going</p>		

Strategic Priority 2

<p>Based on 2008 - 2011 ISAT data, students have shown good progress from 4th grade science to 7th grade science. Teachers will work with students identified in grade 4 who are performing at the below level to move them to meets level by 7th grade utilizing science related texts.</p>	<p>ILT/ Teacher Teams</p>	<p>Other student group</p>	<p>Classroom teacher</p>	<p>On-going</p>	<p>On-going</p>		
<p>Based on 2010 & 2011 MAP data, students in 4th grade will focus on life science in grades K- 4 to meet target growth for subsequent years.</p>	<p>ILT/ Teacher Teams</p>	<p>Other student group</p>	<p>Classroom teacher</p>	<p>On-going</p>	<p>On-going</p>		
<p>Based on 2010 & 2011 MAP data, students in 7th grade will focus on physical and earth and space science in grades 5 - 7 to meet target growth for subsequent years.</p>	<p>ILT/ Teacher Teams</p>	<p>Other student group</p>	<p>Classroom teacher</p>	<p>On-going</p>	<p>On-going</p>		



Strategic Priority 2

Strategic Priority 3

Instructions: Develop milestones for each strategic priority that you will implement. Milestones are significant steps that a school must accomplish in the implementation of the strategic priority. Milestones are SMART (Specific, Measurable, Attainable, Realistic, and Time-bound). Indicate the category and group of students to which the milestone applies, the responsible party and the timeline. You will update the status and next steps throughout the year as part of your continuous improvement cycle.

Strategic Priority Description	Rationale
Teachers to align curriculum to Common Core State Standards	Teachers need to prepare students to become college and career ready and to prepare them for the 2014 PARCC exam.

Action Plan

Monitoring

Milestones	Category	Target Group	Responsible Party	Start	Completed	Status	Comments & Next Steps
Teachers will develop year-long curriculum maps based on CCSS with team members.	ILT/Teacher Teams	All	Classroom teacher	On-going	On-going		
Teachers will create performance assessment tasks and scoring tools based on CCSS quarterly with team members.	ILT/Teacher Teams	All	Classroom teacher	On-going	On-going		
Teachers will develop long-term inter-disciplinary units based on CCSS with team members.	ILT/Teacher Teams	All	Classroom teacher	On-going	On-going		
Teachers will develop short-term interdisciplinary lessons based on CCSS quarterly with team members.	ILT/Teacher Teams	All	Classroom teacher	On-going	On-going		



Strategic Priority 3

Teachers will participate in appropriate PD on CCSS to support curriculum planning.	After School/ Extended Day	All	Administration and ILT team	On-going	On-going		



Strategic Priority 4

Instructions: Develop milestones for each strategic priority that you will implement. Milestones are significant steps that a school must accomplish in the implementation of the strategic priority. Milestones are SMART (Specific, Measurable, Attainable, Realistic, and Time-bound). Indicate the category and group of students to which the milestone applies, the responsible party and the timeline. You will update the status and next steps throughout the year as part of your continuous improvement cycle.

Strategic Priority Description	Rationale

Action Plan

Monitoring

Milestones	Category	Target Group	Responsible Party	Start	Completed	Status	Comments & Next Steps

Strategic Priority 5

Instructions: Develop milestones for each strategic priority that you will implement. Milestones are significant steps that a school must accomplish in the implementation of the strategic priority. Milestones are SMART (Specific, Measurable, Attainable, Realistic, and Time-bound). Indicate the category and group of students to which the milestone applies, the responsible party and the timeline. You will update the status and next steps throughout the year as part of your continuous improvement cycle.

Strategic Priority Description	Rationale

Action Plan

Monitoring

Milestones	Category	Target Group	Responsible Party	Start	Completed	Status	Comments & Next Steps