



2016-2018 plan summary

Team

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Team meetings

No meetings saved for this plan.

School Excellence Framework

Culture of & Structure for Continuous Improvement

4 of 4 complete

Leadership & Collective Responsibility:

Leadership & Collective Responsibility is characterized by an unwavering commitment to fulfilling a shared vision of success. There is a clear focus and high expectations for staff and students, motivating the entire school community to continue striving for success for every student.

Score

1 2 3 4

Vision was created by the principal. An attempt was made to involve staff in the development of the vision. However, that attempt was not successful. The leadership team allows for leadership opportunities for all staff members. The effectiveness of this is not evident as not many staff members do not consistently take advantage of the shared leadership. Leadership employs the skills to manage change, but has not been consistent in monitoring the systems that have been put in place to effect the needed change. The leadership team uses the CPS Framework to ground instructional guidance and coaching, but this has not been consistently monitored.

Guide for Leadership & Collective Responsibility

- **Set the direction and create a sense of purpose by building consensus on and implementing a shared vision.**
 - Consider the demographics of the school community in developing a shared vision.
 - Help stakeholders understand the relationship between the school's vision and their initiatives and priorities.
 - Consistently use informal and formal opportunities to champion and articulate the vision.
 - Act in ways that consistently reflect the school's core values, beliefs, and priorities in order to establish trust.
 - Ensure the school's identity, vision, and mission drive school decisions.
- **Inspire a culture of collective responsibility for the success of ALL students in the whole school (not solely teacher's own students).**
- **Empower others to make or influence significant decisions.**
 - Build shared leadership structures and opportunities for job-embedded leadership training and development.
 - Capitalize on the leadership skills of others.
 - Constantly listen and synthesize what is heard, and learn from all sources.
- **Employ the skills to effectively manage change.**
 - Master skills associated with large-scale strategic planning processes and implementation of such plans.
 - Steer through the challenges associated with making improvements, both large and small.
- **Create and sustain a coherent instructional program (coordinated and consistent) with learning goals.**
- **Use the CPS Framework for Teaching to ground instructional guidance and coaching.**
 - Model ambitious goals for teaching and learning for all students, including priority groups.
 - Draw from the best available evidence to inform instructional improvement decisions.
- **Enable staff to focus and prioritize what matters most.**
 - Buffer staff from external distractions to the school's priorities and goals.
 - Limit school improvement goals to a few high leverage activities.
 - Prioritize teaching challenging content, engaging students in learning, rigor and ways to raise achievement.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ School's vision, beliefs, and how it is shared (e.g. presentations to community, promotional materials) ✓ Five Essentials – Program Coherence
Measures	<ul style="list-style-type: none"> ✓ Five Essentials
Five Essentials	<ul style="list-style-type: none"> Effective Leaders Collaborative Teachers
CPS Framework for Teaching	<ul style="list-style-type: none"> 4d. Growing and Developing Professionally 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	<ul style="list-style-type: none"> A1. Assesses the Current State of School Performance and Develops a CIWP A2. Implements Data Driven Decision Making and Data Driven Instruction A5. School Vision and Mission Drive Decision-Making D4. Demonstrates Change Management

Instructional Leadership Team:

The ILT is characterized by having a consistent structure for teacher leadership that is focused on creating and implementing the theories of action that improve teaching and learning. ILT meetings are a productive forum to identify challenges, collect and review evidence, exchange ideas, and propose and implement solutions to challenges to school improvement.

Score

1 2 3 4

The ILT has not met consistently. Membership of the ILT was unstable. The ILT should consist of English/Social Studies teacher, Math/Science Teacher, Special Education Teacher, and administration. The ILT created the lesson plan template and the rubric for assessing the quality of lesson plans. ILT should develop a focus area for the school's instructional shift. The ILT should be leading the decisions related to professional development. The ILT should lead cycles of learning. ILT should help monitor the implementation of strategies. ILT will participate in intense PD during the summer.

Guide for Instructional Leadership Team

- **Engage in on-going inquiry (e.g. continuous improvement cycles) as a basis for improvement.**
 - Gain productive insight and take substantial new action or adjust strategy that clearly addresses root causes.
 - Relentlessly ask, "Is it working?" about every program, initiative, and strategy in the school.
 - Vet Initiatives and strategies on the basis of their direct or proven impact on outcomes.
 - Monitor if previous actions were implemented (fidelity) and working as intended. Ask, "If not, why not?"

- **Share leadership for improving teaching and learning with representative school members.**
 - Organize the team around a common understanding of team’s purpose and instructional priorities.
 - Represent all relevant specialty content areas, programs, related services, and grade bands/department teams and is an appropriate size.
 - Represent a balance of work styles (e.g. task-oriented, provides push-back, synthesizes, etc.)
- **Use protocols and ask probing questions.**
 - Ask questions focused on factors within sphere of control and avoid a focus on student factors.
 - Use appropriate protocols and level of analysis (grade, school-wide, individuals) for meeting purpose.
 - Systematically consider root cause(s) based on thorough review of evidence.
- **Use timely and relevant data/evidence sources.**
 - Gather and use current and relevant local student, school, teacher performance (e.g. attendance data, assessment results), and operational data formatively to review and revise school and classroom practices as needed.
 - Disaggregate data for priority student groups (e.g. English learners, diverse learners).
- **Schedule and structure frequent meetings.**
 - Meet regularly (2-4 times per month).
 - Use an agenda with a clear focus.
- **Collaborate effectively, value transparency, and inform and engage stakeholders.**
 - All team members have equity of voice and are actively engaged in asking questions.
 - Celebrate small wins and improvements.
 - Regularly inform and engage stakeholders of key data and work of the ILT.
- **Build the capacity of teacher teams to lead cycles of learning and problem solving focused on student learning data and student work.**

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ ILT Effectiveness Rubric Score ✓ ILT artifacts (e.g. agenda, calendar, protocols, minutes) ✓ Evidence that work of ILT has contributed to positive outcomes for students and staff ✓ Teacher team agendas/minutes reflective of ILT focus
Measures	✓ Five Essentials: Instructional Leadership
Five Essentials	Effective Leaders Collaborative Teachers
CPS Framework for Teaching	4a. Reflecting on Teaching & Learning 4d. Growing and Developing Professionally 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	A1. Assesses the Current State of School Performance and Develops a CIWP A2. Implements Data Driven Decision Making and Data Driven Instruction B5. Supports Teacher Teams

Professional Learning:

Professional Learning includes sufficient time, support, and ‘safe practice’ space to internalize new knowledge to change practice and beliefs. Adults persevere in collaboration with their colleagues to innovate and improve implementation of new practices.

Score

1 2 3 4

The school does an effective job of providing professional development. Teachers are offered intense PD on a weekly basis. Each teacher is supported by an instructional coach. The school has had outside facilitators come in from Atlantic Research Partners, Capturing Kids Hearts, and Framework for Understanding Poverty. Adult collaboration does not improve implementation of new practices. Evidence of implementation of new practices is not present as it relates to social emotional support. There is evidence of implementation of academic strategies in the classroom with low effectiveness. School should be using student data to identify target areas to increase achievement. School should be using data from Student Logger monitor effectiveness of social/emotional supports.

Guide for Professional Learning

- **Select and design professional learning (PL) to achieve school-wide improvement, including closing priority group achievement gaps.**
 - Use data to identify performance and practice gaps to inform PL plan.
 - Use research about best practices to identify potential learning and subject matter experts to support.
 - Solicit feedback from staff to inform selection of PL opportunities.
 - Provide PL relevant to the cultural and linguistic needs of students.
 - Provide both whole staff and differentiated PL to individual teacher levels.
- **Implement and sustain on-going, job-embedded professional learning (PL) (e.g. coaching, peer learning opportunities, action research)**
 - Recommend and/or provide PL opportunities directly related to individuals’ specific areas of need and professional growth goals.
 - Encourage staff to broaden networks to bring new knowledge and resources to learning environment.
 - Teachers initiate opportunities for professional growth and proactively seek opportunities to enhance content knowledge and pedagogical skill.
- **Structure time for teachers to collaborate and learn together.**
 - Create schedules and systems to conduct peer observations, and coaching. Reflect on its impact.

- Teachers provide and accept collegial support and feedback to/from colleagues.
- Teachers participate in and facilitate professional inquiry in teams to advance student learning.
- **Make 'safe practice' an integral part of professional learning.**
 - Allow teachers ample time to try new strategies, refine skills, grapple with implementation problems, and share knowledge and experience.
 - Provide support that addresses the specific challenges of changing classroom practice. Provide coaching/mentoring support to validate continuing to work through struggles.
- **Monitor implementation to ensure staff uses new knowledge to improve practice and it is having the desired effect on practice and student outcomes.**
 - Conduct frequent non-REACH observations to provide coaching and actionable feedback.
- **Provide induction and support for new teachers.**
 - Assign each new teacher a mentor who is skilled in pedagogy and is an open, collaborative colleague.
 - Schedule a series of 'learning experiences' for new teachers that helps them navigate important initiatives (e.g. REACH) and provides information on school specific goals and resources.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ School's PD Plan – review for goal alignment – does the plan advance the school's improvement agenda? ✓ PD agendas, PD feedback surveys ✓ Teacher practice improving on the Framework for Teaching (e.g. Basic>Proficient, Proficient>Distinguished)
Measures	<ul style="list-style-type: none"> ✓ SQRP Attainment and Growth ✓ Five Essentials: Collaborative Teachers
Five Essentials	<ul style="list-style-type: none"> Effective Leaders Collaborative Teachers
CPS Framework for Teaching	<ul style="list-style-type: none"> 4a. Reflecting on Teaching & Learning 4d. Growing and Developing Professionally 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	<ul style="list-style-type: none"> B2. Observes and Evaluates Staff and Gives Feedback to Staff B6. Professional Development Provided for Staff

Aligned Resources:

Resources (e.g. time, budget, staff, and community resources) are aligned to school priorities. Improving achievement guides resource allocation. Making the most of student time and staffing is a priority. The school organizes resources school-wide through schedules and staffing plans that target additional time and individual attention to those students who need it most and to highest priority subject areas.

Score

1 2 3 4

Supplies and classroom resource needed are obtained by staff request. Priorities include achievement in reading and math, increase in graduation rates, and decrease in dropout rate. Funding towards these priorities include A Knock at Midnight and an attendance coordinator position. Counselor offers up to 5 hours per week of college lab before and after school to support students in credit recovery to get students on track toward graduation and assist students in the post secondary planning process. Teachers offer lunch time tutoring to support students with grades lower than 'C' in core courses. School scheduling provides opportunities for teachers to collaborate regularly in data meetings, professional development, grade level meetings, culture team meetings, post-secondary team meetings, ILT meetings, and full staff meetings.

Guide for Aligned Resources

- **Design a school day that is responsive to student needs.**
 - Use CPS Instructional Time Guidelines to maximize instructional time.
 - Use CPS Instructional Block Guidelines to maximize academic-engaged time.
- **Align the budget to the CIWP priorities and the mission of the school.**
 - Avoid overemphasis on the purchase of products/programs that are not research based or do not respond to SEF needs.
 - Leverage strategic source vendors to maximize dollars.
 - Seek and obtain grants to support articulated needs.
 - Use grant funds strategically to support areas of highest need.
 - Maximize the use of supplemental funding to close any priority group achievement gaps.
- **Streamline purchase procedures to minimize lapses between ordering and receiving materials.**
- **Evaluate, to the extent possible, the consequences for student learning of resource allocation decisions to develop an evidence base of outcomes of particular uses of resources.**
- **Have a 'hiring team' and collaborative hiring process with clear selection criteria to identify and select best available candidates.**
 - Actively work to build a pool of potential staff members, particularly difficult to fill positions (e.g. staff to serve English learners).
 - Use an interview process including a protocol for questioning and select highly qualified candidates.
 - Require a classroom lesson demonstration to assess candidate expertise, philosophy and commitment.
 - Check teachers' previous performance at CPS schools.
- **Strategically assign teachers to grade and content areas to create a balanced team with a variety of strengths.**
 - Ensure all students have fair access to high-quality teachers in the school.

- **Effectively utilize Related Service Providers at the classroom level.**
- **Use data including teacher evaluations and exit interviews to inform a retention strategy.**
 - Create a positive climate and working conditions for teaching that attracts and retains educator talent.
 - Create opportunities for growth including opportunities for staff to assume additional leadership roles or pursue personal growth goals.
 - Track retention rates over time and use this information to isolate staffing strengths and identify opportunities to improve.
 - Solicit information from staff using exit interviews/surveys to understand reasons for leaving school or district.
- **Make outreach efforts to engage community members as partners and resources.**
- **Partner with one or more organizations that share the values of the school and have a complementary mission to the school's vision.**
 - Monitor the impact of partner organizations' activity.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Schedules
	✓ Teacher retention rates
	✓ Staff exit interviews/surveys (data on reasons for leaving school or district)
	✓ Candidate interview protocol documents
	✓ List of community-based organizations that partner with the school and description of services
	✓ Evidence of effectiveness of the services that community-based organizations provide
	✓ Budget analysis and CIWP
Measures	✓ Five Essentials
Five Essentials	Effective Leaders Collaborative Teachers
CPS Framework for Teaching	4a. Reflecting on Teaching & Learning 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	A3. Allocates Resources to Support Student Learning, Prioritizing Time B4. Hires and Retains Highly Effective Teachers

Expectations for depth & breadth of Student Learning

4 of 4 complete

Curriculum:

The curriculum – what students should know and be able to do - makes standards come alive for students. All students have access to an academically rigorous curriculum that inspires students to think and contribute high quality work to authentic audiences beyond the classroom. The curriculum fully integrates academic and social emotional learning opportunities for all students, including diverse learners, English learners, and advanced learners. The school regularly examines the curriculum to check alignment to standards and opportunities for all students to meet those standards.

Score

1 2 3 4

Teachers lesson plans include standards but lack connections beyond the classroom. The school examines curriculum to check alignment to standards and assessments to student progress in meeting standards on a weekly basis. Social emotional learning experiences are lacking in classrooms. There is no access to A.P. or honors core classes for the 2015-2016 school year. Curriculum complexity is not academically rigorous. Diverse learners are placed in the least restrictive environment and appropriateness of the environment is checked consistently. Consideration for change is given to all students and/or parents who request a change in classroom type.

Guide for Curriculum

- **Adhere to the CPS Content Frameworks** (Math (<https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/library-science/cps-virtual-library/math-content-framework---virtual-library>), Science (<https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/science/cps-science-content-framework>), Social Science (<https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/social-science-1/social-science-content-framework-3-0>), and Literacy (<https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/literacy/cps-literacy-content-framework-2-0>)) **to ensure alignment of scope and text and task complexity.**
 - Provide a range and depth to knowledge and understanding of learning experiences that are language and content rich.
- **Align units of instruction (horizontally/vertically) to scope and sequence maps and pace units and lessons appropriately.**
 - Focus so units can be adequately addressed in the time available.
 - Examine formative data to determine mastery and pace. Discuss how much time it takes to adequately address the essential elements, and the viability of documents that articulate essential content and timing of delivery (e.g. pacing guides, curriculum maps).
- **Utilize the 'big ideas' that should be taught to determine whether students are being taught the body of knowledge, the understandings and the skills expected.**
 - Identify the essential understandings – what students should learn in greater depth. In other words, know 'covering everything but learning nothing' does not work.
- **Expose and extend opportunities for all students to grade appropriate levels of text complexity in all types of texts, including informational**

in all content areas.

- Articulate language goals that are separate from and support content goals. Literacy - reading, writing and speaking are essential 'learning tools' across the curriculum (disciplinary literacy).
- **Engage all learners in content areas by fully integrating opportunities for all learners, including:**
 - Diverse learners to demonstrate core knowledge and skills.
 - English Learners to develop academic language to demonstrate mastery.
 - Use English and native language development in addition to content standards to differentiate for English learners.
 - Understand research and implement programs to develop native language literacy for English learners.
 - Advanced learners to extend core knowledge and skills.
- **Distinguish qualitatively and quantitatively between 'regular courses' and 'advanced courses' (e.g. AP (<http://apcentral.collegeboard.com/home>), gifted (<https://docs.google.com/a/cps.edu/viewer?a=v&pid=sites&srcid=Y3BzLmVkdXxrY3xneDoyYjIINGI4MmY3YTixYTgz>), etc.)**
- **Integrate academic and social emotional learning.**
- **Reach outside of the classroom for real world (or simulated) application. For example,**
 - Incorporate web capabilities for interactivity and information sharing.
 - Integrate field-based learning through partnerships with city institutions (e.g. museums (<https://sites.google.com/a/cps.edu/kc/home/teachers/museum-resources>)), colleges, universities, and community based organizations.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ Curriculum maps, vertical/horizontal ✓ Sequencing and pacing guides ✓ Thematic units which cover multiple disciplines ✓ Comprehensive unit plans including assessments
Measures	<ul style="list-style-type: none"> ✓ SQRP Attainment and Growth
Five Essentials	<ul style="list-style-type: none"> Ambitious Instruction Effective Leaders Collaborative Teachers
CPS Framework for Teaching	<ul style="list-style-type: none"> 3a. Communicating with Students 3c. Engaging Students in Learning 1a. Demonstrating knowledge of content and pedagogy 1d. Designing Coherent Instruction
CPS Performance Standards for School Leaders	<ul style="list-style-type: none"> B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices C1. Creates a Culture that Supports Social Emotional Learning and Effective Effort

Instructional Materials:

Materials to present learning content and what the learner uses to demonstrate are characterized by variability and flexibility. Materials are identified and adapted to increase access to learning for all students. Materials include multimedia and embedded, just-in-time supports; varied tools and supports; alternative pathways, and varied levels of support and challenge. (adapted from UDL Guidelines 2.0)

Score

1 2 3 4

All core classrooms were provided with Promethean boards during the 2015-2016 school year. The math department uses Khan Academy to diversify instructional materials for different levels of student understanding. Printed instructional materials are outdated instructional materials lack differentiation for individual students or groups of students. A strong curriculum aligned to CCSS and academically rigorous does not currently exist at the the school level.

Guide for Instructional Materials

Instructional materials (including technology) are.....

- **Aligned to curricular plans and expectations of the standards.**
- **Varied and flexible.**
 - Are selected and adapted based on learning objectives and learner needs.
 - Include a variety of quality media, manipulatives and supplies to achieve valued learning outcomes.
- **Intentionally planned by identifying or adapting appropriate tools (including technology) for specific instructional needs.**
 - Student outcomes and developmental appropriateness determine when and who will use the materials.
 - Materials are updated/upgraded in response to new information and understandings.
- **Equitably available and accessible to all teachers and students.**
 - Teachers and students have available a variety of high quality, standards-aligned instructional materials and resources.
 - Materials are in English and native language for English learners.
 - Reference and resource materials are readily available and circulated throughout the school.
- **Include multimedia and embedded, just-in-time supports (e.g. hyperlinked glossaries, background information, and on-screen coaching) – for conveying conceptual knowledge.**
 - Students interact with instructional materials to engage all modalities in the learning process.
 - Technology is integral to students learning experiences.

- Units and lessons include grade-appropriate levels of texts and other materials so every student can access the content/skills.
- **Include tools and supports needed to access, analyze, organize, synthesize, and demonstrate understanding in varied ways – for learning and expression of knowledge.**
 - The needs of the students at different performance levels are met by using a variety of instructional materials that allow students to draw on all of their learning capacities.
 - The teacher models effective use of various materials.
 - Students understand that materials are a means to acquire language, knowledge, and competencies.
 - Technology enhances students' higher order, creative thinking and problem solving.
 - Materials connect subject area content to real life applications.
- **Include alternative pathways including choice of content, varied levels of support and challenge, and options for recruiting and sustaining interest and motivation – for engaging and learning.**
 - Students make choices about instructional materials as part of learning.
 - Materials address the needs of the total child: cognitive, linguistic, social, emotional, physical, and aesthetic.
 - Consumables are often non-print supplies that promote active, hands-on learning.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ Cross-section of materials from a variety of content areas and grade levels ✓ Evidence of scaffolding and differentiation for all students to access the content/skills ✓ Description of materials in curriculum and/or lesson plans ✓ Presence of varied texts, supplementary media (e.g. videos)
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious instruction Supportive Environment 1a. Demonstrating Knowledge of Content and Pedagogy 1b. Demonstrating Knowledge of Students 1c. Selecting Learning Objectives 1d. Designing Coherent Instruction
CPS Framework for Teaching	
CPS Performance Standards for School Leaders	A3. Allocates Resources to Support Student Learning, Prioritizing Time

Rigorous Student Tasks:

The school regularly examines student work - what students are being asked to do on in their classrooms - across grades or courses in all content areas. Examining the texts and tasks students experience provides the necessary insight to gauge rigor and illuminate how the standards are actualized prompting the question whether or not approaches support the true spirit of college and career readiness. (adapted from The Education Trust – Equity in Motion Series)

Score

1 2 3 4

Teachers evaluate student data from specific teacher selected standards every five weeks. The test is a computer generated assessment by Academic Approach which is specific to the skills that teachers will be focusing on for the 5 weeks. The tests are administered at the beginning of the 5 week cycle and again at the end of the 5 weeks. The data measures student growth from one test to the next and the teachers provide the students with corrective action plans to remediate students. Percentages of the growth per teacher is tracked and monitored. Teachers produce close reading lessons once every other week. These text are complex and grade appropriate according to the qualitative and quantitative. Teacher tasks and student work is examined during teacher collaboration meetings on a weekly basis. On the 2015 Five Essentials survey academic press rated as least implementation. 9% rated unsatisfactory; 23% basic; 34% proficient; 23% distinguished.

Tasks are not grade-level appropriate (lower). Questioning and discussion techniques are low level and lack variety in style/type. Students rarely engage in structured classroom discussions. Opportunities for students to explain their reasoning in thinking are limited in the classroom.

For the class of 2015, 1% of students met all benchmarks to indicate college readiness.

Guide for Rigorous Student Tasks

- **Begin with the belief that all students can learn. (see *Culture for Learning*)**
 - Convey high learning expectations for all students and develop structures that enable practice and perseverance for each individual student.
 - Create an environment where students assume responsibility for high-quality work by persevering, initiating improvements, addressing critiques, making revisions, adding detail and/or helping peers.
 - Communicate the necessity of attendance and engagement everyday in order to succeed.
- **Plan and assign tasks that are cognitively challenging for individual students and require students to provide evidence of their reasoning.**
 - Align tasks with standards-based learning objectives that reflect the depth of knowledge expectations.
 - Tasks are Integrative to draw on multiple standards.
 - Teach for Robust Understanding in Mathematics (TRU Math ([https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/math/tru-math-dimensions/TRU%20Math%20-%20Conversation%20Guide%20\(Short%20Version\).pdf?attredirects=0&d=1](https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/math/tru-math-dimensions/TRU%20Math%20-%20Conversation%20Guide%20(Short%20Version).pdf?attredirects=0&d=1))). Engage students with important

- mathematical ideas, not simply receiving knowledge, requiring students to engage in productive struggle.
- **Tasks reflect the key shifts in literacy.**
 - **Complexity:** Tasks reward close reading of complex text; Focus on comprehension of academic language, not obscure vocabulary.
 - **Evidence:** Cite evidence from text and write to sources, not decontextualized prompts.
 - **Knowledge (non-fiction):** Tasks embed reading and writing across disciplines with a variety of literary and informational complex texts and tasks and demonstrate comprehension through speaking, listening.
- **Tasks reflect the key shifts in mathematics.**
 - **Focus:** Tasks reflect a curricular and instructional focus on the major work in (e.g. operational fluency and number sense in K-2).
 - **Coherence:** Multi-grade progressions stress key beginnings (e.g. ratios in 6th grade) and key end points (e.g. fluency with multiplication in 3rd);
 - **Rigor:** Problems require construction of mathematical reasoning and critiques of other possible solutions.
- **Provide opportunities for students to create authentic work for real audiences (beyond the teacher) to motivate them to meet standards and engage in critique and revision.**
- **Examine student work to identify and showcase the qualities of strategic thinking that are both rich in content and relevant for students.**
 - Analyze models with students to build a vision of quality.
 - Use protocols to collectively reflect regularly on the level of cognitive demand asked of students across the school, particularly priority group students, to think strategically as speakers, listeners, readers, and writers.
 - Analyze student work samples as part of professional learning to best support students' attainment of quality work and standards.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ Cross-section of student work from a variety of content areas ✓ Observation of student learning (e.g. learning walks/walkthroughs) ✓ Focus group(s) and discussions with students
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious instruction
CPS Framework for Teaching	1d. Designing Coherent Instruction 2b. Establishing a Culture for Learning 3b. Using Questioning and Discussion Techniques 3c. Engaging Students in Learning
CPS Performance Standards for School Leaders	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices

Transitions, College & Career Access & Persistence:

Score

1 2 3 4

The school creates pathways to success built on a vision in which all students leave secondary school with a clear plan for their initial postsecondary destination, whether in apprenticeship training, work, or college. All students have equal access to college preparatory curriculum to be successful. The school is characterized by structures for developing early postsecondary awareness and the knowledge and skills that lay the foundation for the academic rigor and social development necessary for college and career success. Students are equipped with the confidence in their ability to implement and adapt their plan throughout their lives as they and the world around them change. This vision sees students as the architects of their own lives. (adapted from Creating Pathways to Success, Ontario)

All senior students are met with throughout their senior year in large group, small group, and one-on-one settings to formulate and complete a concrete post-secondary plan. Students are required to complete a plan that includes steps like proof of enrollment in military, college enrollment proof including placement testing, class schedule, orientation evidence, and college I.D., or proof of enrollment in an apprenticeship program. Families are also given opportunities to engage in parent information events at key points throughout the college application process. Individual financial aid assistance is provided to 100% of senior students. All grade levels have multiple opportunities each semester to attend college tours. College information is reviewed in larger group formats with non-senior students. Students do not have access to advanced college prep curriculum. There are no honors, I.B., or core A.P. courses available at this time. Generally, students do not take ownership of their future college and career planning. Students require excessive help with planning and formulating ideas for their future endeavors and do not see themselves in charge of their lives.

Guide for Transitions, College & Career Access & Persistence

- **TRANSITIONS - Have structures and processes in place to ensure successful transitions (e.g. into school , grade to grade, school to school, school to post-secondary).**
 - Mitigate the adverse effects experienced by some students in transition – such as arriving part-way through the school year – that can cause students to fall behind or become disengaged from school.
 - Monitor the progress of English learners after transition from services.
 - Provide programs and interventions that help students as they move from middle school through Freshmen year, including but not limited to: High School Investigation Days, Freshmen Connection program (where budget allows), and a robust Freshmen Orientation program. Implement targeted holistic student supports the entire Freshmen year.
 - Provide sustained summer learning experiences to minimize learning loss and support key transition periods (e.g. summers before Kindergarten, HS, and college).
 - Use student data and best practices research to develop focused programs.

- Expand access beyond students who are struggling academically.
- Provide school counseling and postsecondary advising transition support and follow-up during “Summer Melt” and the first year of college.
- **AWARENESS - Expose students early to academic/professional worlds beyond K-12.**
 - Provide students opportunities to discover personal talents and skills, identify career interests, and pursue coursework/activities necessary to reach personal, academic and career goals.
 - Expose students to a range of career paths and the educational requirements of each to improve long-term planning and goal-setting.
 - Start the conversation about college in primary grades.
 - Make parents aware of academic opportunities and supports for their child.
- **READINESS – Ensure equitable access to college preparatory curriculum.**
 - Provide access to 8th Grade Algebra to all eligible 8th grade students.
 - Provide access to early college and career coursework and credential opportunities while in HS (e.g. AP credit, Dual credit, industry credentials (CTE), Seal of Biliteracy)
 - Teach students to analyze their transcripts and test scores, as well as connect course selection, attendance, and grades to their continued success and access to postsecondary options, and adjust their actions and behavior to make progress toward graduation and their top postsecondary choice. Provide support and motivation to encourage B’s or better and improving attendance.
 - Create opportunities for students to explore college and career knowledge, mindsets, and skills necessary for academic planning and goal setting.
 - Find opportunities to work with all students on academic and personal behaviors, including persistence, engagement, work habits/organization, communication/ collaboration, and self-regulation.
 - In Naviance, develop an Individual Learning Plan that tracks coursework, college and career assessments, goal setting, 6th-12th grade milestones completion that culminates in a concrete postsecondary plan.
- **SUCCESS - Provide direct assistance to all students and families through every stage of the college selection, application, and entry process (Transition to College (HS))** including, but not limited to academic planning/advising to assist with:
 - Selecting colleges with the best institutional graduation rates for their level of qualifications. (Students of all qualification levels are more likely to graduate from college if they attend a postsecondary institution with high graduation rates)
 - Researching/comparing options including short and long-term financial outcomes, comparing college graduation rates, and other statistics to narrow down options.
 - Researching living wage options such as an apprenticeship or certification programs for students who wish to work after high school and/or want to delay college.
 - Applying to multiple colleges—generally three or more.
 - Navigating financial aid and capitalizing on grant and scholarship opportunities.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ Data on college visits and college fair information ✓ Naviance Monthly Data ✓ Scholarships earned ✓ Artifacts, plans, or timelines related to successful transitions structures ✓ To & Through data
Measures	<ul style="list-style-type: none"> ✓ College Enrollment, Persistence, Drop Out, and Attendance Rates ✓ Early College and Career Credentials
Five Essentials	Ambitious Instruction Supportive Environment
CPS Framework for Teaching	2b. Establishing a Culture for Learning
CPS Performance Standards for School Leaders	C1. Creates a Culture that Supports Social Emotional Learning and Effective Effort C2. Builds a culture of high aspirations and achievement for every student.

Expectations for depth & breadth of Quality Teaching

3 of 3 complete

Instruction:

The teachers have finely honed instructional skills. They can shift from one approach to another as the situation demands by carefully monitoring the effect of their teaching on student learning. They seamlessly incorporate ideas and concepts from other parts of the curriculum into their explanations and activities. Their questions probe student thinking and serve to extend understanding. They promote the emergence of self-directed learners.

Score

1 2 3 4

Domain 3 Instruction is averaged at basic school-wide. School-wide average for 3b: Using questioning and discussion techniques is basic. Teachers' questions tend to lead students through a single path of inquiry. Questions do not reflect higher levels of DOK. Teacher questions are low level, basic recall questions. Teacher approaches to learning are teacher centered. The 2015 SQRP showed that student growth was in the 5th percentile.

Guide for Instruction

- **Plan a range of effective pedagogical approaches suitable to student learning of the content/skills taught and anticipate student misconceptions.**

- **Effectively communicate with students.**
 - Guide students to articulate the relevance of the objective(s) to learning.
 - Anticipate possible student misunderstanding.
 - Enable students to develop a conceptual understanding of content while making connections to their interests, knowledge, and experience.
 - Enable students to contribute to extending the content by explaining concepts to their classmates.
 - Build on students' language development and understanding of content.
 - Use vocabulary appropriately for students' ages and development. Students contribute to the correct use of academic vocabulary.
- **Use questioning and discussion as techniques to deepen student understanding and challenge.**
 - Use a variety of low- and high-level, open-ended, and developmentally appropriate questions to challenge students cognitively, advance high level thinking and discourse, and promote metacognition.
 - Use techniques that enable students to engage each other in authentic discussions about content. And, enable students to formulate their own questions and respectfully challenge one another using viable arguments based on evidence.
 - Encourage student responsibility for ensuring all voices are heard in the discourse and that all students are listening and responding to questions and answers from their teacher and peers.
 - Require students to cite textual evidence to support/develop a claim.
- **Engage students in learning.**
 - Scaffold instruction to ensure all students, including diverse learners and English Learners, access complex texts and engage in complex tasks.
 - Provide targeted supports to individual students or groups of students based on their identified needs.
 - Provide instruction designed to develop language domains for English learners.
- **Monitor the effect of teaching on student learning and integrate formative assessment into instruction.**
 - Monitor progress and check for understanding for individual students.
 - Change instructional practice based on analysis of current data.
 - Use universally designed assessments that allow for multiple pathways for students to demonstrate understanding of the objective(s).
 - Also see *Balanced Assessment*.
- **Persist in adjusting instruction so individual student misunderstandings or advanced needs are successfully accommodated.**
 - Intervene in a timely and effective way to help students who are struggling.
 - When formative assessments show a need for intervention or enrichment, make effective impromptu adjustments that individualize instruction.
 - Use progress monitoring data to trace effectiveness of interventions and student response to intervention.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ Evidence of best practices (flexible grouping, cognitively demanding tasks, open-ended questions) ✓ Informational observations, peer observations, learning walks ✓ Lesson studies
Measures	<ul style="list-style-type: none"> ✓ SGRP Attainment and Growth ✓ REACH observation trends (de-identified)
Five Essentials	<ul style="list-style-type: none"> Ambitious Instruction Effective Leaders Supportive Environment
CPS Framework for Teaching	<ul style="list-style-type: none"> 3a. Communicating with Students 3b. Using Questioning and Discussion Techniques 3c. Engaging Students in Learning 3d. Using Assessment in Instruction 3e. Demonstrating Flexibility and Responsiveness
CPS Performance Standards for School Leaders	<ul style="list-style-type: none"> B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices B2. Observes and Evaluates Staff and Gives Feedback to Staff

Multi-Tiered System of Support:

The school is characterized by full implementation a system of academic and social emotional (SEL) supports for all students. Every day, in all classrooms, all teachers provide: Universal instruction in the core curriculum - academic & SEL (Tier 1) to all students; additional targeted academic and SEL supports (Tier 2) where needed; and deep and intense supports (Tier 3) based on individual and small group needs. The school also monitors On Track data (grades/GPA and attendance (ES), and course credits (HS)) to provide interventions/supports for students at risk for failure and/or truancy.

Score

1 **2** 3 4

The school's culture and climate team worked collaboratively to create an MTSS plan for behavior and attendance. The school's administrative team came together to create an academic MTSS plan. The school's MTSS include three tiers for intervention, however the school lacks a uniform system to identify and refer students for services. 100% of freshman requiring a PLP completed intake and is reviewed every 5 weeks. The school's attendance rate is 2 percentage points higher than it was last year, but still remains at 76%.

Guide for Multi-Tiered System of Support

- **TIER 1 - Persist in adjusting instruction so individual student misunderstandings or advanced needs are successfully accommodated. (3e)**
 - Intervene in a timely and effective way to help students who are struggling.
 - When formative assessments show a need for intervention or enrichment, teachers make effective impromptu adjustments that individualize instruction

- for students.
 - Use progress monitoring data to trace effectiveness of interventions and student response to intervention.
- **TIER 1 - Customize the learning environment, pace, and approach of teaching and curriculum in order to meet each learners' individual needs ('Personalized Learning').**
 - Empower student to advance their learning.
 - Use up-to-date individual student profiles that include strengths, needs, motivations, and outlines an individualized path to reach his/her goals.
 - Classrooms are student-centered with student agency.
 - Each student has the opportunity to advance upon demonstrating mastery.
- **ON TRACK - Provide universal supports to prevent failing and absenteeism and targeted interventions for grades below "C" or chronic absenteeism. (On Track)**
 - Identify students off track due to low attendance and poor course performance and provide intensive supports to address root causes of why students have low grades and poor attendance.
- **TIER 2 & 3 - Collaborate and work as teams of teachers and Related Service Providers (RSP) to plan and monitor targeted student support with varied instructional strategies and SEL support of varying degrees of intensity for all students.**
 - Monitor students requiring and receiving targeted and intensive instruction/interventions.
 - Use the Problem Solving Process to plan Tier 2 and 3 instruction/interventions.
 - Determine appropriate interventions for students or groups of students not making adequate progress.
 - Use progress monitoring data to track effectiveness of interventions and student response to intervention.
- **TIER 2 & 3 – Implement Personal Learning Plans (PLP (<https://sites.google.com/a/cps.edu/kc/curriculum/instructional-supports/school-year-supports---personal-learning-plans>)) goals and intervention strategies for students requiring school year supports as described in Elementary School Promotion Policy (Board Report 09-1028-PO2).**
 - Ensure implementation of these plans, review subsequent 5 week data, determine the effectiveness of the strategies and adjust plans as needed.
- **Communicate to parents/guardians the additional supports and/or interventions provided for their child to better align school and home environments.**

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Evidence of multi-tiered system of supports (e.g. progress monitoring data, menu of available interventions in use, teacher team protocols in use)
	✓ Evidence of Personal Learning Plan (PLP) implementation
	✓ Integrated data system that informs instructional choices
	✓ Flexible learning environments
	✓ Use of student learning plans
	✓ Use of competency-based assessments
	✓ Use of personalized learning rubric
Measures	✓ Evidence of On Track monitoring and supports
	✓ SQRP Attainment and Growth
	✓ Attendance Rates
Five Essentials	✓ Course success rates (e.g. grade distributions, pass/failure rates)
	Ambitious Instruction
	Collaborative Teachers
CPS Framework for Teaching	Supportive Environment
	1a. Demonstrating knowledge of content and pedagogy
	1b. Demonstrating Knowledge of Students
	1d. Designing Coherent Instruction
	2d. Managing Student Behavior
CPS Performance Standards for School Leaders	3d. Using Assessment in Instruction
	3e. Demonstrating Flexibility and Responsiveness
	4b. Maintaining Accurate Records
	B3. MTSS Implemented Effectively in School

Balanced Assessment & Grading:

A balanced assessment system effectively measures the depth and breadth of student learning and monitors student progress towards college and career readiness. It also produces actionable data to inform planning for instruction, academic supports, and resource allocation. To meet these goals, a balanced assessment system must include multiple measures and be responsive to the needs of all students, including diverse learners and English learners.

Score

1 2 3 4

The school currently uses a five week assessment data collection cycle. Core teachers select a standard that the students will be taught and assessed during the five weeks. A beginning of cycle of assessment is administered to collect base line data. At the end of the 5 weeks an end of cycle assessment is administered to measure growth. Teachers have to then implement corrective action plans for students who have not shown growth. Teachers use this data to plan instruction for the five weeks of instruction . The assessments are aligned to the ACT. Formative assessments are used in between the beginning and end of cycle assessments. The teacher created formative assessments are less reliable and less rigorous than the interim assessments. At least 50% of all students show some growth during the cycles.

Guide for Balanced Assessment & Grading

- **Use multiple measures** (i.e. a range of assessment types and at multiple points in time) to supplement district-centralized assessments with other formative assessments to provide a more comprehensive picture of student learning.
- **Use screening, diagnostic, and progress monitoring assessment to correctly identify specific gaps and monitor improvement, especially for students receiving Tier 2 and 3 services, in addition to Tier 1 core instruction.** (also see *MTSS and Instruction*)
- **Make assessments accessible to students, including diverse learners and English Learners through employing features of universal design** (<http://www.udlcenter.org/aboutudl/udlcurriculum>) **and use of accommodations and, where needed, modifications.**
 - Provide accommodations in presentation (i.e. how assessment text and tasks are presented to students), response (i.e. how students provide their answers), and/or setting/timing (i.e. scheduling/location of assessment).
- **Utilize assessments that reflect the key shifts in literacy and mathematics in teacher created or selected assessments.** (see Rigorous Student Tasks)
- **Utilize assessments that measure the development of academic language for English learners.**
- **Have access to and analyze school-wide, teacher team, and classroom assessment data to determine instructional effectiveness and subsequent learning needs**
- **Improve and promote assessment literacy.**
 - Work together on building common assessments within a department, course, or grade level team.
 - Invest resources in helping teachers evaluate and improve the quality of formative assessments. For example, use the Assessment Design Toolkit (<http://www.csai-online.org/spotlight/assessment-design-toolkit>).
 - Use common protocols and calibrate on scoring and grading in teacher teams.
 - Analyze quality and alignment of assessments and tasks to ensure they meet the expectations of the standards and embed various levels of complexity.
- **Have a grading system that clearly, accurately, consistently, and fairly communicates learning progress and achievement to students, families, postsecondary institutions, and prospective employers.**
 - Ensure that students, families, teachers, counselors, advisors, and support specialists have the detailed information they need to make important decisions about a student's education.
 - Measure, report, and document student progress and proficiency:
 - Against a set of clearly defined cross-curricular and content-area standards and learning objectives collaboratively developed with staff.
 - Separately from work habits, character traits, and behaviors, so that educators, counselors, advisors, and support specialists can accurately determine the difference between learning needs and behavioral or work-habit needs. academic mindsets and behaviors (CCSR).
 - Ensure consistency and fairness in the assessment of learning, and assignment of scores and proficiency levels against the same learning standards, across students, teachers, assessments, learning experiences, content areas, and time.
 - Ensure grades are not used as a form of punishment, control, or compliance.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Examples of a variety of teacher created and teacher selected assessments
	✓ Units and lesson plans with formative and summative assessments embedded in a long term plan
	✓ Evidence of assessment data analysis for the purpose of planning
	✓ Assessment calendar
	✓ Examples of gradebooks
	✓ School's grading policy
	✓ Grade distribution reports (course success rates)
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious Instruction
CPS Framework for Teaching	1c. Selecting Learning Objectives
	1e. Designing Student Assessment
	3d. Using Assessment in Instruction
	4a. Reflecting on Teaching & Learning
CPS Performance Standards for School Leaders	4b. Maintaining Accurate Records
	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices

Expectations for Quality & Character of School Life

6 of 6 complete

Culture for Learning:

A culture for learning is characterized by a school atmosphere that reflects the educational importance of the work undertaken by both students and staff. It describes the norms that govern the interactions among individuals about the mindsets (e.g. ability/confidence to grow with effort), academic behaviors (e.g. attending classes, completing assignments), the learning strategies and skills, the value of perseverance despite challenges and obstacles, and the general tone of the school. The classroom is characterized by high cognitive energy, by a sense that what is happening there is important, and that it is essential to "get it right." There are high expectations for all students. The classroom is a place where teachers and students value learning and hard work, and students take visible delight in accomplishing their work. Staff believe they can make a difference, that their hard work is the fundamental cause of student achievement, and are invested in student outcomes.

Score

1 2 3 4

School attendance is low at 76%. Classroom instruction is traditional and teacher centered. Student energy is focused on completing assignments. Expectations for students is low which is demonstrated by low level questioning in the classes. Staff vocalize that the lack of achievement is symptomatic of student effort and ability rather than instructional effectiveness.

Guide for Culture for Learning

- **Create a culture that reflects a shared belief in the importance of learning and hard work.**
 - Use strategies to reinforce and cultivate student curiosity.
 - Make learning goals relevant to students, and inspire students to stay committed to their learning goals.
 - Consistently communicate the expectation that all students can achieve at high levels.
 - Utilize strategies to encourage daily and timely attendance.
- **Convey high learning expectations for all students and develop structures that enable practice and perseverance for each individual student.**
 - Clearly display school-wide expectations for academic and personal success throughout the building.
 - Set high expectations according to grade-appropriate learning objectives.
 - Differentiate expectations so all students stretch to not only meet but exceed personal learning goals.
 - Recognize high levels of student achievement. All students receive recognition.
 - Encourage student resilience and hard work.
 - Ensure students feel safe to share misunderstandings and struggles.
- **Encourage students to take ownership and pride in their work where students assume responsibility for high-quality work by persevering, initiating improvements, addressing critiques, making revisions, adding detail and/or helping peers.**
 - Students self-assess (e.g. checking own work before giving to teacher) to develop a reflective habit of mind essential for improvement. This ensures students take responsibility for their own learning, focuses attention on criteria for success, and increases effort and persistence.
- **Provide students frequent, informative feedback.**
 - Tell/show students what they have done well (through positive reinforcement) and what they need to do to improve, including clarifying criteria and goals.
 - Give feedback on the task, the processes used to complete the task, and on the student's ability to self-regulate their own learning.
- **Develop academic mindsets and behaviors.**
 - Teach a growth mindset that over time with effort and practice, students can learn and succeed.
 - Encourage students' sense of belonging to the school and classroom community (see Relational Trust).
 - Employ strategies including ongoing monitoring and support of students' academic behaviors.
 - Praise effort and process. For example, "Good job, that must have taken a lot of effort" instead of, "Good job. You must be really smart."

Evidence, Measures, and Standards

Evidence, Measures, and Standards	
Suggested Evidence	<ul style="list-style-type: none"> ✓ Sample of individual student learning goals from a cross-section of teachers ✓ Also review student work evidence from Rigorous Student Tasks
Measures	<ul style="list-style-type: none"> ✓ Five Essentials – Ambitious Instruction ✓ SQRP Attainment and Growth
Five Essentials	<ul style="list-style-type: none"> Ambitious Instruction Collaborative Teachers Supportive Environment
CPS Framework for Teaching	2b. Establishing a Culture for Learning
CPS Performance Standards for School Leaders	C1. Creates a Culture that Supports Social Emotional Learning and Effective Effort

Relational Trust:

The school is characterized by high levels of relational trust between all school participants - the "glue" or the essential element that coordinates and supports the processes essential to effective school improvement. Interactions, both between the teacher and students and among students, are highly respectful, reflecting genuine warmth and caring. Students contribute to high levels of civility. Interactions are sensitive to students as individuals, appropriate to the ages and development of individual students, and to the context of the class. The net result of interactions is that of academic and personal connections among students and adults.

Score

1 2 3 4

All staff have been trained on the importance and effectiveness of building relationships with teachers. Intensive professional development was provided by Capturing Kids Hearts and A Framework for Understanding Poverty. Evidence of the implementation of these strategies is minimal. 48% of students disagree when asked if their teachers always keep their promises. The culture and climate team has identified modeling appropriate behavior and interactions as a school wide focus.

Guide for Relational Trust

- **Develop trusting relationships with students so each student has at least one trusted adult in the school.**
 - Adults are responsible for occasional check-ins or serve as mentors.

- **Adult-student interactions are positive, caring, and respectful.**
 - Ensure a greater proportion of interactions are positive (as opposed to corrective) between staff and student consistently school-wide.
- **Student interactions are mutually supportive and respectful, with strong norms for positive behavior.**
 - Create opportunities for students to build positive relationships with peers.
 - Create opportunities for older students to mentor younger students.
- **Understand diversity and its impact on student learning; recognize and integrate the learning opportunities that come from a diverse community.**
 - Create opportunities for students to learn about the community they serve (e.g. culture and neighborhoods).
 - Have mutual respect for individual differences (e.g. gender, race, culture, etc.) at all levels of the school—student-student; adult-student; adult-adult and overall norms for tolerance.
 - Provide training to engage diverse families and communities.
- **Support and respect one another, personally and professionally (Teacher-Teacher Trust, Teacher-Principal Trust)**
 - Respect other teachers who take the lead in school improvement efforts.
 - Respect colleagues who are experts at their craft.
 - Exchanges are marked by genuinely listening to what each person has to say and by taking these views into account in subsequent actions. Even when people disagree, individuals can still feel valued if others respect their opinions.
 - Personal regard springs from a collective willingness to extend beyond the formal requirements of a job definition or a union contract (e.g. openness or reaching out to others).
- **Utilize relationships as a means of deterring truant behavior brought on by unspoken hurdles a child may be facing.**

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ Five Essentials/My Voice, My School Survey ✓ School Climate Standards Self-Assessment
Measures	<ul style="list-style-type: none"> ✓ Five Essentials
Five Essentials	<ul style="list-style-type: none"> Collaborative Teachers Supportive Environment
CPS Framework for Teaching	<ul style="list-style-type: none"> 1b. Demonstrating Knowledge of Students 2a. Creating an Environment of Respect and Rapport
CPS Performance Standards for School Leaders	<ul style="list-style-type: none"> D2. Creates, develops and sustains relationships that result in active student engagement in the learning process E1. Creates a Culturally Responsiveness Climate

Student Voice, Engagement, & Civic Life:

Score

Students are interested and engaged in learning, invested in their school, and contributing to their community. The school provides early and ongoing exposure to a wide range of extracurricular activities and rigorous courses and programming.

1 2 **3** 4

Extracurricular activities and robust programming are limited due to budgetary restrictions. However through the 21st Century after school programs are offered based on student interest but less than 20% of students participate. The Student Council is the elected voice of the student body. Each class has a representative that advises the administration on the concerns of the students. The entire school participates in community service through service days which everyone goes into business, government agencies, assisted living facilities, food pantries, etc.

Guide for Student Voice, Engagement, & Civic Life

Students...

- **Have equitable access to a wide range of extracurricular and enrichment opportunities that build leadership, nurture talents and interests, and increase attendance and engagement with the school.**
 - Student needs, interest, and input are solicited for student programming.
 - Impact and quality of extracurricular and enrichment activities are measured regularly.
- **Have equitable access to rigorous courses/programming (e.g. AP, IB, magnet, dual credit, CTE).**
 - Student needs, interest, and input are solicited for student programming.
- **Have a choice.**
 - Respectful student questioning and inquiry is embraced. Students choose issues of concern, research topics relevant to their lives, and develop their own plans to address them.
 - Learning activities are personalized to match students' needs and interests, and students are involved in decisions that affect their learning.
- **Have a voice and take informed action.**
 - Students are included in key conversations about their learning experience and work with the principal and staff to identify issues and implement solutions. (e.g. student voice committee).
 - Students initiate and lead some school improvement initiatives.
 - Students participate in democratic decision-making at the school level.
 - Students identify and research issues of relevance and work together to propose/advocate for solutions.
- **Connect to decision-makers.**
 - Students learn about the structures and roles of government and civil society. They learn how to engage with elected officials and decision makers, and learn they have power and practice using it.

- Students learn about issues and candidates, prepare voter education materials and get involved.
- All eligible students are asked to register to vote.
- **Make positive contributions to the school and community.**
 - Civic engagement is the project of entire school. Teachers and school staff collaborate across disciplines and grade levels to align and embed civic skills and content in curriculum.
 - Curriculum based projects, including service learning experiences, are present in various disciplines, and link students to community resources and partners.
 - Incorporate writing for audience beyond the teacher (presentation based learning).
- **Learn to evaluate and consider multiple viewpoints by discussing current and controversial topics.**
- **Consider how people in a democratic society effect change.**
- **Consider their roles and responsibilities as a member of the community.**
- **In high school, students are enrolled in Civics courses.**

Evidence, Measures, and Standards

Evidence, Measures, and Standards	
Suggested Evidence	<ul style="list-style-type: none"> ✓ Extracurricular offering info (e.g. descriptions of sports and clubs, list of partner organizations, participation data) ✓ Student interest surveys (and/or other avenue for student input) ✓ Policies regarding student engagement in decision making ✓ Student government or committee charter and responsibilities ✓ MVMS Student Survey completion rates and results
Measures	✓ Five Essentials – Supportive Environment
Five Essentials	Supportive Environment
CPS Framework for Teaching	1b. Demonstrating Knowledge of Students 2a. Creating an Environment of Respect and Rapport 3c. Engaging Students in Learning
CPS Performance Standards for School Leaders	D3. Utilizes Feedback from Multiple Stakeholders for School Improvement
Content Standards	Social Science 3.0 Social Emotional Learning Standards

Safety & Order:

The school is characterized by high levels of safety and order. Students feel physically and emotionally safe from harm, and adults work to actively maintain a safe, orderly school environment.

Score

1 2 3 4

18% of students feel very safe outside of the school. Police officers are present during dismissal to ensure the safe exit of students. Safe passage workers are also outside the school for arrival and dismissal. 68% of students feel safe in their classes. The number of physical altercations has decreased each quarter of the school year. The culture and climate team has established expectations for common areas of the school. Communication of these expectations was ineffective.

Guide for Safety & Order

- **Ensure students and adults feel physically, socially, intellectually, and emotionally safe throughout the school.**
- **Provide clear procedures for reporting and responding to safety concerns.**
- **Manage efficient and orderly transitions between activities.**
 - Manage classroom routines and procedures to maximize instructional time.
 - Orchestrate the environment so students contribute to the management of classroom routines (e.g. transitions) without disruption of learning).
 - Arrival, dismissal, and other school-wide transitions are safe, efficient, and orderly.
- **Provide a framework for positive behavior throughout the school based on shared values and expectations.**
 - Have shared expectations for positive behavior. (See Restorative Approaches to Discipline)
- **Teach, model, and reinforce (by all staff members) clear behavior expectations for all areas of the school.**
 - All adults use active supervision (move, scan, and interact) in all settings.
- **Emphasize proactive, instructive, and restorative approaches to student behavior and minimize punitive consequences through policies and procedures. (See Restorative Approaches to Discipline)**
 - Adults correct misbehavior in ways that reinforce established expectations and cause minimal disruption to learning.
- **Clarify criteria for office referrals versus classroom managed behavior.**

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ MVMS score – “Safety”
	✓ % of teachers proficient or distinguished in 2c (Management of Transitions) on the Framework for Teaching?
	✓ Examples of teacher practice improving in Domain 2 of the Framework for Teaching.
	✓ School Climate Standards Rubric/Assessment
Measures	✓ Five Essentials – Supportive Environment score
	✓ My Voice, My School Survey “Safety” score
Five Essentials	Supportive Environment
CPS Framework for Teaching	2a. Creating an Environment of Respect and Rapport 2c. Managing Classroom Procedures 2d. Managing Student Behavior
CPS Performance Standards for School Leaders	A4. Creates a Safe, Clean and Orderly Learning Environment

Restorative Approaches to Discipline:

Score

The school is characterized by having and implementing policies and procedures that emphasize proactive, instructive, and restorative approaches minimizing punitive consequences. Discipline practices primarily focus on shaping behavior as opposed to punishing behavior. The school only uses out-of-school suspension as a last resort and utilizes a systems-change approach to bring about a more restorative culture. The school is also characterized by strong and consistent school and classroom climates. The school reinforces positive behaviors and responds to misbehaviors in calm, respectful, and thoughtful ways, teaching students important social and emotional skills that enable them to get along with others, make responsible decisions, and focus on learning. When misbehavior occurs, the school seeks to understand the underlying reasons (root cause) in order to design a response that effectively changes student behavior using a menu of instructive, corrective and restorative responses.

1 2 3 4

The school has developed a progressive discipline plan which focuses on multiple opportunities for students to correct their behavior and restore the relationship within the classroom. Teachers struggle with classroom management with the school average in 2d: Managing Student Behavior being low 3 . The school does have community partners that focus on restorative practices. Alternatives, Inc. provides a restorative specialists that works with the teachers in supporting restorative practices in the classroom. The school was unable to implement an in-school suspension program until the 4th quarter of the school year. The school also created a praise room to reward students for doing well in class.

Guide for Restorative Approaches to Discipline

- **PROACTIVE - Reinforce positive student behavior with clear expectations, routines, and procedures.**
 - A team meets regularly to organize systems that support a restorative environment.
 - Post and refer to clear, positively stated expectations and model expected behaviors.
 - Create routines and procedures central to the learning environment.
 - Engage families as partners.
 - Contact families frequently to inform them of positive student behavior and progress.
 - Vary acknowledgements and provide both short and long term opportunities for reinforcement for all students.
- **INSTRUCTIVE - Integrate universal SEL skills instruction and core content.**
 - Intentionally teach competencies outlined in SEL Standards. Use discipline as opportunity to teach these skills.
 - Use a Multi-tiered System of Supports (MTSS) for social, emotional, and behavioral growth.
 - Use data to determine which behaviors should be retaught or more heavily reinforced.
 - Explicitly teach expected behavior and positively reinforce consistently school-wide.
 - Avoid power struggles with students by offering choices. Redirect students privately and respectfully.
- **RESTORATIVE - Employ a continuum of responses to behavior to effectively change student behavior.**
 - Ensure classroom instruction continues when problem behavior occurs.
 - Prefer responses that do not remove students from regular instructional setting or after school activities.
 - Respond to behavior to address the cause, reteach expectations, build social emotional skills, and repair relationships with staff or peers.
 - Designate an administrator, such as a dean or restorative practices coordinator, responsible for leading centrally-managed response to behaviors using consistent, restorative procedures.
 - Support teachers to engage in restorative conversations or respond to behavior incidents.
 - Provide opportunities for students to take responsibility for repairing harm caused by their actions.
 - Assign detention and ISS only for students who have a pattern of misbehavior and have not responded to non-exclusionary interventions, or when separation is a logical response to the behavior.
 - Include specific interventions to address social and emotional skill development, communicate with teachers to repair relationships, maintain classroom work, and connect to behavioral intervention services as necessary.
 - Establish a clear procedure for obtaining assignments from teachers to mitigate the impact of lost instruction for students assigned to ISS.
 - Designate space and consistent staff to support implementation of ISS.
 - (Optional) Develop a Behavioral Health Team to coordinate appropriate behavioral interventions.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Misconduct data (Dashboard)
Evidence	✓ My Voice, My School survey responses
Measures	✓ Five Essentials – Supportive Environment
Five Essentials	Supportive Environment
CPS Framework for Teaching	2a. Creating an Environment of Respect and Rapport 2d. Managing Student Behavior 4c. Communicating with Families
CPS Performance Standards for School Leaders	C3. Staff/Student Behavior Aligned to Mission and Vision of School
Content Standards	Social Emotional Learning Standards

Parent Partnership:

Score

The school develops strong parent partnerships characterized by involving parents in the instructional program, messaging expectations, fostering a better connection between the school and home, and inspiring participation and high levels of collaboration with families. The school provides opportunities for families to volunteer, build its parent community, and support the school's operations through activities including but not limited to participation on parent councils (e.g. PACs, BACs and PLNs). There are high levels of communication between schools and families is mutual and two-way. Families have a way to voice concerns and schools address and respond to input.

1 2 3 4

The school has re-established a PAC in the 2015-16 school year. However the PAC has struggles to establish a quorum to vote. The LSC meets regularly. The school had a focus on healthy living instruction for parents and offered fitness classes. The classes were not well supported with only 10 parents participating. The school utilizes print communications and telecommunications to inform parents and connect them to the school. The school also launched a web site to keep parents informed.

Guide for Parent Partnership

- **Establish a non-threatening, welcoming environment that is warm, inviting, and helpful.**
- **Provide frequent, high quality, well publicized opportunities for families and community to participate in authentic and engaging activities in the school community (e.g. student performances/ exhibitions, literacy or math events).**
- **Provide multiple opportunities for parents to ask questions, raise concerns, and give feedback.**
 - Respond to families' concerns and requests for information professionally and in a timely manner, providing resources and solutions to address the concerns.
- **Solicit the support and engagement of families as partners in the instructional program (e.g. volunteering, working at home with their child, involvement in class and school projects in and out of school, and parent workshops).**
 - Host events for parents to share with other parents how home and school complement each other.
 - Share best practices around learning and development with parents to support students at home.
 - Inform parents of grade level standards and expectations and grading policies with a clear description of what meeting the standard looks like.
 - Inform parents of attendance expectations and the impact of attendance on a student's trajectory.
 - Assist parents to volunteer in the school and/or participate on teams/committees.
 - Promote the use of **Parent Portal** and **Parent University** to connect and engage parents with school.
- **Frequently communicate with families about class and individual activities and individual student's progress.**
 - Regularly inform parents of their child's progress across all relevant measures: attendance, discipline, academics, social-emotional learning, and health and wellness.
 - Send regular, positive, personalized communication from a staff member.
 - Use a variety of consistent communication methods (e.g. calls, text, newsletter, website, face to face) sensitive to cultural norms and needs.
- **Conduct intensive outreach to families in need of specialized support through home visits and collaboration with social services agencies.**
 - School responses to student excessive absences and/or tardiness includes outreach to families.
- **Provide proactive communication (e.g. parent handbook and resources).**
- **Partner equitably with parents speaking languages other than English.**
 - Information is provided to parents in their native language.
 - Parent meetings scheduled with interpreters present to facilitate participation.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS

Suggested Evidence	✓ Examples of communication methods and content
	✓ Participation rates for Parent University, events, parent council(s), report card pick-up, survey completion, Parent Portal, etc.
	✓ Outreach efforts
	✓ Documentation of responsiveness to Parent Support Center concerns raised
	✓ Event agendas, flyers
	✓ Fundraising activities and amounts (if applicable)
	✓ How does the school honor and reflect the diversity of families including language and culture?
Measures	✓ Five Essentials Score – Involved Families
	✓ My Voice, My School Survey scores – outreach to parents; parent-teacher trust
Five Essentials	Involved Families
CPS Framework for Teaching	2c. Managing Classroom Procedures 4c. Communicating with Families
CPS Performance Standards for School Leaders	D1. Engages Families

School Excellence Framework Priorities

Score	Framework dimension and category	Area of focus \emptyset = Not of focus
1	Culture of & Structure for Continuous Improvement: Instructional Leadership Team	1 2 3 4 5 \emptyset
1	Expectations for depth & breadth of Quality Teaching: Instruction	1 2 3 4 5 \emptyset
1	Expectations for depth & breadth of Student Learning: Curriculum	1 2 3 4 5 \emptyset
1	Expectations for depth & breadth of Student Learning: Instructional Materials	1 2 3 4 5 \emptyset
1	Expectations for depth & breadth of Student Learning: Rigorous Student Tasks	1 2 3 4 5 \emptyset
1	Expectations for Quality & Character of School Life: Culture for Learning	1 2 3 4 5 \emptyset
1	Expectations for Quality & Character of School Life: Relational Trust	1 2 3 4 5 \emptyset
1	Expectations for Quality & Character of School Life: Safety & Order	1 2 3 4 5 \emptyset
2	Culture of & Structure for Continuous Improvement: Aligned Resources	1 2 3 4 5 \emptyset
2	Culture of & Structure for Continuous Improvement: Leadership & Collective Responsibility	1 2 3 4 5 \emptyset
2	Culture of & Structure for Continuous Improvement: Professional Learning	1 2 3 4 5 \emptyset
2	Expectations for depth & breadth of Quality Teaching: Multi-Tiered System of Support	1 2 3 4 5 \emptyset
2	Expectations for depth & breadth of Student Learning: Transitions, College & Career Access & Persistence	1 2 3 4 5 \emptyset
2	Expectations for Quality & Character of School Life: Parent Partnership	1 2 3 4 5 \emptyset
2	Expectations for Quality & Character of School Life: Restorative Approaches to Discipline	1 2 3 4 5 \emptyset

3	Expectations for depth & breadth of Quality Teaching: Balanced Assessment & Grading	1	2	3	4	5	⊘
3	Expectations for Quality & Character of School Life: Student Voice, Engagement, & Civic Life	1	2	3	4	5	⊘

Goals

Required metrics (Highschool) 13 of 13 complete

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
My Voice, My School 5 Essentials Survey				
2016-17 Goal is to remain well-organized	(Blank)	(Blank)	(Blank)	(Blank)
National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
N/A Transitioning to SAT	18.00	(Blank)	10.00	15.00
African-American National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
N/A Transitioning to SAT	18.00	(Blank)	10.00	15.00
Hispanic National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
N/A Transitioning to SAT	(Blank)	(Blank)	10.00	15.00
English Learner National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
N/A Transitioning to SAT	(Blank)	(Blank)	10.00	15.00
Diverse Learner National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
N/A Transitioning to SAT	(Blank)	(Blank)	10.00	15.00
National School Attainment Percentile on the EXPLORE, PLAN and ACT Assessments				
N/A Transitioning to SAT	5.00	(Blank)	10.00	15.00
Freshmen On-Track Rate				
To increase from 83% to 87%	63.50	51.70	87.00	90.00
4-Year Cohort Graduation Rate				
To increase from 31% to 34%	47.90	34.40	34.00	40.00
1-Year Dropout Rate				
To decrease from 12.4% to 8%	24.80	22.30	8.00	5.00
College Enrollment Rate				
To increase from 40.5% to 45%	26.30	26.90	45.00	52.00
College Persistence Rate				

To increase from 64.3 to 68%	44.00	53.30	68.00	72.00
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Average Daily Attendance Rate

To increase from 77.5% to 80%	69.60	75.60	80.00	83.00
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Custom metrics

0 of 0 complete

2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
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Strategies

Strategy 1

If we do...

...then we see...

...which leads to...

If we work collaboratively to create a scope and sequence by adopting the CPS Content Frameworks

curriculum that reflects content specific instructional shifts; teachers develop unit plans that are vertically aligned from one grade to another; teachers provide rigorous instruction; instruction that is clear, well-structured, and encourages students to build and apply knowledge; and classes that are challenging and engaging

a 5% annual increase in student growth on PSAT/SAT and an increase in 75% of core content teachers rating at or above proficient in Domain 1.

Tags:

Area(s) of focus:
1

Action step	Responsible	Timeframe	Evidence for status	Status
Inventory CPS Content Framework to determine needed resources to support the implementation	Lead partner Administrative team	May 9, 2016 to Jun 30, 2016	Meetings are progressing as planned	On-Track
Identify online supplemental instructional program to support students with skills taught in the classroom. Program will provide additional support to students through one-on-one tutoring. Provide training for teachers to effectively incorporate the online program into unit planning.	Principal and Business Manager	May 9, 2016 to May 13, 2016	PO for program	On-Track
Instructional material will be selected and purchased that aligned with CCSS and will be evaluated for effectiveness on a yearly basis.	ILT	Jul 5, 2016 to Jun 30, 2018	Materials are vetted and adopted by the staff.	Not started
Allocate funding to support professional development opportunities for staff.	Administration	Jul 1, 2016 to Jun 30, 2018	Appropriately managed budget to support PD	Not started

Train teachers and coach them in the implementation of the CPS content frameworks in their classes by understanding how to use the curriculum maps, unit plans, and assessments posted in the Knowledge center.	Lead Partner and Administrative Team	Jul 5, 2016 to Jun 23, 2017	Completed unit/lesson plans with targeted feedback using the planning rubric and follow-up coaching/ observations focused on the instructional unit documented within the tracking tool.	Not started
Develop teachers' understanding of the standards and curriculum design through professional learning which adopts specific elements of Understanding by Design.	Administrative team Lead Partner ILT	Jul 3, 2017 to Jun 29, 2018	Teacher growth in the planning rubric which will be assessed regularly.	Not started
Coach teachers and provide feedback on designing curriculum maps, unit plans, lesson plans, and assessments that reflect those in the Content Frameworks.	Administrative Team Lead Partner	Jul 5, 2016 to Jun 29, 2018	Tracking progress using the observation and coaching tool developed by ARP.	Not started
Targeted training on the understanding and calibration of components and elements in Domain 1 to clarify and model proficient practices.	ILT	Jul 4, 2016 to Jun 30, 2017	Protocols for calibration sessions.	Not started
Train teachers on the PSAT/SAT and CCSS crosswalk and how to incorporate standards effectively into the curriculum.	Lead Partner Administration	Jul 5, 2016 to Jun 29, 2018	Lesson plans with tasks and activities that directly align to the standards and accurately measure mastery of the skill.	Not started

Strategy 2

If we do...

use the CHAMPS model to establish clear school-wide expectations, implement them consistently, and monitor the effectiveness for accountability

...then we see...

students and staff modeling appropriate behavior and building stronger, trusting relationships

...which leads to...

a safe school environment with decreased behavior infractions leading to out-of-school suspensions by 10%, and 70% of staff implementing restorative discipline practices.

Tags:

Area(s) of focus:
2

Action step

Responsible

Timeframe

Evidence for status

Status

Revisit/revise school discipline policy and share with staff

Dean of Students

Jun 26, 2016 to Aug 12, 2016

A revised discipline policy that is parallel to the Student Code of Conduct and aligns to the school-wide expectations.

Not started

Use the CHAMPS text to adopt school-wide procedures and provide on-going professional development, support the implementation of strategies, and monitor their effectiveness.	Culture and Climate Team	Jul 4, 2016 to Jun 23, 2017	Staff using specific strategies to build relationships with students, teach students replacement behaviors, and improved classroom management.	Not started
Institute the practice of staff mentors to support students around attendance, behavior, and grades.	Attendance Coordinator	Sep 5, 2016 to Jun 30, 2018	Every student is attached to an adult mentor who establishes a trusting relationship with the student and his/her family to set goals and communicate BAG progress.	On-Track
Allocate funding to support professional development opportunities for staff.	Administration	Jul 1, 2016 to Jun 30, 2018	Appropriately managed budget to support PD	Not started
Develop protocol for referring misconducts for RJ intervention and train teachers on protocol	Climate Team	Aug 21, 2016 to Sep 30, 2016	Inclusion in the MTSS plan of a comprehensive referral process	Not started
Train additional staff members and teachers in specific RJ interventions including, Peace Circle, Victim Offender Mediation, and Restorative Chats	RJ Specialist	Aug 21, 2016 to Jun 30, 2018	All staff members implementing specific restorative justice interventions.	Not started
Climate team analyze data to ensure appropriate misconducts are being routed to RJ interventions	Climate Team	Sep 5, 2016 to Jun 30, 2018	Less repeat level 1, 2, and 3 infractions leading to ISS and OSS. Agendas and minutes from the climate data meetings	Not started
Culture and climate team develop and train staff to implement Academic, Behavioral, and Attendance MTSS plans in order to create reliable tiers of student support. Develop a referral system so that teachers and staff members have the opportunity to refer specific students for Tier 2 and Tier 3 supports.	Climate Team	Aug 15, 2016 to Jun 29, 2018	A 50% reduction in the number of Tier 2 and Tier 3 students continuing to need supports.	Not started
Meet with parents regularly to discuss school wide expectations for students' social emotional learning.	Climate Team	Aug 15, 2016 to May 31, 2018	A 50% increase in parent participation and support.	Not started

Strategy 3

If we do...

...then we see...

...which leads to...







use the DOK to design formative assessments that monitor student learning with checks for understanding

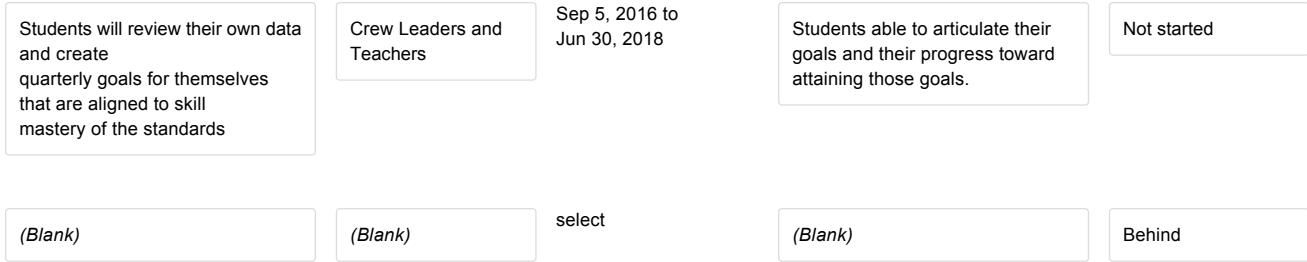
students' understanding of content and skills at a deeper level, and teachers using a variety of research based strategies to check for understanding throughout the daily lesson

increased student achievement in literacy and math on standardized tests and a higher on-track rate from 51% to 80%.

Tags:

Area(s) of focus:
3

Action step 	Responsible 	Timeframe 	Evidence for status 	Status
Create a data driven instruction cycle which includes pre and post assessments of targeted skills embedded in instructional units and lessons.	ILT	select	DDI calendar	Not started
Allocate funding to support professional development opportunities for staff.	Administration	Jul 1, 2016 to Jun 30, 2018	Appropriately managed budget to support PD	Not started
Teachers will create an annual individual growth plan using the CPS instructional frame work as a guide specifically focusing on 1e and 3d.	Administration and Lead Partner Provider	Aug 22, 2016 to Aug 31, 2017	Completed individual teacher goal setting conferences	Not started
Department and course teams will evaluate student work looking for evidence of rigorous activities using the learning from student Work protocol and DOK evaluation rubric.	Teacher Teams	Sep 5, 2016 to Jul 27, 2018	Weekly agenda, minutes, and action items from teacher team meetings	Not started
Build capacity within department and course teams to create formative assessments using DOK and analyze data to evaluate student progress towards skills acquisition and determine to either remediate skills or advance to new learning.	Lead Partner and Administration	Sep 5, 2016 to Jun 30, 2018	Student growth from BOY to EOY assessment, interim assessments, and formative assessments.	Not started
Use professional readings such as The Formative Assessment Action Plan as a guide, teachers will implement instructional strategies that make concepts and skills clear and accessible to students. This includes framing the learning, creating mental engagement and cognitive empathy, consolidating and anchoring the learning and questioning techniques	PLC	Jul 4, 2016 to Jun 30, 2017	Classroom implementation of the strategies studied in the text.	Not started



Action Plan

District priority and action step	Responsible	Start	End	Status
+ Inventory CPS Content Framework to determine needed resources to support the implementation	Lead partner Administrative team	May 9, 2016	Jun 30, 2016	On-Track
+ Identify online supplemental instructional program to support students with skills taught in the classroom. Program will provide additional support to students through one-on-one tutoring. Provide training for teachers to effectively incorporate the online program into unit planning.	Principal and Business Manager	May 9, 2016	May 13, 2016	On-Track
+ Instructional material will be selected and purchased that aligned with CCSS and will be evaluated for effectiveness on a yearly basis.	ILT	Jul 5, 2016	Jun 30, 2018	Not started
+ Allocate funding to support professional development opportunities for staff.	Administration	Jul 1, 2016	Jun 30, 2018	Not started
+ Train teachers and coach them in the implementation of the CPS content frameworks in their classes by understanding how to use the curriculum maps, unit plans, and assessments posted in the Knowledge center.	Lead Partner and Administrative Team	Jul 5, 2016	Jun 23, 2017	Not started
+ Develop teachers' understanding of the standards and curriculum design through professional learning which adopts specific elements of Understanding by Design.	Administrative team Lead Partner ILT	Jul 3, 2017	Jun 29, 2018	Not started
+ Coach teachers and provide feedback on designing curriculum maps, unit plans, lesson plans, and assessments that reflect those in the Content Frameworks.	Administrative Team Lead Partner	Jul 5, 2016	Jun 29, 2018	Not started
+ Targeted training on the understanding and calibration of components and elements in Domain 1 to clarify and model proficient practices.	ILT	Jul 4, 2016	Jun 30, 2017	Not started
+ Train teachers on the PSAT/SAT and CCSS crosswalk and how to incorporate standards effectively into the curriculum.	Lead Partner Administration	Jul 5, 2016	Jun 29, 2018	Not started
+ Revisit/revise school discipline policy and share with staff	Dean of Students	Jun 26, 2016	Aug 12, 2016	Not started
+ Use the CHAMPS text to adopt school-wide procedures and provide on-going professional development, support the implementation of strategies, and monitor their effectiveness.	Culture and Climate Team	Jul 4, 2016	Jun 23, 2017	Not started
+ Institute the practice of staff mentors to support students around attendance, behavior, and grades.	Attendance Coordinator	Sep 5, 2016	Jun 30, 2018	On-Track

District priority and action step	Responsible	Start	End	Status
+ Allocate funding to support professional development opportunities for staff.	Administration	Jul 1, 2016	Jun 30, 2018	Not started
+ Develop protocol for referring misconducts for RJ intervention and train teachers on protocol	Climate Team	Aug 21, 2016	Sep 30, 2016	Not started
+ Train additional staff members and teachers in specific RJ interventions including, Peace Circle, Victim Offender Mediation, and Restorative Chats	RJ Specialist	Aug 21, 2016	Jun 30, 2018	Not started
+ Climate team analyze data to ensure appropriate misconducts are being routed to RJ interventions	Climate Team	Sep 5, 2016	Jun 30, 2018	Not started
+ Culture and climate team develop and train staff to implement Academic, Behavioral, and Attendance MTSS plans in order to create reliable tiers of student support. Develop a referral system so that teachers and staff members have the opportunity to refer specific students for Tier 2 and Tier 3 supports.	Climate Team	Aug 15, 2016	Jun 29, 2018	Not started
+ Meet with parents regularly to discuss school wide expectations for students' social emotional learning.	Climate Team	Aug 15, 2016	May 31, 2018	Not started
+ Create a data driven instruction cycle which includes pre and post assessments of targeted skills embedded in instructional units and lessons.	ILT			Not started
+ Allocate funding to support professional development opportunities for staff.	Administration	Jul 1, 2016	Jun 30, 2018	Not started
+ Teachers will create an annual individual growth plan using the CPS instructional frame work as a guide specifically focusing on 1e and 3d.	Administration and Lead Partner Provider	Aug 22, 2016	Aug 31, 2017	Not started
+ Department and course teams will evaluate student work looking for evidence of rigorous activities using the learning from student Work protocol and DOK evaluation rubric.	Teacher Teams	Sep 5, 2016	Jul 27, 2018	Not started
+ Build capacity within department and course teams to create formative assessments using DOK and analyze data to evaluate student progress towards skills acquisition and determine to either remediate skills or advance to new learning.	Lead Partner and Administration	Sep 5, 2016	Jun 30, 2018	Not started
+ Use professional readings such as The Formative Assessment Action Plan as a guide, teachers will implement instructional strategies that make concepts and skills clear and accessible to students. This includes framing the learning, creating mental engagement and cognitive empathy, consolidating and anchoring the learning and questioning techniques	PLC	Jul 4, 2016	Jun 30, 2017	Not started
+ Students will review their own data and create quarterly goals for themselves that are aligned to skill mastery of the standards	Crew Leaders and Teachers	Sep 5, 2016	Jun 30, 2018	Not started
+				Behind

Fund Compliance

Supplemental General State Aid(SGSA)

My school receives SGSA funds

By checking the above box, the school is verifying that the attendance center complies with the statement regarding the use of SGSA funds:

1. The attendance center allocation is correctly based on the number of students eligible to receive free and reduced lunch and breakfast.

2. The attendance center has an approved plan, developed in consultation with teachers, administrators, and other appropriate personnel, and parents of the students attending the attendance center.
3. The attendance center's plan is approved by the LSC and CPS.
4. SGSA funded activities fall within the allowable program categories: early childhood education, reduced class size, enrichment programs, remedial assistance, attendance improvement, and other educationally beneficial expenditures which supplement the regular programs as determined by the Illinois state board of education.
5. SGSA Funds supplement and do not supplant non-categorical and other categorical funds allocated to the attendance center.
6. SGSA funds are supporting only those activities specified in the school's approved plan/amendment.
7. SGSA funds are not used for capital expenditures. 8. SGSA funds are not used for any political or lobbying activities by the attendance center.

NCLB Program

NCLB Schoolwide Program

(Not available to schools receiving NCLB funds for the first time) [Title 1/SW].

The school annually reviews the schoolwide plan/program. The schoolwide program plan is available to CPS, parents, and the public, and the information in the plan is in an understandable and uniform format, and to the extent practicable in a language the parents can understand.

NCLB Targeted Assistance Program Title I funded staff participate in the school's general professional development and school planning activities. Title I funded staff assume limited duties that are assigned to similar personnel including duties beyond the classroom, or that do not benefit Title I students, as long as the amount of time spent on such duties is the same proportion of the total work time with respect to similar staff.

Non-title school that does not receive any Title funds

Parent Involvement in Targeted Assistance and Schoolwide Programs

I verify that the statement below is correct

No Child Left Behind (NCLB), the reauthorization of the Elementary and Secondary Act of 1965 continues a legislative commitment to parental involvement. Central features of prior reauthorizations, such as school-parent compacts, parent involvement policies, and the parent involvement funding formula remain unaltered. However, the NCLB reauthorization represents a notable shift in the role of parental involvement in the schools. It includes new provisions increasing parental notification requirements, parental selection of educational options, and parental involvement in governance. It envisions parents as informed and empowered decision makers in their children's education.

Parent Plan

Parent Involvement Policy

Complete

Schools must involve parents in the joint development and periodic review and revision of the NCLB, Title I school parental involvement plan and policy, and in the process of school review and improvement. Please describe how this will be accomplished.

Hirsch High School will ensure parents are involved in the development, periodic review and revision of the NCLB Title I school parental involvement plan and policy. Parents will also be involved in the school review/improvement process and by having monthly meetings, sending out letters and flyers via blackboard connect and/or emails. Parents will also be involved in administering surveys to solicit input from parents. The NCLB Title I Parent Advisory Council (PAC) Chairperson will host monthly Title I PAC meetings to gain input in the parent involvement plan. The Chairperson will also meet with the principal to inform her of any suggestions for revisions to the plan.

The school will hold an annual meeting at a time convenient to parents during the first month of school to inform them of the school's participation in NCLB, Title I programs and to explain the Title I requirements and their right to be involved in the Title I programs. The school will also offer a number of additional parental involvement meetings, including school PAC meetings, at different times and will invite all parents of children participating in the NCLB, Title I program to these meetings, and encourage them to attend. Please describe how this will be accomplished. Please list the projected date of your Title I Annual Meeting and your Title I PAC Organizational Meeting

Hirsch High School will conduct the Title I PAC annual meeting on Thursday, Sept. 15th at 4:30 pm in room 122. At this time, parents will be given a copy of the NCLB Title I budget, SGSA budget, and information about the staff positions. Hirsch High School will conduct the Title I PAC Organizational Meeting on Thursday, Sept. 15th at 5:30 pm in room 122. Hirsch High School will conduct Title I PAC Parental Information Meetings during Report Card Pick Up days each school year, once each semester during the school day, and twice each year in the evening.

Schools will provide parents information in a timely manner about its Title I program, including a description and explanation of the curriculum, the academic assessment tools used to measure children's progress, and the proficiency levels students are expected to meet. Please describe how this will be accomplished.

Hirsch High School will utilize the Title I Parent Advisory Council and Local School Council to invite parents to attend the PAC and LSC meetings scheduled during the year. Flyers and letters will be distributed to students to take home to their parents, letters will be mailed to homes, emails will be sent to parents and the school's phone blast announcement will be utilized to inform parents of each month's meeting and workshop. Parents will learn about the curriculum, SAT, Reach Performance Task Assessment, Common Core Assessment, attendance policies, behavior policies and graduation requirements. The principal, guidance counselor, attendance coordinator and testing coordinator will attend meetings and share information pertaining to student assessment data and overall student performance. Literature explaining the purpose of the assessments will be distributed at meetings and questions will be answered by the principal, guidance counselor, attendance coordinator and testing coordinator.

At the request of parents, schools will provide opportunities for regular meetings, including the School Parent Advisory Council meetings, for parents to formulate suggestions and to participate, as appropriate, in decisions about the education of their children. Please describe how the school will immediately respond to any such suggestions.

The school, in collaboration with the Parent Advisory Council and Local School Council, will host quarterly meetings for parents and community members to make suggestions and actively participate, as appropriate, in decisions about the education of their children. Parents will be given the opportunity to review and discuss their children's academic and assessment data as well as the school's overall performance data using the Chicago Public Schools Parent Portal, My Voice My School Parent Survey and school staff members will be present at PAC meetings to assist and answer questions.

Schools will provide parents a report of their child's performance on the State assessment in at least math, language arts and reading. Please describe how this will be accomplished.

Hirsch High School will distribute to parents a report of their child's performance on the state assessment and common core assessment and the SAT assessment in at least math, language arts, and reading a minimum of once each school year. Copies of the reports will be kept on file in the counselor's office and will be available to parents throughout the year upon written request.

Schools will provide parents timely notice when their child has been assigned to, or taught by, a teacher who is not "highly qualified," as defined in the Title I Final Regulations, for at least four (4) consecutive weeks. Please describe how this will be accomplished.

Letters of notification will be mailed home to parents by the Chicago Board of Education within the allotted time frame when a child has been assigned to, or taught by a teacher who is not "highly qualified," as defined in the Title I Final Regulations, for at least four (4) consecutive weeks.

Schools will assist parents of participating NCLB Title I children in understanding: the state's academic content standards; the state's student academic achievement standards; the state and local academic assessments including alternate assessments; the requirements of Title I, Part A; how to monitor their child's progress; and how to work with educators. Please describe how this will be accomplished.

Hirsch High School will hold three (3) meetings each year to assist parents of participating NCLB Title I children understanding: the state's academic content standards; the state's student academic achievement standards; the state and local academic assessments including alternate assessments; the requirements of Title I, Part A; how to monitor their child's progress; and how to work with educators. The first meeting will be held during the Open House in September and the additional two meetings will be held during Report Card Pick Up in November and April.

Schools will provide information, resources, materials and training, including literacy training and technology, as appropriate, to assist parents in working with their children to improve their academic achievement, and to encourage increased parental involvement. Please describe how this will be accomplished.

Hirsch High School PAC Chairperson and Vice Chairperson will work in cooperation with the school administrators and staff to provide information, resources, materials and training, including literacy training and technology, as appropriate, to assist parents in working with their children to improve their academic achievement, and to encourage increased parental involvement. Parents and community members will be invited to attend training sessions four times a year. Two training sessions will be held during the school day and two training sessions will be held on Saturdays or after school.

Schools will educate all staff in the value and utility of contributions by parents and in how to reach out to, communicate and work with, parents as equal partners in the education of their children and in how to implement and coordinate parent programs and build ties with parents. Please describe how this will be accomplished.

Parents and community members will be invited to attend at least one staff meeting each quarter and at least one Instructional Leadership Team meeting each quarter. Parents and community members input will be solicited and encouraged.

Schools will, to the extent feasible and appropriate, coordinate and integrate parent programs and activities with Head Start, Reading First, Early Reading First involvement, Even Start, Home Instruction Programs for Preschool Youngsters, the Parents as Teachers Program, public preschool, and other programs, to further encourage and support parents in more fully participating in their children's education. Please describe how this will be accomplished.

The Hirsch High School administrators and staff will notify parents in writing by flyers and letters in regard to Orientation for Freshmen, Sophomore, Junior and Senior, Open House, Family Night and other programs to further encourage and support parents in more fully participating in their children's education. Hirsch High School administrators and staff will send parents quarterly newsletters, school calendars, and flyers. Information will also be posted on the school marquee. The blackboard connect all call system will also be made to homes to further encourage and support parents.

Schools will ensure that information related to the school and parent programs, meetings, and other activities is sent to parents in understandable and uniform formats, including language. Please describe how this will be accomplished.

Hirsch High School will communicate information to parents in both English and Spanish (if applicable). Flyers, newsletters, and school calendars will be sent home in Spanish upon the request of parents. An interpreter will be available as needed to assist Spanish speaking parents at all PAC meetings.

Policy Implementation Activities

- The LSC will approve the school improvement plan and monitor the CIWP.
- In the CIWP, the school identifies current parental involvement practices and outlines activities related to expanding parent partnership programs.
- The school will coordinate the parent involvement programs identified in the CIWP.

The school will evaluate the parent involvement policy for effectiveness and make improvements as necessary.

Explain why any of the boxes above are unchecked: (type "n/a" if all are checked)

N/A

Parent Compact

Complete

The school will provide high-quality curriculum and instruction in a supportive and effective learning environment that enables the participating student to meet the State's student academic achievement standards. Describe how the school will provide high-quality curriculum and instruction in a supportive environment. (Restate the school mission.)

Hirsch High School will ensure parents are involved in the development, periodic review and revision of the NCLB Title I school parental involvement plan and policy. Parents will also be involved in the school review/improvement process and by having monthly meetings, sending out letters and flyers via blackboard connect and/or emails. Parents will also be involved in administering surveys to solicit input from parents. The NCLB Title I Parent Advisory Council (PAC) Chairperson will host monthly Title I PAC meetings to gain input in the parent involvement plan. The Chairperson will also meet with the principal to inform her of any suggestions for revisions to the plan.

The school will hold parent-teacher conferences. Describe the kinds of parent-teacher conferences that will be held and the dates on which they are scheduled.

Parent-teacher conferences will be held each school day before and after school upon a written request with a two (2) days notice. Teachers will be available for conferences during preparation periods upon written request with a two (2) days advance notification from parents. Teachers will also inform parents about the need to have a conference during the school day. Teachers will also hold parent conferences during Open House and on both Report Card Pick up days.

The school will provide parents with frequent reports on their children's progress. Describe when and how the school will provide reports to parents.

Reports to parents will be provided every five weeks. Parents will receive student progress reports shortly after the 5th, 15th, 25th, and 35th weeks of school. Parents will receive report cards shortly after the 10th, 20th, 30th, and 40th weeks of school. Parents will also be able to view their children's progress each week by computer using the Chicago Public Schools Parent Portal.

The school will provide parents access to staff. Describe when, where and how staff will be available for consultations with parents.

Staff will be accessible before school and after school each school day. Teachers will be available for conferences during preparation periods upon written request with two (2) days advanced notification from parents. Parents may call the school and speak to teachers during the teachers' preparation periods. Parents may also communicate with teachers by e-mail using the Chicago Public School Parent Portal.

The school will provide parents opportunities to volunteer and participate in their children's classes. Describe how and when parents may volunteer, participate, and observe classroom activities.

Parents must adhere to the guidelines and procedures of the Chicago Public Schools in order to volunteer and participate in their children's classes. Volunteers must pass a background check, complete the application process, and receive the appropriate medical clearance prior to volunteering, participating, and observing classroom activities. Once this process is complete the volunteers will be assessed to determine the greatest area of impact and placed there to support instruction and/or climate.

The parents will support their children's learning. Describe how the parents will assist learning (i.e. monitoring attendance, homework completion).

Parents will assist learning (i.e. monitoring attendance, homework completion) by helping their children with homework, writing notes and sending them to the teachers when their children are absent from school, by participating in Hirsch High School family literacy events, and assisting their children with extra credit homework packets.

The parents will participate in decisions relating to the education of their children. Describe when, where and how parents will consult with the school.

Parents will continue to actively participate on the Parent Advisory Council (PAC). Parents will correspond and collaborate with their children's teachers to determine the best way to address their children's diverse educational needs.

The students will share the responsibility for improved student academic achievement. Describe how the students will assure academic achievement (i.e. good attendance, positive attitude, class preparation).

The students will assure academic achievement (i.e. good attendance, positive attitude, class preparation) by coming to the school each day prepared to learn. They will show respect for others by speaking kindly to students, staff, and visitors, being considerate of each others feelings, valuing each others opinions, dealing peacefully with anger, insults, and disagreements, and obeying the rules and guidelines of the Chicago Public Schools and Hirsch High School. Two members of each classroom will participate in the Hirsch High School Student Council and assist with school decision-makings and fund-raisers. The Chairperson of the Student Council will submit their requests to the Student Representative of the Local School Council and to the Chairperson of the Parent Advisory Council for approval.

Parent Budget

Complete

Goals: Indicate goals, timeline of activities and training topics that are designed to assist Parents with increasing their students' academic achievement. The overarching goal is to increase student academic achievement through parental involvement; specify your goals.

Increase student achievement in reading and math, increase graduation rate, and decrease drop out rate.

Allocate your Mandated Title 1 Parent Involvement Funds to support your Parent Involvement Program.

Account(s)	Description	Allocation
51130, 52130	Teacher Presenter/ESP Extended Day For Teacher presenter, ESP Extended Day, please remember to put money on the benefits line. Non-Instructional pay rate applies.	\$ 0 .00
53405	Supplies In addition to supplies for parent program, please use this account to also purchase books for parents only. Use this account for equipment with a per unit cost of less than \$500.	\$ 100 .00
53205	Refreshments Allocation CAN NOT EXCEED 25% of the Parent Budget. Refreshments must be used for Title 1 PAC meetings, trainings and workshops.	\$ 326 .00
54125	Consultants For Parent Training Only. Consultant must have a CPS vendor number and paid with a Purchase Order after service is rendered (NO CHECKS ARE ALLOWED)	\$ 880 .00
54505	Admission and Registration Fees, Subscriptions and memberships For Parents use only.	\$ 0 .00
54205	Travel Buses for Parents use. Overnight Conference travel- schools must follow the CPS Travel Policy. The CPS Parent Overnight Travel Approval Form and Conference Travel Form must be completed.	\$ 0 .00
54565	Reimbursements Allocation CAN NOT EXCEED 25% OF THE Parent Budget. All Parent Reimbursements related to Title 1 Parent Involvement must be paid from this account. Receipts must be clear unaltered and itemized. School must keep all receipts.	\$ 0 .00
53510	Postage Must be used for parent involvement programs only.	\$ 0 .00
53306	Software Must be educational and for parent use only.	\$ 0 .00
55005	Furniture and Equipment Must have a parent room or a secure place to keep furniture/equipment. Cannot be placed in the main office or where staff and students have access too. To be used only by parents.	\$ 0 .00