Marine Leadership Academy at Ames (/school-plans/566) / Plan summary

2016-2018 plan summary

Team

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Team meetings

Date	Participants	Topic
02/10/2016	ILT, SLT Members	SEF Analysis
01/27/2016	ILT, SLT Members	SEF Investigation
03/23/2016	ILT, SLT and Parents	Priority Setting
04/06/2016	Combined CIWP	SEF, Goal, and Priority Monitoring
04/27/2016	Combined CIWP	Strategy Development
05/04/2016	Combined CIWP	Final Draft of 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

> Strengths: Building shared leadership opportunities is evident through PD's designed and implemented by teachers. We have prioritized teaching and learning at high levels through leadership.
>
> Areas for growth: building a consensus for mission/vision; listening and synthesizing what is heard
>
> Things are moving in the right direction, but there are still some big picture and buy-in pieces needed to fill out the progress on this measure.

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	✓ School's vision, beliefs, and how it is shared (e.g. presentations to community, promotional materials) ✓ Five Essentials – Program Coherence
Measures	✓ Five Essentials
Five Essentials	Effective Leaders Collaborative Teachers
CPS Framework for Teaching	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 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

> ILT scored 24/30 points on the ILT Effectiveness Rubric
> ILT observes classrooms and provides feedback during instructional walk-throughs
> ILT works with departments to create 7-12 curriculum alignment
> ILT reviews, evaluates, and provides feedback for department curriculum maps
> ILT meets 2x a month

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	✓ 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

> 5E's Collaborative Teachers (Very Strong -99)
> 7th - 12th Schedule that allows for collaboration
> Admin completes and monitors REACH observations and gives actionable feedback
> Senior Leadership Team has opportunities to share best practices with other grade level teams
> Admin also allows opportunities for teachers to practice new instructional strategies
> New teachers are assigned to a mentor teacher and admin coaches them on REACH and school wide expectations
> Weekly Professional Development for teachers

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

Suggested Evidence	✓ 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	✓ SQRP Attainment and Growth ✓ Five Essentials: Collaborative Teachers
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	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**

> Based on responses from our MOY professional development, our CALL survey responses and our Domain 4 analysis, our staff feel well supported and our resources are well aligned with student needs.
>
> 94% of teachers at MLA are at or above proficient for 4a (Reflecting on teaching)

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

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

Curriculum Maps completed with inconsistent quality across grades/disciplines.

There are ample learning opportunities for students based on curriculum maps and feedback from department meetings.

There are structured learning opportunities beyond regular courses like honors and dual credit offered in multiple disciplines.

Disciplinary literacy is embedded in curriculum maps; however, it is a work in progress with implementation.

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=Y3BzLmVkdXxrY3xneDoyYjIlNGI4MmY3YTIxYTgz), 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	✓ Curriculum maps, vertical/horizontal ✓ Sequencing and pacing guides ✓ Thematic units which cover multiple disciplines ✓ Comprehensive unit plans including assessments
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious Instruction Effective Leaders Collaborative Teachers
CPS Framework for Teaching	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	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

> 80% of our teachers are proficient or higher in Domain 1 (Planning and Preparation).
>
> Based on mid-year conversations, teachers feel they have the resources they need to build strong instruction.
>
> An example of technology leading to differentiation opportunities is Khan Academy as implemented in the math department.

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	✓ 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
CPS Framework for Teaching	1a. Demonstrating Knowledge of Content and Pedagogy 1b. Demonstrating Knowledge of Students 1c. Selecting Learning Objectives 1d. Designing Coherent Instruction
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

Departments and Administration examine and provide feedback on curriculum maps

Departments and Administration examine and provide feedback on teacher assessments

School wide focus areas are 3b and 3c. The school has provided professional development in these REACH domains

The ILT completes learning-walks to provide feedback for domains 3b and 3c.

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)). 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	✓ 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:

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)

Score

1 **2** 3 4

> Structures and processes are in place to allow students to transition smoothly between secondary and post-secondary as well as between elementary and high school education.
>
> Students are exposed to and aware of early academic/professional worlds beyond k-12.
>
> Students are exposed to college preparatory curriculum.
>
> Direct assistance is provided to all students and families through stages of college selection, application, and entry processes.

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	✓ 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	✓ 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

> Most of our teachers (>70%) are proficient or better in the sub-components of Domain 3 (Instruction).
>
> We have had significant PD around this work. Through ILT and Network learning walks, objectives have improved, but questioning and discussion strategies is developing.
>
> The administration team provides feedback to each department monthly based on REACH domains 2 and 3 (classroom environment and instruction).

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	✓ Evidence of best practices (flexible grouping, cognitively demanding tasks, open-ended questions) ✓ Informational observations, peer observations, learning walks ✓ Lesson studies
Measures	✓ SQRP Attainment and Growth ✓ REACH observation trends (de-identified)
Five Essentials	Ambitious Instruction Effective Leaders Supportive Environment
CPS Framework for Teaching	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	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:

Score

1   2   **3**   4

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.

> ESL/Bilingual certificates are not available for every grade level to accommodate number of students.
>
> On-Track support systems are in place.
>
> Grade/Department Level teams collaborate with related service providers on a regular basis.

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 ✓ Evidence of On Track monitoring and supports
Measures	✓ SQRP Attainment and Growth ✓ Attendance Rates ✓ Course success rates (e.g. grade distributions, pass/failure rates)
Five Essentials	Ambitious Instruction Collaborative Teachers Supportive Environment
CPS Framework for Teaching	1a. Demonstrating knowledge of content and pedagogy 1b. Demonstrating Knowledge of Students 1d. Designing Coherent Instruction 2d. Managing Student Behavior 3d. Using Assessment in Instruction 3e. Demonstrating Flexibility and Responsiveness 4b. Maintaining Accurate Records
CPS Performance Standards for School Leaders	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

> Curriculum Maps (CMs) show teacher created assessments.
>
> Standardized use of item analysis is not evident across departments.
>
> No standardized final exam calendar has been established.
>
> Gradebook assessments often have no descriptors
>
> Grading policy has been presented and described to all teachers; understanding and effective implementation is ongoing.

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 4b. Maintaining Accurate Records
CPS Performance Standards for School Leaders	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices

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

Students have leadership roles and responsibilities.

Teachers are utilizing MARS tasks and word problems to connect math curriculum with personal experiences

Teachers discuss higher order thinking strategies in department meetings.

More motivational posters are needed throughout the school

CCSS booklets and electronic files are offered on a teacher shared drive. Teachers discuss different strategies and goals during teacher collaboration meetings once a month.

Grades are up to date and are available to students and parents.

Standards based grading is implemented school wide.

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	✓ Sample of individual student learning goals from a cross-section of teachers ✓ Also review student work evidence from Rigorous Student Tasks
Measures	✓ Five Essentials – Ambitious Instruction ✓ SQRP Attainment and Growth
Five Essentials	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

There is disconnect between staff and administration based on lack of verbal communication regarding continuous change of systems.

Transparency of policies is evident through shared documents on the Google drive, but consistent follow through is not always occurring.

The Barking Bulldog, transparency with budget issues, social gatherings after hours, staff circles and staff lunches have improved Relational Trust.

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	✓ Five Essentials/My Voice, My School Survey ✓ School Climate Standards Self-Assessment
Measures	✓ Five Essentials
Five Essentials	Collaborative Teachers Supportive Environment
CPS Framework for Teaching	1b. Demonstrating Knowledge of Students 2a. Creating an Environment of Respect and Rapport
CPS Performance Standards for School Leaders	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:

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.

Score

1 **2** 3 4

There is an overall issue with student scheduling. Students often do not get to take classes they want to take.

Extracurricular organizations need to be increased. Through student surveys, this has been identified.

Service Learning is an opportunity to build engagement among students and the community.

As a service leadership academy, we offer ample opportunities for exceeding the service learning requirements through trips and clubs.

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	✓ 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

When polled, a great majority of the staff felt extremely safe in the building, and they believe most of the students feel the same. In the case of a safety issue, all staff have received a professional development training on procedures for responding to and reporting such issues.

Areas for improvement include setting school wide standards for creating, monitoring, and rewarding positive student behavior. While many teachers have their own positive incentive systems, these practices are inconsistent across the school.

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

1 2 **3** 4

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.

> Grade level teams meet regularly to discuss a restorative environment, weigh expectations, and discuss both long and short term goals for behavior reinforcement. However, grades 7-9 do better with parental engagement. This may be a function of the students' ages and the erronious assumption of greater need at these grade levels.
>
> The integral teacher self-reflection needed to implement universal Social Emotional Learning (SEL) into skills instruction and core content is approximately sixty percent. This figure was reached through discussion with the deans and other teachers in the building. The teachers that employ a conscious SEL-led classroom report fewer lower-level behavior problems. These instructors are dealing with students in a more holistic and less punitive manner and, it seems, are creating more profound relationships with their students
>
> After discussing with the deans as well as a bevy of educators it appears that our school should improve in maintaining consistency in responses to inappropriate behavior. This consistency should also be extended to policies (i.e. cell phones) as well as a faculty-and-student-perceived inconsistency concerning "punishment severity" and discipline.

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) ✓ 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:

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.

Score

1   2   **3**   4

> MLA provides a broad array of opportunities for parent partnership.
>
> MLA develops strong informal parent parnerships through Zumba class, Winter Wonderland, open campus events/use of school facilities and health clinic.
>
> MLA develops strong formal parent partnerships through support of bi-lingual services, discipline and restorative practices, diverse learner services, counseling, and extracurricular opportunities.
>
> MLA needs to develop strategies and systems to support parent feedback and believe it is vital to the culture and success of MLA's students.

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 ⊘= Not of focus
2	Expectations for depth & breadth of Quality Teaching: Balanced Assessment & Grading	1 2 3 4 5 [⊘]
2	Expectations for depth & breadth of Student Learning: Curriculum	1 2 3 4 [5] ⊘
2	Expectations for depth & breadth of Student Learning: Transitions, College & Career Access & Persistence	1 [2] 3 4 5 ⊘
2	Expectations for Quality & Character of School Life: Culture for Learning	1 2 3 [4] 5 ⊘
2	Expectations for Quality & Character of School Life: Relational Trust	1 2 [3] 4 5 ⊘
2	Expectations for Quality & Character of School Life: Student Voice, Engagement, & Civic Life	[1] 2 3 4 5 ⊘
3	Culture of & Structure for Continuous Improvement: Instructional Leadership Team	1 2 3 4 5 [⊘]
3	Culture of & Structure for Continuous Improvement: Leadership & Collective Responsibility	1 2 3 4 5 [⊘]
3	Culture of & Structure for Continuous Improvement: Professional Learning	1 2 3 4 5 [⊘]

3	Expectations for depth & breadth of Quality Teaching: Instruction	1	2	3	4	5	⊘

3	Expectations for depth & breadth of Quality Teaching: Multi-Tiered System of Support	1	2	3	4	5	⊘

3	Expectations for depth & breadth of Student Learning: Instructional Materials	1	2	3	4	5	⊘

3	Expectations for depth & breadth of Student Learning: Rigorous Student Tasks	1	2	3	4	5	⊘

3	Expectations for Quality & Character of School Life: Parent Partnership	1	2	3	4	5	⊘

3	Expectations for Quality & Character of School Life: Restorative Approaches to Discipline	1	2	3	4	5	⊘

3	Expectations for Quality & Character of School Life: Safety & Order	1	2	3	4	5	⊘

4	Culture of & Structure for Continuous Improvement: Aligned Resources	1	2	3	4	5	⊘

Goals

Required metrics (Highschool)

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
My Voice, My School 5 Essentials Survey				
Well Organized: We are currently well organized and plan to maintain current status.	(Blank)	(Blank)	(Blank)	(Blank)
National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
During the 2014-15 school year we achieved growth. With the added student support and instructional strategies in place we expect growth to the 80th percentile.	(Blank)	(Blank)	80.00	85.00
African-American National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
n/a - not enough students to qualify	(Blank)	(Blank)	80.00	85.00
Hispanic National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
These are our goals as we were at the 82nd percentile last time growth was measured by subgroup. We believe these are achievable, but high goals for this metric.	(Blank)	(Blank)	80.00	85.00
English Learner National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
These are our goals as we were at the 76th percentile last time growth was measured. We believe these are achievable, but high goals for this metric.	(Blank)	(Blank)	80.00	85.00
Diverse Learner National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments				
These are our goals as we were at the 76th percentile last time growth was measured. We believe these are achievable, but high goals for this metric.	(Blank)	(Blank)	80.00	85.00
National School Attainment Percentile on the EXPLORE, PLAN and ACT Assessments				
Through a variety of interventions (including double block English and Math, a full post-secondary plan, and Standards Based Grading), and our continued model of success, we believe we can increase our growth rate and therefore our attainment level significantly in the next few years.	(Blank)	(Blank)	19.50	20.00

Freshmen On-Track Rate

We anticipate continued success with our FOT rate.	*(Blank)*	95.00	95.00	95.00

4-Year Cohort Graduation Rate

We anticipate continued success with our cohort grad rate, keeping in line with our original FOT rates.	*(Blank)*	*(Blank)*	90.00	90.00

1-Year Dropout Rate

We have no reason to believe that our outstanding rate currently will decrease.	*(Blank)*	0.30	0.50	0.50

College Enrollment Rate

Through our full 7-12 post-secondary curriculum and making transitions a priority in our school improvement plan, we will see increased enrollment and persistence in college.	*(Blank)*	*(Blank)*	70.00	80.00

College Persistence Rate

Through our full 7-12 Post Secondary curriculum and making Transitions a priority in our school improvement plan, we should see increased enrollment and persistence in college.	*(Blank)*	*(Blank)*	80.00	85.00

Average Daily Attendance Rate

We believe that we can get over 95% with some systemic incentives including out of uniform days.	93.00	93.90	95.00	95.50

Custom metrics   4 of 4 complete

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
7/8 On Track Rate				
We believe that through our double period intervention classes, aligned curriculum, and departmentalizing the 7th and 8th grade classes, we can have a significant impact with on track rates.	42.30	70.00	80.00	85.00
Three Year Attainment Score				
Given our previous scores, we believe that we will be able to increase student achievement at MLA through tutoring, NWEA support, vertical alignment, and appropriate discipline through our Military Model.	54.00	*(Blank)*	60.00	65.00
Priority Group Growth				
Given our previous scores, we believe that we will be able to increase student achievement here through tutoring, our NWEA support class, vertical alignment and appropriate discipline through our Military Model.	74.00	*(Blank)*	90.00	90.00
ACCESS Growth				
We anticipate significant growth by strengthening our EL program and using double period English instruction supported by our bilingual teachers.	37.00	*(Blank)*	50.00	60.00

Strategies

Strategy 1

If we do...	...then we see...	...which leads to...
build a culture for learning that raises expectations through standards based grading, clear and high expectations, and balanced student motivation to included SEL and goal setting,	increased student participation, ownership and achievement	higher levels of learning, achievement, and post-secondary enrollment and persistence.

Tags:
Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading

Area(s) of focus:
4

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status
Create a set of core posters for expectations throughout the school; Include posters re: expectations, timelines, goal setting, and self-correction.	ILT (Zoldan)	Aug 1, 2016 to Dec 2, 2016	Messaging throughout the school.	Behind

Growth mindset, Expectations

Build a set of incentives and rewards that are predicatable and student centered - to include Top 10 NWEA/ACT scorers, students who excel academically, and students who have improved.	SLT (Ealy)	Aug 1, 2016 to Dec 2, 2016	Award Ceremonies	On-Track

Culture of learning

Develop a process for student self-reflection, especially as it pertains to testing.	ILT (Jaramillo)	Aug 1, 2016 to Dec 2, 2016	Increase in 3's and 4's and/or increase in re-do opps.	On-Track

Advisory, Standards based grading

Implement an advisory program that supports students in their academic and SEL needs.	Galfer/Harrison/Andrews	Jun 1, 2016 to Aug 26, 2016	Curriculum implemented in Advisory courses	On-Track

Social emotional, Advisory

Build on our SBG program by ensuring classes have high expectations using the SBG rubrics, departments have common rubrics, and all quarterly syllabi are tied to departmental standards.	ILT (Moorehouse)	Jul 1, 2016 to Jun 30, 2017	Cohesive rubrics used throughout the school.	On-Track

Curriculum, Standards based grading

Improve classroom instruction through mentoring groups for teachers	Galfer	Aug 15, 2016 to Jun 30, 2017	Improved D2 scores on REACH	On-Track

Instructional Coaching, Instruction, Mentorship

Develop engaging student assignments including project-based, problem-based, and real-world situations.	ILT (Gomez)	Jul 1, 2016 to Jun 30, 2017	Differentiated instruction including real-world situations.	Not started

Project-based learning, 21st century skills, Authentic tasks

| Ensure summer assignments and other school-wide assignments are on social media | Rosario | Jun 1, 2016 to Jun 30, 2018 | FB Page posts; Website posts | On-Track |

Summer supports, Social media

| Develop a system to support students in honors and remedial coursework | Galfer | Jun 1, 2016 to Sep 16, 2016 | Double block classes and honors tracks exist | On-Track |

Supports, Multi-tiered support systems

Strategy 2

If we do...	...then we see...	...which leads to...
create a safe zone of communication	improved relational trust	increased productivity within the adult and therefore student culture.

Tags:
Trust, Communication, After-school, Relationships, Advisory

Area(s) of focus:
3

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status
Create an advisory program which allows for open channels of communication from teacher to student.	Galfer/Harrison/Andrews	Jul 1, 2016 to Aug 26, 2016	Advisory program curriculum in action	Completed

Advisory

| Define communication channels through advisory, policy committees, and open meetings | Galfer | Jul 1, 2016 to Jun 30, 2018 | Survey responses about communication yield high ratings | On-Track |

Communication

| Encourage relationship building among staff through social events and retreats during PD | ILT (Zoldan) | Aug 1, 2016 to Jun 30, 2018 | Monthly staff outings | On-Track |

Trust, Relationships, Staff

| Develop a system of sharing best practices through classroom visits, student work reviews, and open dialogue about curriculum and instruction. | ILT (Whitaker) | Jun 1, 2016 to Dec 30, 2016 | Monthly PD to include student work and/or Cycles of Inquiry. | Behind |

Trust, Best practice

| Increase adult buy-in and participation in after school activities (staff and parents) | Whitaker | Sep 1, 2016 to Dec 30, 2016 | At least 10 non-sport extracurricular activities available | Postponed |

After-school

Action step	Responsible	Timeframe	Evidence for status	Status
Develop a policy for technology to improve communication and build 21st century learning skills	Harrison	Jul 1, 2016 to Sep 30, 2016	implementation of policy	On-Track

21st century skills

Action step	Responsible	Timeframe	Evidence for status	Status
Ensure that our bilingual students and families are involved in our BAC as well as other ways to ensure our students get every opportunity they should.	SLT (Mendoza)	Aug 15, 2016 to Aug 16, 2017	Quarterly BAC meetings with student intervention meetings to follow.	Behind

Strategy 3

If we do...	...then we see...	...which leads to...
Student Voice, Engagement, and Civic Life means that students are involved in the enhancement of their school. If we create peer conferencing, value team building, integrate parent involvement through student success and school culture driven activities, further development our peer mentorship program, create opportunities to connect with staff in a designated time and space, allow input on what programming is offered, develop a more rich extra-curricular culture driven by student interest, support advisory as well as college prep seminars and create an impactful student council. This will allow students to develop their character and skills for life by being engaged in all facets of school, community, and career opportunities.	Student, family and staff relationships based on mutual respect and professionalism. Students will enjoy learning more and provide buy-in for an education from now through college and their eventual career. Students will be more accountable and responsible for their own actions and success, including a commitment to their future plans. Students will build an identity, create a legacy and leave behind an Alma Mater they are proud of.	Students who are sure, secure, and driven to honor their abilities and future plans. We will have created created a strong school culture that develops team members to their full potential. We will improve our relationship within the greater Chicago community by giving back and becoming highly competitive.

Tags:
Student engagement, Student council, Student ownership, Student voice, Advisory

Area(s) of focus:
1

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status
Develop and utilize a peer conferencing and peer mentorship program and system	Sprague/Deans	Jul 1, 2016 to Dec 30, 2016	Peer Mediation/Conferencing available several times a week	On-Track

Student engagement, Peer mediation

Action step	Responsible	Timeframe	Evidence for status	Status
Create a student council and/or student government that have real voice in policy and guideline creation.	Saporito/ Whitaker	Aug 1, 2016 to Oct 31, 2016	Students included on policy committees; Student Council in action	Completed

Student council, Student voice

Action step	Responsible	Timeframe	Evidence for status	Status
Build a rich extra-curricular culture driven by student interest, creating more clubs, career information sessions, and athletic opportunities.	Whitaker/Glaister	Jul 1, 2016 to Jun 30, 2017	At least 10 clubs; additional sports teams	Behind

After-school, Athletics

Include student voice on what programming is offered during spring and at registration	Galfer/Kosner	Jun 1, 2016 to Sep 16, 2016	Student selected electives and classes exist	Completed

Culturally relevant programming, Student voice

Develop a system for integrating a wide range of students into decision processes; team build with staff and students	Sprague/Harrison	Jul 1, 2016 to Aug 26, 2016	Students included in policy committees and voices are used to craft policies	On-Track

Student voice, Policy

Create "Lead for a Day" opportunities for students who earn the opportunity	Counseling staff	Sep 15, 2016 to May 31, 2017	Students shadowing adults	Postponed

Leadership, Student voice

Create opportunities for parents to be deeply involved in school actions	Andrews	Sep 15, 2016 to Jun 15, 2017	Increased PAC, BAC and Friends of MLA attendance and presence	On-Track

Parental involvement

Survey students during registration and open house to include students in the programming process.	Galfer/Kosner	Jun 1, 2016 to Sep 15, 2016	Increase in buy-in to non-core coursework.	Completed

Strategy 4

If we do...	...then we see...	...which leads to...
identify essential understandings, tied to standards and assessments, which indicate what students should learn at each grade and in each subject	improved skill retention as students progress through grade levels reducing re-teaching time	students who are better prepared for success in post-secondary work.

Tags:
Curriculum Design, Curriculum, Common core state standards, Standards

Area(s) of focus:
5

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status
Revise curriculum maps for completion and standard-alignment	ILT (Jaramillo)	Jul 1, 2016 to Jun 30, 2017	Complete, aligned proficient curriculum maps	Completed

Curriculum maps

Develop a balanced assessment system, to include standardized assessments and common rubrics	ILT (McGeary)	Aug 1, 2016 to Jun 30, 2017	Complete, aligned, proficient common assessments	On-Track

Assessment, Balanced assessment

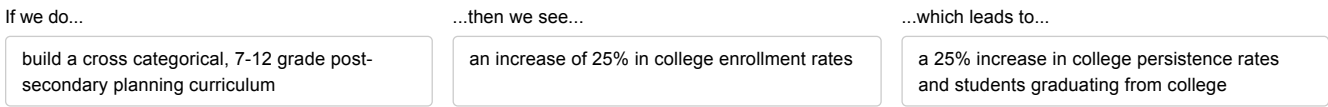| Action step	Responsible	Timeframe	Evidence for status	Status
Utilize a consistent marker board configuration to build daily objectives, clarity around activities, and common language about assessment.	ILT (Field)	Aug 15, 2016 to Jun 30, 2018	Marker Board Configurations with clear, daily objectives	Behind

Daily objectives, Learning objectives

Action step	Responsible	Timeframe	Evidence for status	Status
Building a vertical alignment framework that shows power standards/skills in each grade level and content area	ILT (Jaramillo)	Jul 1, 2016 to Jun 30, 2018	One, school-wide document that shows power standards/skills in student friendly verbiage	On-Track

Curriculum, Standards, Vertical alignment

Strategy 5

If we do...	...then we see...	...which leads to...
build a cross categorical, 7-12 grade post-secondary planning curriculum	an increase of 25% in college enrollment rates	a 25% increase in college persistence rates and students graduating from college

Tags:
College Access and Persistence, Post secondary supports, Transition

Area(s) of focus:
2

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status
Creation of elective courses at 11th and 12th grade focusing on post-secondary education	SLT (Rice)	Jun 1, 2016 to Aug 26, 2016	Curriculum maps, scope/sequence, Naviance numbers	Completed

College Access and Persistence, Post secondary supports

Action step	Responsible	Timeframe	Evidence for status	Status
Integration of post-secondary curriculum into grade 7-10 JROTC courses for early exposure and college and career planning.	SLT (Rice, Harrison)	Jul 1, 2016 to Jun 30, 2018	Curriculum maps and scope/sequence, collaboration with JROTC instructors	On-Track

College Access and Persistence, Curriculum, Post secondary supports

Action step	Responsible	Timeframe	Evidence for status	Status
Utilize weekly advisory sessions to work with all students on academics, personal behaviors, and college and career readiness.	Galfer, Andrews, Harrison	Jun 1, 2016 to Sep 30, 2016	Advisory room curriculum paired with post-secondary curriculum, completion of Naviance milestones	Completed

College Access and Persistence, Advisory

Action step	Responsible	Timeframe	Evidence for status	Status
100% student participation in college tours, school facilitated college fair, completion of Net Price Calculator, and development of concrete post-secondary plans.	Rice	Aug 15, 2016 to Dec 30, 2016	College Planning Calendar, student plans, reports (Naviance and District KPI tracking)	On-Track

College Access and Persistence

| Expand dual-credit program/ course-offerings | ILT (McGeary) | Jun 1, 2016 to Aug 26, 2016 | More courses offered, more staff licensed, increased student enrollment in in dual-credit | Completed |

College Access and Persistence, Scheduling

| Creation of student academic support center (staff/student led) | Rice | Aug 15, 2016 to Oct 28, 2016 | Daily support during lunch/after school, physical workspace, student attendance | Completed |

Action Plan

District priority and action step	Responsible	Start	End	Status
✚ Create a set of core posters for expectations throughout the school; Include posters re: expectations, timelines, goal setting, and self-correction. Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Growth mindset, Expectations	ILT (Zoldan)	Aug 1, 2016	Dec 2, 2016	Behind
✚ Build a set of incentives and rewards that are predicatable and student centered - to include Top 10 NWEA/ACT scorers, students who excel academically, and students who have improved. Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Culture of learning	SLT (Ealy)	Aug 1, 2016	Dec 2, 2016	On-Track
✚ Develop a process for student self-reflection, especially as it pertains to testing. Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Advisory, Standards based grading	ILT (Jaramillo)	Aug 1, 2016	Dec 2, 2016	On-Track
✚ Implement an advisory program that supports students in their academic and SEL needs. Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Social emotional, Advisory	Galfer/Harrison/Andrews	Jun 1, 2016	Aug 26, 2016	On-Track
✚ Build on our SBG program by ensuring classes have high expectations using the SBG rubrics, departments have common rubrics, and all quarterly syllabi are tied to departmental standards. Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Curriculum, Standards based grading	ILT (Moorehouse)	Jul 1, 2016	Jun 30, 2017	On-Track
✚ Improve classroom instruction through mentoring groups for teachers Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Instructional Coaching, Instruction, Mentorship	Galfer	Aug 15, 2016	Jun 30, 2017	On-Track
✚ Develop engaging student assignments including project-based, problem-based, and real-world situations. Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Project-based learning, 21st century skills, Authentic tasks	ILT (Gomez)	Jul 1, 2016	Jun 30, 2017	Not started
✚ Ensure summer assignments and other school-wide assignments are on social media Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Summer supports, Social media	Rosario	Jun 1, 2016	Jun 30, 2018	On-Track
✚ Develop a system to support students in honors and remedial coursework Tags: Culture of learning, Growth mindset, Expectations, Advisory, Standards based grading, Supports, Multi-tiered support systems	Galfer	Jun 1, 2016	Sep 16, 2016	On-Track
✚ Create an advisory program which allows for open channels of communication from teacher to student. Tags: Trust, Communication, After-school, Relationships, Advisory, Advisory	Galfer/Harrison/Andrews	Jul 1, 2016	Aug 26, 2016	Completed

District priority and action step	Responsible	Start	End	Status
✚ Define communication channels through advisory, policy committees, and open meetings Tags: Trust, Communication, After-school, Relationships, Advisory, Communication	Galfer	Jul 1, 2016	Jun 30, 2018	On-Track
✚ Encourage relationship building among staff through social events and retreats during PD Tags: Trust, Communication, After-school, Relationships, Advisory, Trust, Relationships, Staff	ILT (Zoldan)	Aug 1, 2016	Jun 30, 2018	On-Track
✚ Develop a system of sharing best practices through classroom visits, student work reviews, and open dialogue about curriculum and instruction. Tags: Trust, Communication, After-school, Relationships, Advisory, Trust, Best practice	ILT (Whitaker)	Jun 1, 2016	Dec 30, 2016	Behind
✚ Increase adult buy-in and participation in after school activities (staff and parents) Tags: Trust, Communication, After-school, Relationships, Advisory, After-school	Whitaker	Sep 1, 2016	Dec 30, 2016	Postponed
✚ Develop a policy for technology to improve communication and build 21st century learning skills Tags: Trust, Communication, After-school, Relationships, Advisory, 21st century skills	Harrison	Jul 1, 2016	Sep 30, 2016	On-Track
✚ Ensure that our bilingual students and families are involved in our BAC as well as other ways to ensure our students get every opportunity they should. Tags: Trust, Communication, After-school, Relationships, Advisory	SLT (Mendoza)	Aug 15, 2016	Aug 16, 2017	Behind
✚ Develop and utilize a peer conferencing and peer mentorship program and system Tags: Student engagement, Student council, Student ownership, Student voice, Advisory, Student engagement, Peer mediation	Sprague/Deans	Jul 1, 2016	Dec 30, 2016	On-Track
✚ Create a student council and/or student government that have real voice in policy and guideline creation. Tags: Student engagement, Student council, Student ownership, Student voice, Advisory, Student council, Student voice	Saporito/ Whitaker	Aug 1, 2016	Oct 31, 2016	Completed
✚ Build a rich extra-curricular culture driven by student interest, creating more clubs, career information sessions, and athletic opportunities. Tags: Student engagement, Student council, Student ownership, Student voice, Advisory, After-school, Athletics	Whitaker/Glaister	Jul 1, 2016	Jun 30, 2017	Behind
✚ Include student voice on what programming is offered during spring and at registration Tags: Student engagement, Student council, Student ownership, Student voice, Advisory, Culturally relevant programming, Student voice	Galfer/Kosner	Jun 1, 2016	Sep 16, 2016	Completed
✚ Develop a system for integrating a wide range of students into decision processes; team build with staff and students Tags: Student engagement, Student council, Student ownership, Student voice, Advisory, Student voice, Policy	Sprague/Harrison	Jul 1, 2016	Aug 26, 2016	On-Track
✚ Create "Lead for a Day" opportunities for students who earn the opportunity Tags: Student engagement, Student council, Student ownership, Student voice, Advisory, Leadership, Student voice	Counseling staff	Sep 15, 2016	May 31, 2017	Postponed
✚ Create opportunities for parents to be deeply involved in school actions Tags: Student engagement, Student council, Student ownership, Student voice, Advisory, Parental involvement	Andrews	Sep 15, 2016	Jun 15, 2017	On-Track
✚ Survey students during registration and open house to include students in the programming process. Tags: Student engagement, Student council, Student ownership, Student voice, Advisory	Galfer/Kosner	Jun 1, 2016	Sep 15, 2016	Completed
✚ Revise curriculum maps for completion and standard-alignment Tags: Curriculum Design, Curriculum, Common core state standards, Standards, Curriculum maps	ILT (Jaramillo)	Jul 1, 2016	Jun 30, 2017	Completed

District priority and action step	Responsible	Start	End	Status
✚ Develop a balanced assessment system, to include standardized assessments and common rubrics Tags: Curriculum Design, Curriculum, Common core state standards, Standards, Assessment, Balanced assessment	ILT (McGeary)	Aug 1, 2016	Jun 30, 2017	On-Track
✚ Utilize a consistent marker board configuration to build daily objectives, clarity around activities, and common language about assessment. Tags: Curriculum Design, Curriculum, Common core state standards, Standards, Daily objectives, Learning objectives	ILT (Field)	Aug 15, 2016	Jun 30, 2018	Behind
✚ Building a vertical alignment framework that shows power standards/skills in each grade level and content area Tags: Curriculum Design, Curriculum, Common core state standards, Standards, Curriculum, Standards, Vertical alignment	ILT (Jaramillo)	Jul 1, 2016	Jun 30, 2018	On-Track
✚ Creation of elective courses at 11th and12th grade focusing on post-secondary education Tags: College Access and Persistence, Post secondary supports, Transition, College Access and Persistence, Post secondary supports	SLT (Rice)	Jun 1, 2016	Aug 26, 2016	Completed
✚ Integration of post-secondary curriculum into grade 7-10 JROTC courses for early exposure and college and career planning. Tags: College Access and Persistence, Post secondary supports, Transition, College Access and Persistence, Curriculum, Post secondary supports	SLT (Rice, Harrison)	Jul 1, 2016	Jun 30, 2018	On-Track
✚ Utilize weekly advisory sessions to work with all students on academics, personal behaviors, and college and career readiness. Tags: College Access and Persistence, Post secondary supports, Transition, College Access and Persistence, Advisory	Galfer, Andrews, Harrison	Jun 1, 2016	Sep 30, 2016	Completed
✚ 100% student participation in college tours, school facilitated college fair, completion of Net Price Calculator, and development of concrete post-secondary plans. Tags: College Access and Persistence, Post secondary supports, Transition, College Access and Persistence	Rice	Aug 15, 2016	Dec 30, 2016	On-Track
✚ Expand dual-credit program/ course-offerings Tags: College Access and Persistence, Post secondary supports, Transition, College Access and Persistence, Scheduling	ILT (McGeary)	Jun 1, 2016	Aug 26, 2016	Completed
✚ Creation of student academic support center (staff/student led) Tags: College Access and Persistence, Post secondary supports, Transition	Rice	Aug 15, 2016	Oct 28, 2016	Completed

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 approced plan, developed in consultation with teachers, administrators, and other appropriate personnel, and parents of thes tudents 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 suppland 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.

> Marine Leadership Academy's PAC meets monthly and provides input to the NCLB Title one budget. The administration team meets with the PAC during this time to ensure the parent voice is heard.

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

> The Title 1 Annual Meeting will be held on September 27, 2016 at 5:40pm and the Title 1 PAC Organizational meeting was held on September 27, 2016 at 6:30 p.m. The PAC was formed and parents were elected to the positions within this organization.

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.

> This meeting was completed at the same time as the PAC election and formation meeting. The principal informed all parents and community members about Title 1 and the school' s curriculum and school performance.

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 administration meets with the PAC once a month. Parents are also able to make an appointment or contact the principal by phone or email on a weekly basis.

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.

> Marine Leadership Academy provides this information to the students and parents as soon as the assessment results are released. Copies are sent home by mail and given to the students in school. This information is also provided at both parent report card pick ups.

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.

> All students are taught by highly qualified teachers.

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.

This is done in several different ways. The PAC formation meeting at the start of the year informs parents of academic standards and assessments. Report Card Pick Up, Parent Portal, and progress reports help parents monitor their child's progress.

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.

The PAC put together after school programs for parents. These programs provide assistance with literacy, technology and resume writing.

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.

The administration team and staff have weekly and quarterly professional development for teachers. During this time, staff is informed and educated on the importance of parent programs and involvement.

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.

N/A

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.

Information is given in multiple ways when communicating with parents. Letters and robocalls are sent home in both English and Spanish. Information is also posted on the website in both languages as well.

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)

These programs are for early childhood education. We are a high school.

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.)

The students will get high quality curriculum and instruction through peer and administration reviewed instruction,curriculum maps, and a standards based grading system.

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 are held district-wide twice a year. One is after the first quarter and is held in the fall. The second is held in the spring at the end of third quarter. The exact dates were 11/19/2015 and 04/16/2016.

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

The parents and students receive a progress or report card every five weeks of the school year. Parents also are invited to parent report card pick ups twice a year.

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

Parents can set up appointments with staff members or administration via phone calls or emails. Teachers are able to meet with parents during their prep periods throughout the day.

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 are open to volunteer at anytime during the school year. Parents are invited to work with administration so the school can be informed to what capacity the parent will be helping students.

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

> Parents can monitor student progress through Gradebook parent portal. This system allows parents to see students' grades and assignments at anytime.

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

> There are three ways parents provide input and make decisions at Marine Leadership Academy. There is parent representation on the CIWP team, LSC, and PAC. These three teams help create policy at the school.

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).

> Students will be held responsible by following the school rules - coming to school every day (with the goal of a 95% attendance rate), and being assessed using a standards based grading system.

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 increast student academic achievement through parental involvement; specify your goals.

> During this two year period, we will engage over 80% of parents in committees, coursework, events and/or student interventions. By doing this, we will ensure students are engaged and academic achievement is the focus of their engagement.

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.	$ 3000	.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.	$ 1000	.00
53205	**Refreshments** Allocation CAN NOT EXCEED 25% of the Parent Budget. Refreshments must be used for Title 1 PAC meetings, trainings and workshops.	$ 1000	.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)	$ Amount	.00
54505	**Admission and Registration Fees, Subscriptions and memberships** For Parents use only.	$ Amount	.00
54205	**Travel** Buses for Parents use. Overnight Conference travel- schoolsmust follow the CPS Tracel Policy. The CPS Parent Overnight Travel Approval Form and Conference Travel Form must be completed.	$ Amount	.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.	$ Amount	.00

53510	**Postage** Must be used for parent involvement programs only.	$	352	.00
53306	**Software** Must be educational and for parent use only.	$	Amount	.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 by used only by parents.	$	Amount	.00