



Avalon Park Elementary School (/school-plans/13) / Plan summary

## 2016-2018 plan summary

### Team

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### Team meetings

Date	Participants	Topic
04/08/2016	All Staff	CIWP SEF/Strategies
04/14/2016	PAC and Some LSC Members	CIWP
05/03/2016	Principal Cohort Partners	CIWP SEF/Strategies

05/10/2016

Principal Cohort Partners

CIWP SEF/Strategies/Goals

05/12/2016

LSC

CIWP

School Excellence Framework

Culture of & Structure for Continuous Improvement

4 of 4 complete

**Leadership & Collective Responsibility:**

Score

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.

1 2 3 4

According to Five Essentials data, Avalon Park has effective leaders that articulate the vision that was developed and now shared by the entire Avalon Park Learning community. At the beginning of the 2015-16 school year, the principal shared the school's vision with all parents and community members during Back-to-School Day and Quarter 1 Report Card Pick-Up (State-of-School Address). Additionally, Avalon Park scored 70 on Program Coherence (Strong), in which 77% of teachers reported that once we start a new program, we follow up to make sure that it's working. 75% of teachers reported that their curriculum, instruction, and learning materials are coordinated across different grade levels. The principal utilizes Dashboard on a daily basis to analyze data and monitor quality that leads to continuous social, emotional and academic growth.

**Guide for Leadership & Collective Responsibility**

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

**Evidence, Measures, and Standards**

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

**Instructional Leadership Team:**

Score

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.

1 2 3 4

According to the data constructed by Avalon Park's ILT Team, Avalon Park scored a 1. Avalon Park's ILT has not yet developed consistent structures where teacher leaders are implementing the theories of action to improve teaching and learning. Teachers are more apt to facilitate teacher team meetings when they feel more empowered.

### Guide for Instructional Leadership Team

- **Engage in on-going inquiry (e.g. continuous improvement cycles) as a basis for improvement.**
  - Gain productive insight and take substantial new action or adjust strategy that clearly addresses root causes.
  - Relentlessly ask, **"Is it working?"** about every program, initiative, and strategy in the school.
  - Vet Initiatives and strategies on the basis of their direct or proven impact on outcomes.
  - Monitor if previous actions were implemented (fidelity) and working as intended. Ask, **"If not, why not?"**
- **Share leadership for improving teaching and learning with representative school members.**
  - Organize the team around a common understanding of team's purpose and instructional priorities.
  - Represent all relevant specialty content areas, programs, related services, and grade bands/department teams and is an appropriate size.
  - Represent a balance of work styles (e.g. task-oriented, provides push-back, synthesizes, etc.)
- **Use protocols and ask probing questions.**
  - Ask questions focused on factors within sphere of control and avoid a focus on student factors.
  - Use appropriate protocols and level of analysis (grade, school-wide, individuals) for meeting purpose.
  - Systematically consider root cause(s) based on thorough review of evidence.
- **Use timely and relevant data/evidence sources.**
  - Gather and use current and relevant local student, school, teacher performance (e.g. attendance data, assessment results), and operational data formatively to review and revise school and classroom practices as needed.
  - Disaggregate data for priority student groups (e.g. English learners, diverse learners).
- **Schedule and structure frequent meetings.**
  - Meet regularly (2-4 times per month).
  - Use an agenda with a clear focus.
- **Collaborate effectively, value transparency, and inform and engage stakeholders.**
  - All team members have equity of voice and are actively engaged in asking questions.
  - Celebrate small wins and improvements.
  - Regularly inform and engage stakeholders of key data and work of the ILT.
- **Build the capacity of teacher teams to lead cycles of learning and problem solving focused on student learning data and student work.**

### Evidence, Measures, and Standards

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

### 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

After analyzing 2014-2015's data, Avalon Park's administration created a year-long professional development plan to address teacher and student deficits as measured by CPS Framework for Teaching. Domains 3c (Engaging Students in Learning) and 3d (Using Assessment in Instruction) were identified as critical areas in which teachers needed the most support. Collectively, 26% of Avalon Park's teachers scored Below Proficient in Domain 3c, and 37% of teachers were below Proficient in Domain 3d. Avalon Park has PD agendas as evidence of the systems of support that have been rendered to teachers. According to Five Essentials, teachers rated Collaborative Practices Neutral (Score of 57).

## Guide for Professional Learning

- **Select and design professional learning (PL) to achieve school-wide improvement, including closing priority group achievement gaps.**
  - Use data to identify performance and practice gaps to inform PL plan.
  - Use research about best practices to identify potential learning and subject matter experts to support.
  - Solicit feedback from staff to inform selection of PL opportunities.
  - Provide PL relevant to the cultural and linguistic needs of students.
  - Provide both whole staff and differentiated PL to individual teacher levels.
- **Implement and sustain on-going, job-embedded professional learning (PL) (e.g. coaching, peer learning opportunities, action research)**
  - Recommend and/or provide PL opportunities directly related to individuals' specific areas of need and professional growth goals.
  - Encourage staff to broaden networks to bring new knowledge and resources to learning environment.
  - Teachers initiate opportunities for professional growth and proactively seek opportunities to enhance content knowledge and pedagogical skill.
- **Structure time for teachers to collaborate and learn together.**
  - Create schedules and systems to conduct peer observations, and coaching. Reflect on its impact.
  - Teachers provide and accept collegial support and feedback to/from colleagues.
  - Teachers participate in and facilitate professional inquiry in teams to advance student learning.
- **Make 'safe practice' an integral part of professional learning.**
  - Allow teachers ample time to try new strategies, refine skills, grapple with implementation problems, and share knowledge and experience.
  - Provide support that addresses the specific challenges of changing classroom practice. Provide coaching/mentoring support to validate continuing to work through struggles.
- **Monitor implementation to ensure staff uses new knowledge to improve practice and it is having the desired effect on practice and student outcomes.**
  - Conduct frequent non-REACH observations to provide coaching and actionable feedback.
- **Provide induction and support for new teachers.**
  - Assign each new teacher a mentor who is skilled in pedagogy and is an open, collaborative colleague.
  - Schedule a series of 'learning experiences' for new teachers that helps them navigate important initiatives (e.g. REACH) and provides information on school specific goals and resources.

## Evidence, Measures, and Standards

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

### 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

Avalon Park's Staff received all schedules and selected resources that are aligned to CIWP Goals in August 2015. Several staff members participated in interviews for vacancies that were available at Avalon Park. Administration hired 4 new teachers: 2 for primary, 1 for middle school literacy and a new PE teacher. Avalon Park partners with several community-based organizations including: New Life Church (Peacemakers-Restorative Justice, male and female mentors speak to middle school students), University of Chicago Medical and New Life Health Ministry (provided hygiene workshops for all students), Tropical Optical (vision screenings/glasses), Larry's Barbershop (free haircuts), Alderman Michelle Harris, Parent University-Thyatiria Towns. Since adopting Peacemakers, our out-of-school suspension rate has declined from 27.7% (2014-15) to 11.4% (2015-16).

## 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	<a href="#">4a. Reflecting on Teaching &amp; Learning</a> <a href="#">4e. Demonstrating Professionalism</a>
CPS Performance Standards for School Leaders	A3. Allocates Resources to Support Student Learning, Prioritizing Time B4. Hires and Retains Highly Effective Teachers

Expectations for depth & breadth of Student Learning

4 of 4 complete

### Curriculum:

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

Score

1 2 3 4

Avalon Park follows Network 12's Map and Literacy Instructional Maps for the implementation of our Core Curriculum. All of Avalon Park's teachers construct their own weekly lesson plans that include assessments aligned to the corresponding Common Core State Standards. All lesson plans include accommodations and modifications per each student's IEP. During Teacher Team meetings, teachers and administration analyze teacher resources to ensure there is alignment to student tasks and CCSS. They analyze student work for trends so that when reteaching is necessary, teachers are prepared to provide those opportunities for student success.

### 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=Y3BzLmVkdXxrY3xneDoyYjIINGI4MmY3YTlxYTgz>), etc.)**
- **Integrate academic and social emotional learning.**
- **Reach outside of the classroom for real world (or simulated) application. For example,**
  - Incorporate web capabilities for interactivity and information sharing.
  - Integrate field-based learning through partnerships with city institutions (e.g. museums (<https://sites.google.com/a/cps.edu/kc/home/teachers/museum-resources>)), colleges, universities, and community based organizations.

## Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> <li>✓ Curriculum maps, vertical/horizontal</li> <li>✓ Sequencing and pacing guides</li> <li>✓ Thematic units which cover multiple disciplines</li> <li>✓ Comprehensive unit plans including assessments</li> </ul>
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious Instruction Effective Leaders Collaborative Teachers
CPS Framework for Teaching	<a href="#">3a. Communicating with Students</a> <a href="#">3c. Engaging Students in Learning</a> <a href="#">1a. Demonstrating knowledge of content and pedagogy</a> <a href="#">1d. Designing Coherent Instruction</a>
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

Many of Avalon Park’s teachers utilize instructional materials that support the learners’ ability to demonstrate mastery of the CCSS (Reading A-Z, ReadWorks.org, TeachersPayTeachers, Scholastic, and Ready Common Core). In most cases teachers include multimedia supports to enhance instructional delivery (Ready Gen and Envision Math-Pearson, STRIDE Academy, Achieve3000, and Khan Academy). Collectively, Avalon Park’s teachers are emerging in their ability to provided varied levels support and challenge.

## Guide for Instructional Materials

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

- **Aligned to curricular plans and expectations of the standards.**
- **Varied and flexible.**
  - Are selected and adapted based on learning objectives and learner needs.
  - Include a variety of quality media, manipulatives and supplies to achieve valued learning outcomes.
- **Intentionally planned by identifying or adapting appropriate tools (including technology) for specific instructional needs.**
  - Student outcomes and developmental appropriateness determine when and who will use the materials.
  - Materials are updated/upgraded in response to new information and understandings.
- **Equitably available and accessible to all teachers and students.**
  - Teachers and students have available a variety of high quality, standards-aligned instructional materials and resources.
  - Materials are in English and native language for English learners.
  - Reference and resource materials are readily available and circulated throughout the school.
- **Include multimedia and embedded, just-in-time supports (e.g. hyperlinked glossaries, background information, and on-screen coaching) – for conveying conceptual knowledge.**
  - Students interact with instructional materials to engage all modalities in the learning process.
  - Technology is integral to students learning experiences.
  - Units and lessons include grade-appropriate levels of texts and other materials so every student can access the content/skills.
- **Include tools and supports needed to access, analyze, organize, synthesize, and demonstrate understanding in varied ways – for learning and expression of knowledge.**
  - The needs of the students at different performance levels are met by using a variety of instructional materials that allow students to draw on all of their learning capacities.
  - The teacher models effective use of various materials.
  - Students understand that materials are a means to acquire language, knowledge, and competencies.
  - Technology enhances students' higher order, creative thinking and problem solving.
  - Materials connect subject area content to real life applications.
- **Include alternative pathways including choice of content, varied levels of support and challenge, and options for recruiting and sustaining interest and motivation – for engaging and learning.**
  - Students make choices about instructional materials as part of learning.
  - Materials address the needs of the total child: cognitive, linguistic, social, emotional, physical, and aesthetic.
  - Consumables are often non-print supplies that promote active, hands-on learning.

## Evidence, Measures, and Standards

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

During weekly teacher team meetings, all teachers analyze student work and provide feedback to one another for the purpose of more students achieving mastering of the concepts that are presented to them on a daily basis. Teachers also receive feedback for tasks that are created to provide rigor that support the standards of the true spirit of college and career readiness. After receiving feedback and sharing students task samples at teacher team meetings, teacher begin to modify their tasks to become more ambitious for instructional delivery. According to the Five Essentials data, 99% of students responded that they feel the academic pressure. However, according to administration's check-in visits conducted throughout this school year, the need for more rigorous tasks is evident. CPS Framework for Teaching ratings show that 26% of teachers scored below proficient in Domain 3c (Engaging Students in Learning).

### Guide for Rigorous Student Tasks

- **Begin with the belief that all students can learn. (see *Culture for Learning*)**

- Convey high learning expectations for all students and develop structures that enable practice and perseverance for each individual student.
- Create an environment where students assume responsibility for high-quality work by persevering, initiating improvements, addressing critiques, making revisions, adding detail and/or helping peers.
- Communicate the necessity of attendance and engagement everyday in order to succeed.
- **Plan and assign tasks that are cognitively challenging for individual students and require students to provide evidence of their reasoning.**
  - Align tasks with standards-based learning objectives that reflect the depth of knowledge expectations.
  - Tasks are Integrative to draw on multiple standards.
  - Teach for Robust Understanding in Mathematics (TRU Math ([https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/math/tru-math-dimensions/TRU%20Math%20-%20Conversation%20Guide%20\(Short%20Version\).pdf?attredirects=0&d=1](https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/math/tru-math-dimensions/TRU%20Math%20-%20Conversation%20Guide%20(Short%20Version).pdf?attredirects=0&d=1))). Engage students with important mathematical ideas, not simply receiving knowledge, requiring students to engage in productive struggle.
- **Tasks reflect the key shifts in literacy.**
  - **Complexity:** Tasks reward close reading of complex text; Focus on comprehension of academic language, not obscure vocabulary.
  - **Evidence:** Cite evidence from text and write to sources, not decontextualized prompts.
  - **Knowledge (non-fiction):** Tasks embed reading and writing across disciplines with a variety of literary and informational complex texts and tasks and demonstrate comprehension through speaking, listening.
- **Tasks reflect the key shifts in mathematics.**
  - **Focus:** Tasks reflect a curricular and instructional focus on the major work in (e.g. operational fluency and number sense in K-2).
  - **Coherence:** Multi-grade progressions stress key beginnings (e.g. ratios in 6th grade) and key end points (e.g. fluency with multiplication in 3rd);
  - **Rigor:** Problems require construction of mathematical reasoning and critiques of other possible solutions.
- **Provide opportunities for students to create authentic work for real audiences (beyond the teacher) to motivate them to meet standards and engage in critique and revision.**
- **Examine student work to identify and showcase the qualities of strategic thinking that are both rich in content and relevant for students.**
  - Analyze models with students to build a vision of quality.
  - Use protocols to collectively reflect regularly on the level of cognitive demand asked of students across the school, particularly priority group students, to think strategically as speakers, listeners, readers, and writers.
  - Analyze student work samples as part of professional learning to best support students' attainment of quality work and standards.

## Evidence, Measures, and Standards

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

Avalon Park's counselor constructed a year-long College & Career unit for middle school students. All students in grades 3-8 engage in weekly College & Career instruction including but, not limited to: understanding entrepreneurship, career development, education after high school, knowing yourself: 6 steps to success, college comparison information, etc. The middle school students at Avalon Park participated in 3 High School fairs, 1 High School Investigation Day and 1 College Tour. All middle school students engaged in "The Rites of Passage" which was separated for boys and girls. Boys engaged in "Brotherly Ties" every Friday of February and "When Girls Meet Pearls" for the girls who engaged every Friday of March. Both middle school groups engaged in culminating activities at the end of their monthly presentation where a variety of speakers were present.

### 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 8<sup>th</sup> Grade Algebra to all eligible 8<sup>th</sup> grade students.
  - Provide access to early college and career coursework and credential opportunities while in HS (e.g. AP credit, Dual credit, industry credentials (CTE), Seal of Biliteracy)
  - Teach students to analyze their transcripts and test scores, as well as connect course selection, attendance, and grades to their continued success and access to postsecondary options, and adjust their actions and behavior to make progress toward graduation and their top postsecondary choice. Provide support and motivation to encourage B’s or better and improving attendance.
  - Create opportunities for students to explore college and career knowledge, mindsets, and skills necessary for academic planning and goal setting.
  - Find opportunities to work with all students on academic and personal behaviors, including persistence, engagement, work habits/organization, communication/ collaboration, and self-regulation.
  - In Naviance, develop an Individual Learning Plan that tracks coursework, college and career assessments, goal setting, 6th-12th grade milestones completion that culminates in a concrete postsecondary plan.
- **SUCCESS - Provide direct assistance to all students and families through every stage of the college selection, application, and entry process (Transition to College (HS))** including, but not limited to academic planning/advising to assist with:
  - Selecting colleges with the best institutional graduation rates for their level of qualifications. (Students of all qualification levels are more likely to graduate from college if they attend a postsecondary institution with high graduation rates)
  - Researching/comparing options including short and long-term financial outcomes, comparing college graduation rates, and other statistics to narrow down options.
  - Researching living wage options such as an apprenticeship or certification programs for students who wish to work after high school and/or want to delay college.
  - Applying to multiple colleges—generally three or more.
  - Navigating financial aid and capitalizing on grant and scholarship opportunities.

## Evidence, Measures, and Standards

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

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

In order to guide students through active learning, all teachers of Avalon Park construct weekly lesson plans that demonstrate knowledge of relevant content standards. Avalon Park teachers are required to utilize a variety of data (NWEA, mClass, TRC, Stride Academy and teacher created assessments to formulate flexible groups to best meet students' academic and emotional needs). Outside of required observations, Avalon Park's administration conducts weekly check-in visits to access teaching and learning, provides suggestions for improvement and creates systems of support as needed.

## Guide for Instruction

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

## Evidence, Measures, and Standards

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

### Multi-Tiered System of Support:

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

### Score

1 2 3 4

Rigorous tasks are used in some classes to support student engagement, small groups, and differentiated instruction (Reading & Math). Pre-K through 8th grade utilizes computer web-based programs that are adaptive to students' academic levels (STRIDE Academy, Achieve3000 and Khan Academy). We have a reading intervention program in K-3 (Leveled Literacy Intervention-LLI), Restorative Justice (Peacemakers) which is a school-based program that is implemented 3 days a week at Avalon Park, and parents shadow students when there are behavioral concerns (Shadow Pass) after students have participated in Peace Circles. Initially, when teachers notice concerns with students academically or behaviorally, they begin to keep daily anecdotal records. During the time that teachers are implementing interventions and strategies, they also receive support/suggestions from the case manager. After 6-8 weeks of implementing Tier I interventions and strategies with struggling students (and documenting through anecdotal records) and noting that they have continued to struggle academically or behaviorally a teacher may refer students for Tier II/Tier III interventions. According to Avalon Park's MTSS Action Plan Survey for Principals, 100% of Avalon Park's teaching staff has been trained on the MTSS model.

## Guide for Multi-Tiered System of Support

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

## Evidence, Measures, and Standards

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

All teachers at Avalon Park receive weekly feedback on the assignments, assessments and homework that are inputted into Gradebook. While assessing Gradebook, administrators look for reteaching when less than 80% of the class did not receive a "C" or better on weekly assessments. In the event that reteaching is necessary, teachers are given a 48-hour window to complete updates, entering re-take scores. According to the 30th week "On Track" data, 74.5% of Avalon Park students are "On Track" for the College and Career Path. All diverse learners receive modifications/accommodations as outlined in their IEP's and are challenged to achieve individual growth just as the regular general education students are expected to. Teachers create their own weekly and 5-week interim assessments through the use of Stride Academy. The results from the data are analyzed during teacher team meetings.

## 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
	<a href="#">1c. Selecting Learning Objectives</a>
	<a href="#">1e. Designing Student Assessment</a>
CPS Framework for Teaching	<a href="#">3d. Using Assessment in Instruction</a>
	<a href="#">4a. Reflecting on Teaching &amp; Learning</a>
	<a href="#">4b. Maintaining Accurate Records</a>
CPS Performance Standards for School Leaders	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices

Expectations for Quality & Character of School Life

6 of 6 complete

### Culture for Learning:

Score

1 2 3 4

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.

Avalon Park's administration, along with its Instructional Leadership Team, opted to display data walls in every classroom. This data is used to formulate small groups for daily instruction. Most teachers construct rigorous tasks that are aligned to the performance level of each group. Based on Dashboard's attendance data, Avalon Park's YTD attendance has increased to 95.7% from last year's 92.5%.

### Guide for Culture for Learning

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

## Evidence, Measures, and Standards

Evidence, Measures, and Standards	
Suggested Evidence	<ul style="list-style-type: none"> <li>✓ Sample of individual student learning goals from a cross-section of teachers</li> <li>✓ Also review student work evidence from Rigorous Student Tasks</li> </ul>
Measures	<ul style="list-style-type: none"> <li>✓ Five Essentials – Ambitious Instruction</li> <li>✓ SQRP Attainment and Growth</li> </ul>
Five Essentials	<ul style="list-style-type: none"> <li>Ambitious Instruction</li> <li>Collaborative Teachers</li> <li>Supportive Environment</li> </ul>
CPS Framework for Teaching	<a href="#">2b. Establishing a Culture for Learning</a>
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

According to the SEF Self-Evaluation Survey that was administered on April 8, 2015 all but 2 of our teachers reported that they are comfortable with their peers observing their classroom instruction. According to Five Essentials, 75% of teachers reported that they have observed another’s classroom to offer feedback. 92% of teachers reported that they have observed another teacher’s classroom to get ideas for their own instruction. 83% of them reported working on instructional strategies together. 75% of teachers reported that teachers in our school trust each other. 83% reported that teachers respect colleagues who are experts at their craft. 100% of students agreed or strongly agreed that teachers help them catch up if behind, notice if they have trouble learning, give feedback on how to improve and are willing to give extra help on schoolwork. Academic Personalism had a performance rating of Very Strong (99) and Student-Teacher Trust scored 77 (Strong). Supportive Environment had a performance rating of Very Strong with a score of 83.

### 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	<a href="#">1b. Demonstrating Knowledge of Students</a> <a href="#">2a. Creating an Environment of Respect and Rapport</a>
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

According to Five Essentials, Peer Support had a performance rating of Very Strong. Over 79% of all students reported that doing homework is important, feel it is important to pay attention in class and come to school every day, and try hard to get good grades. Students rated Academic Rigor Very Strong, with a score of 99. School Connectedness was also rated Very Strong, with 79% of all students reporting they are included in lots of activities at school. Avalon Park has some extracurricular activities such as softball, basketball, and boys and girls mentoring.

### Guide for Student Voice, Engagement, & Civic Life

#### Students...

- **Have equitable access to a wide range of extracurricular and enrichment opportunities that build leadership, nurture talents and interests, and increase attendance and engagement with the school.**
  - Student needs, interest, and input are solicited for student programming.
  - Impact and quality of extracurricular and enrichment activities are measured regularly.
- **Have equitable access to rigorous courses/programming (e.g. AP, IB, magnet, dual credit, CTE).**
  - Student needs, interest, and input are solicited for student programming.
- **Have a choice.**
  - Respectful student questioning and inquiry is embraced. Students choose issues of concern, research topics relevant to their lives, and develop their own plans to address them.
  - Learning activities are personalized to match students' needs and interests, and students are involved in decisions that affect their learning.
- **Have a voice and take informed action.**
  - Students are included in key conversations about their learning experience and work with the principal and staff to identify issues and implement solutions. (e.g. student voice committee).
  - Students initiate and lead some school improvement initiatives.
  - Students participate in democratic decision-making at the school level.
  - Students identify and research issues of relevance and work together to propose/advocate for solutions.
- **Connect to decision-makers.**
  - Students learn about the structures and roles of government and civil society. They learn how to engage with elected officials and decision makers, and learn they have power and practice using it.
  - Students learn about issues and candidates, prepare voter education materials and get involved.
  - All eligible students are asked to register to vote.
- **Make positive contributions to the school and community.**
  - Civic engagement is the project of entire school. Teachers and school staff collaborate across disciplines and grade levels to align and embed civic skills and content in curriculum.
  - Curriculum based projects, including service learning experiences, are present in various disciplines, and link students to community resources and partners.
  - Incorporate writing for audience beyond the teacher (presentation based learning).
- **Learn to evaluate and consider multiple viewpoints by discussing current and controversial topics.**
- **Consider how people in a democratic society effect change.**
- **Consider their roles and responsibilities as a member of the community.**
- **In high school, students are enrolled in Civics courses.**

### Evidence, Measures, and Standards

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

Based on Five Essentials data, 86% of students reported they feel safe in our school's hallways, 93% reported feeling safe in their classrooms, 86% reported feeling safe in the bathrooms, and 73% reported feeling safe outside around the school. According to the Aggregate Observation Heat Map in Reflect and Learn (aligned to CPS Framework for Teaching) 89% of teachers scored proficient or distinguished for Domain 2a (Creating an Environment of Respect and Rapport), 95% for Domain 2c (Managing Classroom Procedures), and 89% for Domain 2d (Managing Student Behavior).

**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	<ul style="list-style-type: none"> <li>✓ MVMS score – “Safety”</li> <li>✓ % of teachers proficient or distinguished in 2c (Management of Transitions) on the Framework for Teaching?</li> <li>✓ Examples of teacher practice improving in Domain 2 of the Framework for Teaching.</li> <li>✓ School Climate Standards Rubric/Assessment</li> </ul>
Measures	<ul style="list-style-type: none"> <li>✓ Five Essentials – Supportive Environment score</li> <li>✓ My Voice, My School Survey “Safety” score</li> </ul>
Five Essentials	Supportive Environment
CPS Framework for Teaching	<a href="#">2a. Creating an Environment of Respect and Rapport</a> <a href="#">2c. Managing Classroom Procedures</a> <a href="#">2d. Managing Student Behavior</a>
CPS Performance Standards for School Leaders	A4. Creates a Safe, Clean and Orderly Learning Environment

**Restorative Approaches to Discipline:**

The school is characterized by having and implementing policies and procedures that emphasize proactive, instructive, and

Score



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.

Avalon Park's Restorative Justice, "Peacemakers" Program has been very instrumental in helping to decrease our out-of-school suspension rate (from 27.7% in 2014-15 down to 11.4%, Year-to-Date). According to the Five Essentials data (Student-Teacher Trust) 87% of students reported that teachers treat them with respect, and 97% said they feel safe and comfortable with teachers at Avalon Park. Students rated Academic Personalism Very Strong (99), meaning that teachers connect with students in the classroom and support them in achieving academic goals. This helps to ensure high levels of civility among students. Multiple teachers utilize Class Dojo, an online tool designed to create a positive classroom culture by encouraging teamwork and persistence. Other teachers use the CHAMPS model which is a proactive and positive approach to managing student behavior. School-wide we honor students with positive behavior through partnering with outside community support systems (Larry's Barbershop) to get free haircuts, walking the Red Carpet to get the Eagle's Pride Award (no behavioral infractions or suspensions).

### 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	✓ Misconduct data (Dashboard)
Evidence	✓ My Voice, My School survey responses
Measures	✓ Five Essentials – Supportive Environment
Five Essentials	Supportive Environment
CPS Framework for Teaching	<a href="#">2a. Creating an Environment of Respect and Rapport</a> <a href="#">2d. Managing Student Behavior</a> <a href="#">4c. Communicating with Families</a>
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

Score

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.

According to the Five Essentials data, only 34% of parents are engaged in communication with the school. Avalon Park administration created a school-wide "Parent Shadow" system to support students (to prevent what would otherwise result in suspensions according to the infractions as outlined by the Student Code of Conduct). Over 30 parents signed up to volunteer to support year-long attendance incentives. The PAC and LSC conduct regular monthly meetings, but according to the sign-in sheets, the same parents are attending the monthly meetings. Our goal is to increase parental involvement and have more parent representation.

### 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	<ul style="list-style-type: none"> <li>✓ Examples of communication methods and content</li> <li>✓ Participation rates for Parent University, events, parent council(s), report card pick-up, survey completion, Parent Portal, etc.</li> <li>✓ Outreach efforts</li> <li>✓ Documentation of responsiveness to Parent Support Center concerns raised</li> <li>✓ Event agendas, flyers</li> <li>✓ Fundraising activities and amounts (if applicable)</li> <li>✓ How does the school honor and reflect the diversity of families including language and culture?</li> </ul>
Measures	<ul style="list-style-type: none"> <li>✓ Five Essentials Score – Involved Families</li> <li>✓ My Voice, My School Survey scores – outreach to parents; parent-teacher trust</li> </ul>
Five Essentials	Involved Families
CPS Framework for Teaching	<a href="#">2c. Managing Classroom Procedures</a> <a href="#">4c. Communicating with Families</a>
CPS Performance Standards for School Leaders	D1. Engages Families

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

Goals

Required metrics (Elementary)

18 of 18 complete

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
<b>National School Growth Percentile - Reading</b>				
Avalon Park's Brand is to strengthen our core instructional program through the implementation of utilizing small literacy groups that are aligned to Common Core Standards to meet the needs of all learners. Avalon Park teachers also focused on aligning small groups to RIT brand ranges according to primary and secondary deficits as measured by MOY NWEA scores. Therefore, we expect to show substantial double digit growth as it relates to our students meeting/ exceeding their individual growth targets for year one and year two. Most teachers are able to identify and engage students in daily rigorous tasks, although all teachers receive ongoing PD and feedback.	50.00	45.00	69.00	75.00
<b>National School Growth Percentile - Math</b>				

Avalon Park's Brand is to strengthen our core instructional program through the implementation of utilizing small math groups that are aligned to Common Core Standards to meet the needs of all learners. Avalon Park teachers also focused on aligning small groups to RIT brand ranges according to primary and secondary deficits as measured by MOY NWEA scores. Therefore, we expect to show substantial double digit growth as it relates to our students meeting/ exceeding their individual growth targets for year one and year two. Most teachers are able to identify and engage students in daily rigorous tasks, although all teachers receive ongoing PD and feedback.

82.00

67.00

72.00

80.00

**% of Students Meeting/Exceeding National Ave Growth Norms**

Avalon Park's Brand is to strengthen our core instructional program through the implementation of utilizing small literacy and math groups aligned to Common Core Standards to meet the needs of all learners. Avalon Park's administration and teachers meet bi-weekly to analyze data and make specific modifications to students' groups depending on results of the data. Weekly interventions are made to ensure that students are engaged in tasks that not only bridge the gaps but also challenge their thinking.

63.90

(Blank)

66.00

73.00

**African-American Growth Percentile - Reading**

In a world infused with technology, Avalon Park purchased a subscription to STRIDE Academy to captivate students' attention as they engage with complex text at their independent reading levels to increase their ability to comprehend vocabulary in content which increases their ability to accurately respond to a variety of questioning that mirrors question stems that they will encounter on NWEA. Therefore, we believe that what our students receive in practice (daily instruction) will better prepare them to be more successful for the next two years.

48.00

43.00

69.00

75.00

**Hispanic Growth Percentile - Reading**

N/A

(Blank)

(Blank)

0.00

0.00

**English Learner Growth Percentile - Reading**

N/A

(Blank)

(Blank)

0.00

0.00

**Diverse Learner Growth Percentile - Reading**

Ensure that all diverse learners receive the same high-quality reading instruction that general education students receive to increase the number of students who reach their individual growth targets as measured by NWEA in grades 3-8.

(Blank)

(Blank)

5.00

10.00

**African-American Growth Percentile - Math**

In a world infused with technology, Avalon Park purchased a subscription to STRIDE Academy and Khan to captivate students' attention as they engage with problem solving at their independent math levels to increase their ability to think more critically which increases their ability to accurately respond to a variety of questioning that mirrors question stems that they will encounter on NWEA. Therefore, we believe that what our students receive in practice (daily instruction) will better prepare them to be more successful for the next two years.

80.00

69.00

75.00

80.00

**Hispanic Growth Percentile - Math**

N/A

(Blank)

(Blank)

0.00

0.00

**English Learner Growth Percentile - Math**

N/A

(Blank)

(Blank)

0.00

0.00

**Diverse Learner Growth Percentile - Math**

Ensure that all diverse learners receive the same high-quality math instruction that general education students receive to increase the number of students who reach their individual growth targets as measured by NWEA in grades 3-8.

(Blank)

(Blank)

0.00

0.00

**National School Attainment Percentile - Reading (Grades 3-8)**

Classroom teaching focusing on implementation of grade level scope and sequence has had an impact on students in the 30th-70th percentiles. According to our "on track" data, our core instruction has had some success as measured by MOY NWEA (especially in middle school). All teachers have been and will continue to receive ongoing gradual release PD to ensure best practices for instruction are consistent at Avalon Park. Therefore, we expect to see an increase of 8%-10% year one and a solid 10% or higher for year two.

14.00

7.00

30.00

40.00

**National School Attainment Percentile - Math (Grades 3-8)**

Classroom teachers focusing on the implementation of grade level scope and sequence has had an impact on students in the 30th-70th percentiles. According to our "on track" data, our core instruction has had some success as measured by MOY NWEA. All teachers have been and will continue to receive ongoing gradual release PD to ensure best practices for instruction are consistent at Avalon Park. Therefore, we expect to see an increase of 8%-10% year one and a solid 10% or higher for year two.

20.00

17.00

24.00

40.00

**National School Attainment Percentile - Reading (Grade 2)**

The hiring of a new 2nd grade teacher has allowed us to provide students with more individual learning to better meet the needs of all learners. The teacher meets with small literacy groups on a daily basis and is able to diagnose DIBELS and TRC deficiencies to provide immediate interventions which has resulted in substantial growth from some of her most naive learners as evident by MOY data. The teacher's data driven practice with student growth this year is the trend we expect for the next two years and beyond.

12.00

6.00

30.00

35.00

**National School Attainment Percentile - Math (Grade 2)**

The hiring of a new 2nd grade teacher has allowed us to provide students with more individual learning to better meet the needs of all learners. The teacher meets with small math groups on a daily basis and has been able to see substantial growth from some of her most naive learners as evident by MOY data. The teacher's data-driven practice with student growth this year is the trend we expect for the next two years and beyond.

4.00

2.00

20.00

30.00

**% of Students Making Sufficient Annual Progress on ACCESS**

N/A

(Blank)

(Blank)

0.00

0.00

**Average Daily Attendance Rate**

Prior to this school year, Avalon Park's average daily attendance rate was 92.7 (2014-15) and even lower the 4 years prior to that. This year's goal of 95% was selected based on all of the effective strategies that are now in place to increase our daily attendance.

92.10

93.00

95.00

96.00

**My Voice, My School 5 Essentials Survey**

Well-Organized Rating

(Blank)

(Blank)

(Blank)

(Blank)

Custom metrics

0 of 0 complete

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

Strategy 1

If we do...

...then we see...

...which leads to...

Provide teachers with professional development on the process of analyzing student work with the use of the depth of knowledge rubric across content areas and

Increased teacher capacity with creating and/or selecting authentic rigorous tasks:  
\*that are Common Core aligned and  
\*grade appropriate

90% of our teachers engaging students in more rigorous instruction that leads to over 40% of students in grades 2-8 reaching attainment as measured by Spring NWEA data.

have a bi-weekly protocol during teacher team meetings that require teachers to bring samples of student work analyzed for the purpose of task modifications, peer feedback and review and next steps for instruction.

demonstrate high expectations for learning support and scaffolding challenge student thinking.

Tags:  
Rigorous tasks, Academic rigor

Area(s) of focus:  
1

Action step 	Responsible 	Timeframe 	Evidence for status 	Status
Provide introductory professional development for the purpose of training teachers on the depth of knowledge rubric and understanding the criteria for rigorous learning task.	Administration and Network ISL	Aug 29, 2016 to Aug 31, 2016	Professional development is planned.	Not started

**Professional development**

Provide follow-up professional development in September with partner schools (Hoyne and Burnside) for grade level collaboration to allow teachers an opportunity to deepen their understanding of DOK rubric with peers from other schools and to clear up misconceptions prior to teachers' application of learning.	Lead teachers and administration	Sep 26, 2016 to Sep 30, 2016	Professional development is planned.	Not started
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**Professional development**

Collaborate with partnering schools to develop a school-wide protocol that teachers use bi-weekly for implementation of the DOK rubric and allows for on-going monitoring and feedback.	Administration from partnering schools.	Jul 11, 2016 to Jul 15, 2016	A developed protocol	Not started
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**Accountability, Best practice, Protocols**

Engage teachers in bi-weekly DOK protocol during teacher team meetings to ensure implementation, progress monitoring and provide systems of support to individual teachers as needed.	Administration	Jun 2, 2017 to Jun 2, 2017	Not started	Not started
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**Planning, Progress monitoring**

Teachers will select a task used with their students to bring to teacher team meetings to get peer evaluation feedback and provide opportunities to individualize teacher development. Administration will monitor teacher implementation via lesson plans, check in visits and grade book.	Teachers, Administration and Lead Teachers	Oct 2, 2016 to Jun 16, 2017	Planning in progress	Not started
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**Academic rigor**

Meet with Instructional Leadership Team to discuss school-wide implementation and to create a system for evaluation and monitoring powerful practice.	ILT Team & Administration	Oct 10, 2016 to Oct 21, 2016	Not started	Not started
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**Accountability, Monitor**

Instructional Leadership Team meetings will include an evaluation of the practice and discussion on next steps for individual and/or school-wide supports.	ILT Team	Nov 7, 2016 to Dec 9, 2016	Not started	Not started
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**Pd planning, Instructional leadership team, Individual**

**Strategy 2**

If we do...

Create a school-wide protocol that engages teachers in administering 5- week STRIDE summative assessments that are developed by administration and aligned to common core standards based on scope and sequence; Build our teachers capacity to develop and monitor formative assessments and provide intervention as needed; Develop our teachers ability to use Grade Book as a tool of reflection and to make informed decisions about future instruction.

...then we see...

A structured protocol for :  
 \*identifying student mastery as aligned to the scope and sequence  
 \*an opportunity to support student growth prior to benchmark assessments  
 \* Coherence and consistency related to grading practices

...which leads to...

10% overall growth on NWEA attainment for all grade levels and an 5% increase in the number of students identified as on-track.

Tags: Gradebook, Progress monitoring, Assessment design, Scope and sequence, Analyze data

Area(s) of focus: 3

Action step	Responsible	Timeframe	Evidence for status	Status
Reformat scope and sequence in a structure to identify specific skills that will be taught each week.	Administration	Jul 1, 2016 to Jul 15, 2016	Scope and Sequence	Not started

**Scope and sequence, Curriculum mapping**

Create 5 week benchmark assessments based on weekly skills identified at each grade level.	Administration	Jul 18, 2016 to Jul 22, 2016	Stride Academy	Not started
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**Assessment design, Formative assessment**

Provide introductory and/or follow up PD how to effectively create formative quizzes that are aligned to weekly skills.	Stride Academy Representative	Aug 30, 2016 to Sep 2, 2016	Opening School-Year PD Schedule	Not started
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**Professional development, Assessment design, Formative assessment**

Create a protocol that outlines how effectively utilize grade book as a tool for identifying if instructional practices are effective and identify next steps for instruction prior to 5 week benchmark assessment.	Administration & ILT Members	Jul 1, 2016 to Jul 15, 2016	Protocol template	Not started
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**Instructional practices, Gradebook, Protocols**

Provide staff with grade book overview and modified scope and sequence	Administration, ILT and ISL's	Aug 30, 2016 to Sep 2, 2016	Open School-Year PD Schedule	Not started
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**Professional development, Grade system, Scope and sequence**

Strategy 3

<b>If we do...</b>	<b>...then we see...</b>	<b>...which leads to...</b>
Engage the staff in effective use of the MTSS protocol with the expectation that it is not only used during ILT team meetings but also at monthly teacher team meetings and targeted towards students below the 20th percentile on NWEA and 3 grade levels below on TRC/Mclass	A system in place for monitoring the progress of students identified as tier 2 and opportunities to adjust and individualize instruction for the purpose of reducing the number of students identified for tier 3	a decrease in the number of students being identified as tier 3 resulting in an increase in the number of students who are able to meet individual growth targets as measured by SQRP data.

Tags: Multi-tiered support systems, Multiple measures for screening, diagnosing, and progress monitoring  
 Area(s) of focus: 4

Action step ⓘ	Responsible ⓘ	Timeframe ⓘ	Evidence for status ⓘ	Status
Provide introductory PD on MTSS protocol.	Case Manager, Admin and ISL	Aug 30, 2016 to Sep 2, 2016	Opening School-Year PD Schedule	Not started

**MTSS, Professional development, Protocols**

Administration will attend monthly teacher team meetings while teachers engage in the MTSS protocol where feedback and systems of support will be provided.	Teachers, Case Manager & Administration	Oct 3, 2016 to Jun 16, 2017	Completed MTSS protocol documents	Not started
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**MTSS, Teacher Teams/Collaboration**

Utilize the data gathered from teacher team meetings during ILT meetings determine if MTSS protocol is impacting students growth.	ILT & Teachers	Oct 3, 2016 to Jun 16, 2017	Completed MTSS protocol documents	Not started
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**MTSS, Teacher Teams/Collaboration, ILT**

Strategy 4

<b>If we do...</b>	<b>...then we see...</b>	<b>...which leads to...</b>
Become consistent with structures for teacher leaders where we are focused on creating and implementing theories of action that improve	ILT meetings that are more productive which will allow us to systematically consider root causes, collect and review evidence, engage is the	Building the capacity of teacher teams to lead cycles of learning and problem solving on student learning and students work that will



teaching and learning.

asking and responding to focused questioning, share and exchange ideas and formulate & implement solutions for school improvement.

result more collaborative teachers and increase in teacher ratings for Domains:  
 -4a. Reflecting on Teaching & Learning  
 -4d. Growing and Developing professionally and  
 -4e. Demonstrating Professionalism

Tags:

ILT, Data analysis, Data tracking, Data-driven calendar

Area(s) of focus:

2

Action step	Responsible	Timeframe	Evidence for status	Status
Create a bi-weekly meeting calendar for ILT Meetings that will govern the 2016-17 school year.	Administration/ILT members	Jul 1, 2016 to Aug 14, 2016	ILT Meeting Calendar	Not started

ILT

Identify the problems of practice for each meeting aligned to the School Excellence Framework of our CIWP and designate roles of each ILT member	ILT	Aug 29, 2016 to Sep 2, 2016	Outline for ILT meetings and established roles	Not started
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ILT, Ciwp, Data-driven calendar

Engage ILT members in S.M.A.R.T. Goal Professional Development in order to establish criteria for measuring progress toward attaining each goal that we set	Administration	Sep 12, 2016 to Sep 16, 2016	Agenda and professional development meeting	Not started
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ILT

Action Plan

District priority and action step	Responsible	Start	End	Status
+ Provide introductory professional development for the purpose of training teachers on the depth of knowledge rubric and understanding the criteria for rigorous learning task. Tags: Rigorous tasks, Academic rigor, Professional development	Administration and Network ISL	Aug 29, 2016	Aug 31, 2016	Not started
+ Provide follow-up professional development in September with partner schools (Hoyne and Burnside) for grade level collaboration to allow teachers an opportunity to deepen their understanding of DOK rubric with peers from other schools and to clear up misconceptions prior to teachers' application of learning. Tags: Rigorous tasks, Academic rigor, Professional development	Lead teachers and administration	Sep 26, 2016	Sep 30, 2016	Not started
+ Collaborate with partnering schools to develop a school-wide protocol that teachers use bi-weekly for implementation of the DOK rubric and allows for on-going monitoring and feedback. Tags: Rigorous tasks, Academic rigor, Accountability, Best practice, Protocols	Administration from partnering schools.	Jul 11, 2016	Jul 15, 2016	Not started
+ Engage teachers in bi-weekly DOK protocol during teacher team meetings to ensure implementation, progress monitoring and provide systems of support to individual teachers as needed. Tags: Rigorous tasks, Academic rigor, Planning, Progress monitoring	Administration	Jun 2, 2017	Jun 2, 2017	Not started
+ Teachers will select a task used with their students to bring to teacher team meetings to get peer evaluation feedback and provide opportunities to individualize teacher development. Administration will monitor teacher implementation via lesson plans, check in visits and grade book. Tags: Rigorous tasks, Academic rigor, Academic rigor	Teachers, Administration and Lead Teachers	Oct 2, 2016	Jun 16, 2017	Not started

District priority and action step	Responsible	Start	End	Status
<p>✦ Meet with Instructional Leadership Team to discuss school-wide implementation and to create a system for evaluation and monitoring powerful practice. Tags: Rigorous tasks, Academic rigor, Accountability, Monitor</p>	ILT Team & Administration	Oct 10, 2016	Oct 21, 2016	Not started
<p>✦ Instructional Leadership Team meetings will include an evaluation of the practice and discussion on next steps for individual and/or school-wide supports. Tags: Rigorous tasks, Academic rigor, Pd planning, Instructional leadership team, Individual</p>	ILT Team	Nov 7, 2016	Dec 9, 2016	Not started
<p>✦ Reformat scope and sequence in a structure to identify specific skills that will be taught each week. Tags: Gradebook, Progress monitoring, Assessment design, Scope and sequence, Analyze data, Scope and sequence, Curriculum mapping</p>	Administration	Jul 1, 2016	Jul 15, 2016	Not started
<p>✦ Create 5 week benchmark assessments based on weekly skills identified at each grade level. Tags: Gradebook, Progress monitoring, Assessment design, Scope and sequence, Analyze data, Assessment design, Formative assessment</p>	Administration	Jul 18, 2016	Jul 22, 2016	Not started
<p>✦ Provide introductory and/or follow up PD how to effectively create formative quizzes that are aligned to weekly skills. Tags: Gradebook, Progress monitoring, Assessment design, Scope and sequence, Analyze data, Professional development, Assessment design, Formative assessment</p>	Stride Academy Representative	Aug 30, 2016	Sep 2, 2016	Not started
<p>✦ Create a protocol that outlines how effectively utilize grade book as a tool for identifying if instructional practices are effective and identify next steps for instruction prior to 5 week benchmark assessment. Tags: Gradebook, Progress monitoring, Assessment design, Scope and sequence, Analyze data, Instructional practices, Gradebook, Protocols</p>	Administration & ILT Members	Jul 1, 2016	Jul 15, 2016	Not started
<p>✦ Provide staff with grade book overview and modified scope and sequence Tags: Gradebook, Progress monitoring, Assessment design, Scope and sequence, Analyze data, Professional development, Grade system, Scope and sequence</p>	Administration, ILT and ISL's	Aug 30, 2016	Sep 2, 2016	Not started
<p>✦ Provide introductory PD on MTSS protocol. Tags: Multi-tiered support systems, Multiple measures for screening, diagnosing, and progress monitoring, MTSS, Professional development, Protocols</p>	Case Manager, Admin and ISL	Aug 30, 2016	Sep 2, 2016	Not started
<p>✦ Administration will attend monthly teacher team meetings while teachers engage in the MTSS protocol where feedback and systems of support will be provided. Tags: Multi-tiered support systems, Multiple measures for screening, diagnosing, and progress monitoring, MTSS, Teacher Teams/Collaboration</p>	Teachers, Case Manager & Administration	Oct 3, 2016	Jun 16, 2017	Not started
<p>✦ Utilize the data gathered from teacher team meetings during ILT meetings determine if MTSS protocol is impacting students growth. Tags: Multi-tiered support systems, Multiple measures for screening, diagnosing, and progress monitoring, MTSS, Teacher Teams/Collaboration, ILT</p>	ILT & Teachers	Oct 3, 2016	Jun 16, 2017	Not started
<p>✦ Create a bi-weekly meeting calendar for ILT Meetings that will govern the 2016-17 school year. Tags: ILT, Data analysis, Data tracking, Data-driven calendar, ILT</p>	Administration/ILT members	Jul 1, 2016	Aug 14, 2016	Not started
<p>✦ Identify the problems of practice for each meeting aligned to the School Excellence Framework of our CIWP and designate roles of each ILT member Tags: ILT, Data analysis, Data tracking, Data-driven calendar, ILT, Ciwp, Data-driven calendar</p>	ILT	Aug 29, 2016	Sep 2, 2016	Not started
<p>✦ Engage ILT members in S.M.A.R.T. Goal Professional Development in order to establish criteria for measuring progress toward attaining each goal that we set Tags: ILT, Data analysis, Data tracking, Data-driven calendar, ILT</p>	Administration	Sep 12, 2016	Sep 16, 2016	Not started

Fund Compliance

Supplemental General State Aid(SGSA)

My school receives SGSA funds

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

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

## NCLB Program

NCLB Schoolwide Program

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

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

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

Non-title school that does not receive any Title funds

## Parent Involvement in Targeted Assistance and Schoolwide Programs

I verify that the statement below is correct

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

### Parent Plan

### Parent Involvement Policy

Complete

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

Avalon Park parents will need to review and revise the NCLB Parent involvement plan and the Parent Compact during the PAC meeting and LSC meetings. In addition, information from the PAC meetings is shared during the monthly LSC meetings.

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

During Avalon Park's annual Fall Open House Event, parents are informed of the NCLB/Title I Program, LSC meetings and PAC meetings. Meeting notice follow-up is communication in the form of the weekly Avalon Newflash, electronic calling system, Parent information bulletin board, and staff contacts. Notice of the annual meeting in September is communicated to ensure that all parents are reinforced about the school's participation in NCLB, Title I programs and to explain the Title I requirements and their right to be involved in Title I programs. The Title 1 Annual meeting and the Title 1 PAC Organizational meeting were held on October 28, 2016.

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.

Avalon Park provides a State of School's Address to parents in September to inform parents about its Title I program, 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.

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.

Monthly meeting dates are established and communicated to all parents. All parents are also encouraged to attend monthly LSC meetings. Parents are also able to engage unscheduled meetings with the administrative team.

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.

Students assessment results are communicated to parents during report card pick up/ parent conference sessions. Students in grades 5-8th take ownership of their assessment/academic growth by leading the conversations with parents during parent conference.

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.

Parents are provided timely notices from the school when their child has been assigned to or taught by a teacher who is not "Highly Qualified".

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.

Avalon Park provides a State of School's Address to parents in September to inform and explain to parents the state and local academic assessments and provide with tools to 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.

Parents are encouraged to participate in School based, Network based, and CPS based workshops to gain an understanding, receive resources, materials, and training on how to assist their child to improve their academic achievement and to encourage parental involvement.

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.

Avalon Park's staff will provide school based, network based, and CPS based information to all parents on opportunities for training and workshops on how to become partners in education of their children and opportunities how to implement and coordinate parent programs.

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.

Avalon Park recruits and advertises its Ready to Learn Pre-School Program to all parents, community members, and child care centers and encourages enrollment.

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.

Avalon Park sends a weekly NewsFlash, displays information on the Parent Bulletin Board, makes robocalls and communicates electronically, digitally in an effort to provide parents with information related to school and parent programs, meetings, and other activities.

#### Policy Implementation Activities

- The LSC will approve the school improvement plan and monitor the CIWP.
- In the CIWP, the school identifies current parental involvement practices and outlines activities related to expanding parent partnership programs.
- The school will coordinate the parent involvement programs identified in the CIWP.
- The school will evaluate the parent involvement policy for effectiveness and make improvements as necessary.

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

N/A

#### Parent Compact

Complete

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

(Restate the school mission.)

Avalon Park Fine & Performing Arts School will provide a rigorous standards based education that enables all students, including diverse learners, to develop multidimensional thinking skills in the areas of math, literacy, science, and arts. Our fundamental belief is that every student in our school can learn and be successful in academics and in life. We are committed to teaching to the individual needs of all students, so that they attain a high level of respect for self and community that expands globally. We endeavor to achieve our MISSION by: creating a diverse collaborative school community, encompassing all stakeholders, where an interdisciplinary education including the ARTS, is a priority and is valued in school, at home, and in the community.

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 teaches conferences will be held quarterly in November and April to provide students progress information and to provide training on parent portal access.  
PAC meetings are scheduled October 28, 2016, November 17, 2016, January 19, 2017, March 16, 2017, May 16, 2017. All meetings are scheduled to take place at 1:00pm.

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

Progress reports are sent home during the 5th 15th, 25th, and 35th week of school. Parent teacher conferences are held twice a year during November and April.

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

Parents are encouraged to meet with staff before or after school or through phone calls, emails, or texts. Parents are encouraged to attend school performances and other school based activities. Parents are also encouraged to attend LSC meetings and PAC meetings.

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 encouraged to volunteer and participate in school based activities but must first complete the CPS parent volunteer protocol process.

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

Parents are encouraged to use the parent portal system to monitor their child's progress and use the monthly Math/reading TIPS newsletter to provide their child with additional academic activities.

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

Parents have the opportunity to participate in decisions relating to the education of their children by attending the LSC meetings, PAC meetings, and by engaging in dialogue with school staff.

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).

All students are provided with their assessment data (NWEA, etc) and are assisted by staff members in setting goals for their growth and attainment. Students are required to lead parent conferences and explain their assessment data and goals with their parents.

Parent Budget

Complete

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

Conduct monthly meetings to inform parents of how to support their children at home in order for them to be more successful at school.

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

Account(s)	Description	Allocation	
51130, 52130	<b>Teacher Presenter/ESP Extended Day</b> For Teacher presenter, ESP Extended Day, please remember to put money on the benefits line. Non-Instructional pay rate applies.	\$ 0	.00
53405	<b>Supplies</b> 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.	\$ 600	.00

53205	<b>Refreshments</b> Allocation CAN NOT EXCEED 25% of the Parent Budget. Refreshments must be used for Title 1 PAC meetings, trainings and workshops.	\$	552	.00
54125	<b>Consultants</b> 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)	\$	0	.00
54505	<b>Admission and Registration Fees, Subscriptions and memberships</b> For Parents use only.	\$	0	.00
54205	<b>Travel</b> Buses for Parents use. Overnight Conference travel- schools must follow the CPS Travel Policy. The CPS Parent Overnight Travel Approval Form and Conference Travel Form must be completed.	\$	400	.00
54565	<b>Reimbursements</b> 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.	\$	200	.00
53510	<b>Postage</b> Must be used for parent involvement programs only.	\$	0	.00
53306	<b>Software</b> Must be educational and for parent use only.	\$	0	.00
55005	<b>Furniture and Equipment</b> Must have a parent room or a secure place to keep furniture/equipment. Cannot be placed in the main office or where staff and students have access too. To be used only by parents.	\$	600	.00