Brian Piccolo Elementary Specialty School (/school-plans/350) / Plan summary

2016-2018 plan summary

Team

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Team meetings

Date	Participants	Topic
03/31/2016	ILT	SEF Survey Review and Initial Data Collection
04/08/2016	CIWP Team	CIWP Timeline and SEF Evidence Collection

04/15/2016	CIWP Team	Goal Setting and Messaging
05/04/2016	CIWP Team	Narrowing Our Priorities and Action Planning
05/11/2016	CIWP Team	Finalizing Action Plan and Submitting CIWP
05/20/2016	CIWP Team	Finalizing Action Plan and Submitting CIWP

School Excellence Framework

Culture of & Structure for Continuous Improvement   4 of 4 complete

Leadership & Collective Responsibility:

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

Score

1 2 **3** 4

As reported by teacher leaders: "Areas for growth include to encourage greater variety of teachers to get involved in decision making opportunities and develop leadership capacity of greater variety of staff. Strengths include that the instructional program is coordinated and consistent, including curriculum use, blocks for whole group and small group instruction, rotating specials schedule; that there are opportunities for staff leadership, taken by consistent group of staff; and that student incentives are aligned to core values and vision and encourage collective responsibility to school improvement, including assemblies, bulldog of the week, VIP lounge, etc."

Guide for Leadership & Collective Responsibility

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS

Suggested Evidence	✓ School's vision, beliefs, and how it is shared (e.g. presentations to community, promotional materials) ✓ Five Essentials – Program Coherence
Measures	✓ Five Essentials
Five Essentials	Effective Leaders Collaborative Teachers
CPS Framework for Teaching	4d. Growing and Developing Professionally 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	A1. Assesses the Current State of School Performance and Develops a CIWP A2. Implements Data Driven Decision Making and Data Driven Instruction A5. School Vision and Mission Drive Decision-Making D4. Demonstrates Change Management

Instructional Leadership Team:

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

Score

1   2   **3**   4

> As reported by teacher leaders: "Areas for growth include that the ILT does not participate in data analysis, plan change, monitor progress, use protocols, or develop questions. Strengths include that the ILT meets regularly to support important decision-making and acquires feedback from committees to make decisions."

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

Suggested Evidence	✓ ILT Effectiveness Rubric Score ✓ ILT artifacts (e.g. agenda, calendar, protocols, minutes) ✓ Evidence that work of ILT has contributed to positive outcomes for students and staff ✓ Teacher team agendas/minutes reflective of ILT focus
Measures	✓ Five Essentials: Instructional Leadership
Five Essentials	Effective Leaders Collaborative Teachers
CPS Framework for Teaching	4a. Reflecting on Teaching & Learning 4d. Growing and Developing Professionally 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	A1. Assesses the Current State of School Performance and Develops a CIWP A2. Implements Data Driven Decision Making and Data Driven Instruction B5. Supports Teacher Teams

Professional Learning:

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

Score

1   2   **3**   4

> As reported by teacher leaders: "Areas for growth include to increase teacher collaboration outside of clusters and assigned meeting time. develop protocol for implementation of new practices, and create new teacher induction. Strengths include that we provide structured time for teachers to plan and learn together and encourage staff to broaden network to enhance professional learning."

Guide for Professional Learning

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

Evidence, Measures, and Standards

Suggested Evidence	✓ School's PD Plan – review for goal alignment – does the plan advance the school's improvement agenda? ✓ PD agendas, PD feedback surveys ✓ Teacher practice improving on the Framework for Teaching (e.g. Basic>Proficient, Proficient>Distinguished)
Measures	✓ SQRP Attainment and Growth ✓ Five Essentials: Collaborative Teachers
Five Essentials	Effective Leaders Collaborative Teachers
CPS Framework for Teaching	4a. Reflecting on Teaching & Learning 4d. Growing and Developing Professionally 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	B2. Observes and Evaluates Staff and Gives Feedback to Staff B6. Professional Development Provided for Staff

Aligned Resources:

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

Score

1   2   **3**   4

> As reported by teacher leaders: "Areas for growth include that the student schedule needs increased guidelines for instructional blocks, utilizing Related Service Providers, identify hiring team, protocol that incorporates variety of teachers/staff, and conducting exit interviews. Strengths include that the student schedule meets CPS guidelines, teacher retention is high due to positive teacher climate and opportunities for growth, target additional time to identified subject areas, and partner with outside organizations to support vision and mission."

Guide for Aligned Resources

- **Design a school day that is responsive to student needs.**
  - Use CPS Instructional Time Guidelines to maximize instructional time.
  - Use CPS Instructional Block Guidelines to maximize academic-engaged time.
- **Align the budget to the CIWP priorities and the mission of the school.**
  - Avoid overemphasis on the purchase of products/programs that are not research based or do not respond to SEF needs.
  - Leverage strategic source vendors to maximize dollars.
  - Seek and obtain grants to support articulated needs.
  - Use grant funds strategically to support areas of highest need.
  - Maximize the use of supplemental funding to close any priority group achievement gaps.
- **Streamline purchase procedures to minimize lapses between ordering and receiving materials.**
- **Evaluate, to the extent possible, the consequences for student learning of resource allocation decisions to develop an evidence base of outcomes of particular uses of resources.**
- **Have a 'hiring team' and collaborative hiring process with clear selection criteria to identify and select best available candidates.**
  - Actively work to build a pool of potential staff members, particularly difficult to fill positions (e.g. staff to serve English learners).
  - Use an interview process including a protocol for questioning and select highly qualified candidates.
  - Require a classroom lesson demonstration to assess candidate expertise, philosophy and commitment.
  - Check teachers' previous performance at CPS schools.
- **Strategically assign teachers to grade and content areas to create a balanced team with a variety of strengths.**
  - Ensure all students have fair access to high-quality teachers in the school.
- **Effectively utilize Related Service Providers at the classroom level.**
- **Use data including teacher evaluations and exit interviews to inform a retention strategy.**
  - Create a positive climate and working conditions for teaching that attracts and retains educator talent.
  - Create opportunities for growth including opportunities for staff to assume additional leadership roles or pursue personal growth goals.
  - Track retention rates over time and use this information to isolate staffing strengths and identify opportunities to improve.
  - Solicit information from staff using exit interviews/surveys to understand reasons for leaving school or district.
- **Make outreach efforts to engage community members as partners and resources.**
- **Partner with one or more organizations that share the values of the school and have a complementary mission to the school's vision.**
  - Monitor the impact of partner organizations' activity.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS

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

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Expectations for depth & breadth of Student Learning

Curriculum:

Score

1 2 **3** 4

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.

> As reported by teacher leaders: " Areas for growth include to make more work around schoolwide SEL adoption, as well as strategies at the classroom level and to provide teachers with strategies for accommodating ELL learners, DL learners, and advanced learners. Highlights include the adoption of vertically aligned and common core aligned curriculum, Eureka Math for grades K-8, Louisiana Believes for K-2, and Expeditionary Learning for ELA grades 3-8; ELL and DL classrooms are also using common core aligned schoolwide curriculum; and piloting Second Step program for Social Emotional Learning (SEL) in grades K-2, 3-5 DL, and grade 6."

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=Y3BzLmVkdXxrY3xneDoyYjIlNGI4MmY3YTlxYTgz), etc.)**
- **Integrate academic and social emotional learning.**

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Curriculum maps, vertical/horizontal ✓ Sequencing and pacing guides ✓ Thematic units which cover multiple disciplines ✓ Comprehensive unit plans including assessments
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious Instruction Effective Leaders Collaborative Teachers
CPS Framework for Teaching	3a. Communicating with Students 3c. Engaging Students in Learning 1a. Demonstrating knowledge of content and pedagogy 1d. Designing Coherent Instruction
CPS Performance Standards for School Leaders	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices C1. Creates a Culture that Supports Social Emotional Learning and Effective Effort

Instructional Materials:

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

Score
1   2   **3**   4

> As reported by teacher leaders: "Areas for growth include utilizing more multimedia to supplement curriculum as well as more resources around how and when to supplement curriculum and with what resources. Highlights include that the curriculum is embedded with differentiation tips , has access to wealth of manipulatives, is designated resource room with curriculum to support Science, Math, and ELA., and AUSL provides trainings on both curriculum and Universal Design for Learning (UDL) (different strategies for assessing and teaching students."

Guide for Instructional Materials

Instructional materials (including technology) are…..

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

- Materials address the needs of the total child: cognitive, linguistic, social, emotional, physical, and aesthetic.
- Consumables are often non-print supplies that promote active, hands-on learning.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Cross-section of materials from a variety of content areas and grade levels ✓ Evidence of scaffolding and differentiation for all students to access the content/skills ✓ Description of materials in curriculum and/or lesson plans ✓ Presence of varied texts, supplementary media (e.g. videos)
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious instruction Supportive Environment
CPS Framework for Teaching	1a. Demonstrating Knowledge of Content and Pedagogy 1b. Demonstrating Knowledge of Students 1c. Selecting Learning Objectives 1d. Designing Coherent Instruction
CPS Performance Standards for School Leaders	A3. Allocates Resources to Support Student Learning, Prioritizing Time

Rigorous Student Tasks:

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

Score

1　2　**3**　4

> As reported by teacher leaders: "Areas for growth include having more school-wide work around analyzing mastery when completing similar standard based task and analyzing student work in clusters. Highlights include weekly clusters that address upcoming curriculum, small group instruction, and relevant assessments."

Guide for Rigorous Student Tasks

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS

Suggested Evidence	✓ Cross-section of student work from a variety of content areas ✓ Observation of student learning (e.g. learning walks/walkthroughs) ✓ Focus group(s) and discussions with students
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious instruction
CPS Framework for Teaching	1d. Designing Coherent Instruction 2b. Establishing a Culture for Learning 3b. Using Questioning and Discussion Techniques 3c. Engaging Students in Learning
CPS Performance Standards for School Leaders	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices

Transitions, College & Career Access & Persistence:

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

Score

1   2   **3**   4

> As reported by teacher leaders: " Areas for growth include incorporating direct instruction in grit and tenacity, having more talk and schoolwide focus on working towards admission into LEVEL 1 Schools. Highlights include school counselor who works to prepare 8th grade students in applying, interviewing, and enrolling in high schools and goal of enrolling 30% of students in Level 1 high school (currently at 49%)."

Guide for Transitions, College & Career Access & Persistence

- **TRANSITIONS - Have structures and processes in place to ensure successful transitions (e.g. into school , grade to grade, school to school, school to post-secondary).**
  - Mitigate the adverse effects experienced by some students in transition – such as arriving part-way through the school year – that can cause students to fall behind or become disengaged from school.
  - Monitor the progress of English learners after transition from services.
  - Provide programs and interventions that help students as they move from middle school through Freshmen year, including but not limited to: High School Investigation Days, Freshmen Connection program (where budget allows), and a robust Freshmen Orientation program. Implement targeted holistic student supports the entire Freshmen year.
  - Provide sustained summer learning experiences to minimize learning loss and support key transition periods (e.g. summers before Kindergarten, HS, and college).
    - Use student data and best practices research to develop focused programs.
    - Expand access beyond students who are struggling academically.
    - Provide school counseling and postsecondary advising transition support and follow-up during "Summer Melt" and the first year of college.
  - **AWARENESS - Expose students early to academic/professional worlds beyond K-12.**
    - Provide students opportunities to discover personal talents and skills, identify career interests, and pursue coursework/activities necessary to reach personal, academic and career goals.
    - Expose students to a range of career paths and the educational requirements of each to improve long-term planning and goal-setting.
    - Start the conversation about college in primary grades.
    - Make parents aware of academic opportunities and supports for their child.
  - **READINESS – Ensure equitable access to college preparatory curriculum.**
    - Provide access to 8th Grade Algebra to all eligible 8th grade students.
    - Provide access to early college and career coursework and credential opportunities while in HS (e.g. AP credit, Dual credit, industry credentials (CTE), Seal of Biliteracy)
    - Teach students to analyze their transcripts and test scores, as well as connect course selection, attendance, and grades to their continued success and access to postsecondary options, and adjust their actions and behavior to make progress toward graduation and their top postsecondary choice. Provide support and motivation to encourage B's or better and improving attendance.
    - Create opportunities for students to explore college and career knowledge, mindsets, and skills necessary for academic planning and goal setting.
    - Find opportunities to work with all students on academic and personal behaviors, including persistence, engagement, work habits/organization, communication/ collaboration, and self-regulation.
    - In Naviance, develop an Individual Learning Plan that tracks coursework, college and career assessments, goal setting, 6th-12th grade milestones completion that culminates in a concrete postsecondary plan.
  - **SUCCESS - Provide direct assistance to all students and families through every stage of the college selection, application, and entry process (Transition to College (HS))** including, but not limited to academic planning/advising to assist with:
    - Selecting colleges with the best institutional graduation rates for their level of qualifications. (Students of all qualification levels are more likely to graduate from college if they attend a postsecondary institution with high graduation rates
    - Researching/comparing options including short and long-term financial outcomes, comparing college graduation rates, and other statistics to narrow down options.
    - Researching living wage options such as an apprenticeship or certification programs for students who wish to work after high school and/or

want to delay college.
- Applying to multiple colleges—generally three or more.
- Navigating financial aid and capitalizing on grant and scholarship opportunities.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Data on college visits and college fair information ✓ Naviance Monthly Data ✓ Scholarships earned ✓ Artifacts, plans, or timelines related to successful transitions structures ✓ To & Through data
Measures	✓ College Enrollment, Persistence, Drop Out, and Attendance Rates ✓ Early College and Career Credentials
Five Essentials	Ambitious Instruction Supportive Environment
CPS Framework for Teaching	2b. Establishing a Culture for Learning
CPS Performance Standards for School Leaders	C1. Creates a Culture that Supports Social Emotional Learning and Effective Effort C2. Builds a culture of high aspirations and achievement for every student.

Expectations for depth & breadth of Quality Teaching

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

Quantitative data:
- MAP attainment and growth: In the 2014-2015, student attainment across the grades was at the 7th percentile in reading and 21st percentile in math. Student growth across the grades was at the 15th percentile in reading and 2nd percentile in math.
- REACH ratings for 3b: 75% of teachers were rated "basic" in 3b, suggesting that a majority of our teachers can build their capacity for questioning and discussion techniques, which will be part of our instructional priority moving forward.
- ANet scores: Through 3 interim grade level assessments in 2015-2016, students are showing mastery on 46% of grade level material tested in math and 38% of grade level material tested in literacy.
- PARCC scores: 8.5% of students are meeting or exceeding standards assessed in math and 8.8% in literacy.
Qualitative data:
- Lesson plans: Over the course of the last year, we have observed inconsistencies in teacher planning (tools, protocol, etc.). PD has supported a normed approach and suggests a need for further development over the course of the next two years. We have also adopted a new curriculum that requires teachers to thoughtfully internalize the lessons before teaching them.
- As reported by teacher leaders: "Areas for growth include increasing in teacher ownership of seeking professional development around specific areas for instructional growth and providing multiple opportunities for content-specific PD's. Strengths include weekly grade level meetings allowing teachers to work collaboratively to improve instructional skills, school-wide focus on higher level questioning and critical thinking skills, and culture of observation for improving practice, rather than solely evaluative purposes."

Guide for Instruction

- **Plan a range of effective pedagogical approaches suitable to student learning of the content/skills taught and anticipate student misconceptions.**
- **Effectively communicate with students.**
  - Guide students to articulate the relevance of the objective(s) to learning.
  - Anticipate possible student misunderstanding.
  - Enable students to develop a conceptual understanding of content while making connections to their interests, knowledge, and experience.
  - Enable students to contribute to extending the content by explaining concepts to their classmates.
  - Build on students' language development and understanding of content.
  - Use vocabulary appropriately for students' ages and development. Students contribute to the correct use of academic vocabulary.
- **Use questioning and discussion as techniques to deepen student understanding and challenge.**
  - Use a variety of low- and high-level, open-ended, and developmentally appropriate questions to challenge students cognitively, advance high level thinking and discourse, and promote metacognition.
  - Use techniques that enable students to engage each other in authentic discussions about content. And, enable students to formulate their own questions and respectfully challenge one another using viable arguments based on evidence.
  - Encourage student responsibility for ensuring all voices are heard in the discourse and that all students are listening and responding to questions and answers from their teacher and peers.
  - Require students to cite textual evidence to support/develop a claim.

- **Engage students in learning.**
  - Scaffold instruction to ensure all students, including diverse learners and English Learners, access complex texts and engage in complex tasks.
  - Provide targeted supports to individual students or groups of students based on their identified needs.
  - Provide instruction designed to develop language domains for English learners.
- **Monitor the effect of teaching on student learning and integrate formative assessment into instruction.**
  - Monitor progress and check for understanding for individual students.
  - Change instructional practice based on analysis of current data.
  - Use universally designed assessments that allow for multiple pathways for students to demonstrate understanding of the objective(s.
  - Also see *Balanced Assessment*.
- **Persist in adjusting instruction so individual student misunderstandings or advanced needs are successfully accommodated.**
  - Intervene in a timely and effective way to help students who are struggling.
  - When formative assessments show a need for intervention or enrichment, make effective impromptu adjustments that individualize instruction.
  - Use progress monitoring data to trace effectiveness of interventions and student response to intervention.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS

Suggested Evidence	✓ Evidence of best practices (flexible grouping, cognitively demanding tasks, open-ended questions) ✓ Informational observations, peer observations, learning walks ✓ Lesson studies
Measures	✓ SQRP Attainment and Growth ✓ REACH observation trends (de-identified)
Five Essentials	Ambitious Instruction Effective Leaders Supportive Environment
CPS Framework for Teaching	3a. Communicating with Students 3b. Using Questioning and Discussion Techniques 3c. Engaging Students in Learning 3d. Using Assessment in Instruction 3e. Demonstrating Flexibility and Responsiveness
CPS Performance Standards for School Leaders	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices B2. Observes and Evaluates Staff and Gives Feedback to Staff

Multi-Tiered System of Support:

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

Quantitative evidence:
- teacher lesson plans
- PLP implementation
- data tracking, universal design use, SEL curriculum implementation, number of students with IEPs and breakdown by LRE, on track monitoring and supports, attendance rates, graduation rates, promotion rates, grade distributions, 5E's.
As reported by teacher leaders: Areas for growth include creating a more streamlined online process (each student having their own MTSS folder in the drive with their unique intervention plans and progress monitoring documents), having more PD for general education teachers to understand the process and its purpose, providing clarity around different tiers and interventions for each tier, providing more clarity around data tracking (what to track and how to track it), increasing teacher investment in the process, helping teachers understand who to identify for the MTSS process (increased training),and having most consistent interventionists (dependent on funding). Strengths include that the MTSS team was created to include DL teachers, counselors, and general education teachers, use of universal planning documents. Tier 1 interventions and supports in place, there is some level of Tier 2 and Tier 3 interventions (math interventionist for 3-5, reading interventionist), and creation of SEL committee (second step)."

Guide for Multi-Tiered System of Support

- **TIER 1 - Persist in adjusting instruction so individual student misunderstandings or advanced needs are successfully accommodated. (3e)**
  - Intervene in a timely and effective way to help students who are struggling.
  - When formative assessments show a need for intervention or enrichment, teachers make effective impromptu adjustments that individualize instruction for students.
  - Use progress monitoring data to trace effectiveness of interventions and student response to intervention.
- **TIER 1 - Customize the learning environment, pace, and approach of teaching and curriculum in order to meet each learners' individual needs ('Personalized Learning').**
  - Empower student to advance their learning.
  - Use up-to-date individual student profiles that include strengths, needs, motivations, and outlines an individualized path to reach his/her goals.

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

Evidence, Measures, and Standards

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

Balanced Assessment & Grading:

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

Score

1   2   **3**   4

> As reported by teacher leaders: "Areas for growth include implementing standards based grading and grading based on grade-level norms versus student effort, a lack of continuity among grades in various grade bands, and more collaborative grading for DL students. Strengths include ANET, MAP, BAS, and Data meetings during clusters and how to use data to improve instruction."

Guide for Balanced Assessment & Grading
- **Use multiple measures (i.e. a range of assessment types and at multiple points in time) to supplement district-centralized assessments with other formative assessments to provide a more comprehensive picture of student learning.**
- **Use screening, diagnostic, and progress monitoring assessment to correctly identify specific gaps and monitor improvement, especially for students receiving Tier 2 and 3 services, in addition to Tier 1 core instruction.** (also see *MTSS* and *Instruction*)
- **Make assessments accessible to students, including diverse learners and English Learners through employing features of** universal design (http://www.udlcenter.org/aboutudl/udlcurriculum) **and use of accommodations and, where needed, modifications.**
  - Provide accommodations in presentation (i.e. how assessment text and tasks are presented to students), response (i.e. how students provide their answers), and/or setting/timing (i.e. scheduling/location of assessment).

- **Utilize assessments that reflect the key shifts in literacy and mathematics in teacher created or selected assessments.** (see Rigorous Student Tasks)
- **Utilize assessments that measure the development of academic language for English learners.**
- **Have access to and analyze school-wide, teacher team, and classroom assessment data to determine instructional effectiveness and subsequent learning needs**
- **Improve and promote assessment literacy.**
  - Work together on building common assessments within a department, course, or grade level team.
  - Invest resources in helping teachers evaluate and improve the quality of formative assessments. For example, use the Assessment Design Toolkit (http://www.csai-online.org/spotlight/assessment-design-toolkit).
  - Use common protocols and calibrate on scoring and grading in teacher teams.
  - Analyze quality and alignment of assessments and tasks to ensure they meet the expectations of the standards and embed various levels of complexity.
- **Have a grading system that clearly, accurately, consistently, and fairly communicates learning progress and achievement to students, families, postsecondary institutions, and prospective employers.**
  - Ensure that students, families, teachers, counselors, advisors, and support specialists have the detailed information they need to make important decisions about a student's education.
  - Measure, report, and document student progress and proficiency:
    - Against a set of clearly defined cross-curricular and content-area standards and learning objectives collaboratively developed with staff.
    - Separately from work habits, character traits, and behaviors, so that educators, counselors, advisors, and support specialists can accurately determine the difference between learning needs and behavioral or work-habit needs. academic mindsets and behaviors (CCSR).
  - Ensure consistency and fairness in the assessment of learning, and assignment of scores and proficiency levels against the same learning standards, across students, teachers, assessments, learning experiences, content areas, and time.
  - Ensure grades are not used as a form of punishment, control, or compliance.

Evidence, Measures, and Standards

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

Expectations for Quality & Character of School Life

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.

> As reported by teacher leaders: "Areas for growth include Systems for ALL students to be able to show ownership and understanding of their work (MAP scores, on grade level, reading level, things they need to improve, averages with grades) and better training for teachers and ways to implement strategies to help students self regulate (emotionally and academically) and reflect (has to be supported in school wide systems). Strengths include that most teachers show a growth mindset about students , most teachers are transparent with one another and administration about students or other elements of culture that they are struggling with, you see student work displayed, students are highlighted as bulldog of the week and embodying core values, and students with high attendance, honor roll grades, and other accomplishments are recognized in school assemblies."

Guide for Culture for Learning

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

Evidence, Measures, and Standards

Evidence, Measures, and Standards	
Suggested Evidence	✓ Sample of individual student learning goals from a cross-section of teachers ✓ Also review student work evidence from Rigorous Student Tasks
Measures	✓ Five Essentials – Ambitious Instruction ✓ SQRP Attainment and Growth
Five Essentials	Ambitious Instruction Collaborative Teachers Supportive Environment
CPS Framework for Teaching	2b. Establishing a Culture for Learning
CPS Performance Standards for School Leaders	C1. Creates a Culture that Supports Social Emotional Learning and Effective Effort

Relational Trust:

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

Score

1   2   **3**   4

> As reported by teacher leaders: "Areas for growth include that students don't show the same respect to one another as they do adults (language, issues with cyber bullying, facebook, etc.) and we need better systems for systems for addressing high mobility rates. Strengths include that students have at least one adult in the school that they trust and adults generally approach students with respect and care."

Guide for Relational Trust

- **Develop trusting relationships with students so each student has at least one trusted adult in the school.**
  - Adults are responsible for occasional check-ins or serve as mentors.
- **Adult-student interactions are positive, caring, and respectful.**
  - Ensure a greater proportion of interactions are positive (as opposed to corrective) between staff and student consistently school-wide.
- **Student interactions are mutually supportive and respectful, with strong norms for positive behavior.**
  - Create opportunities for students to build positive relationships with peers.
  - Create opportunities for older students to mentor younger students.
- **Understand diversity and its impact on student learning; recognize and integrate the learning opportunities that come from a diverse**

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Five Essentials/My Voice, My School Survey ✓ School Climate Standards Self-Assessment
Measures	✓ Five Essentials
Five Essentials	Collaborative Teachers Supportive Environment
CPS Framework for Teaching	1b. Demonstrating Knowledge of Students 2a. Creating an Environment of Respect and Rapport
CPS Performance Standards for School Leaders	D2. Creates, develops and sustains relationships that result in active student engagement in the learning process E1. Creates a Culturally Responsiveness Climate

Student Voice, Engagement, & Civic Life:

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

Score

1   2   **3**   4

> As reported by teacher leaders: "Areas for growth include that this hasn't been a priority, so we see opportunities in middle school to increase student voice and participation in school wide decisions and we see some really active students doing important jobs, but not involving all kids. Strengths include having after school opportunities include sports, clubs, mentoring and tutoring; including students in small decisions (spirit week, class wide incentives), and some teachers have increased "civic engagement" in their rooms (voting for things, elections, student jobs)."

Guide for Student Voice, Engagement, & Civic Life

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

partners.
- Incorporate writing for audience beyond the teacher (presentation based learning).
- **Learn to evaluate and consider multiple viewpoints by discussing current and controversial topics.**
- **Consider how people in a democratic society effect change.**
- **Consider their roles and responsibilities as a member of the community.**
- **In high school, students are enrolled in Civics courses.**

Evidence, Measures, and Standards

Evidence, Measures, and Standards	
Suggested Evidence	✓ Extracurricular offering info (e.g. descriptions of sports and clubs, list of partner organizations, participation data) ✓ Student interest surveys (and/or other avenue for student input) ✓ Policies regarding student engagement in decision making ✓ Student government or committee charter and responsibilities ✓ MVMS Student Survey completion rates and results
Measures	✓ Five Essentials – Supportive Environment
Five Essentials	Supportive Environment
CPS Framework for Teaching	1b. Demonstrating Knowledge of Students 2a. Creating an Environment of Respect and Rapport 3c. Engaging Students in Learning
CPS Performance Standards for School Leaders	D3. Utilizes Feedback from Multiple Stakeholders for School Improvement
Content Standards	Social Science 3.0 Social Emotional Learning Standards

Safety & Order:

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

Score

1   2   **3**   4

As reported by teacher leaders: "Areas for growth include inconsistency right now in how teachers are putting procedures in place across the building, not having universal procedures for all shared spaces within the school (shown in whole school events), and after school and outside the school still has issues with safety (recess sometimes too). Strengths include that we have universal rules, teachers and students primarily feel physically safe, and students generally feel emotionally safe (students can name the one adult relationship they can go to if they are having a problem)."

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

Evidence, Measures, and Standards

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

Restorative Approaches to Discipline:

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

Score

1 **2** 3 4

Quantitative Evidence:
- We used a google doc to track all student removals from class starting in December. After an analysis of that data, we noticed some trends. From December 12, 2015 to May 31 of 2016, 626 students have been reported to be removed from class. Of those, two thirds occurred from 12pm - 3pm. When we broke down the student removals by grade band, we saw the following: Kindergarten to second grade had 207 removals, 3rd to 5th grade had 148 removals, and 6th to 8th grade had 103 removals. We also noticed that half of our student removals (331) came from 3% (20) of our students.
- We looked at Verify to analyze the number of infractions that led to out of school suspensions. 22 infractions that led to out of school suspensions were reported in Verify in the 20214-2015 school year; 13 infractions that led to out of school suspensions were reported in Verify (to date) in the 2015-2016 school year.
Qualitative Evidence:
- As reported by teacher leaders: "Areas for growth include that a small number of students are not being reached by restorative practices or proactive practices (resorting to punitive measures) i.e. high flyers, some punishments don't mean as much for students, a lack of investment in consequences and/or negative reactions to consequences, and balancing what is a consequence and what is restorative can improve (at teacher training level and in implementation), confusion on what are rewards and what are consequences, and even some punitive consequences are not effective or consistent. Strengths include that teachers are proactive with strategies in their classrooms that impact the great majority of students, and working on acknowledging students who are always meeting expectations."

Guide for Restorative Approaches to Discipline

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

separation is a logical response to the behavior.
- Include specific interventions to address social and emotional skill development, communicate with teachers to repair relationships, maintain classroom work, and connect to behavioral intervention services as necessary.
- Establish a clear procedure for obtaining assignments from teachers to mitigate the impact of lost instruction for students assigned to ISS.
- Designate space and consistent staff to support implementation of ISS.
  - (Optional) Develop a Behavioral Health Team to coordinate appropriate behavioral interventions.

Evidence, Measures, and Standards

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

Parent Partnership:

Score

1 **2** 3 4

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

Quantitative evidence:
- parent attendance at family events: Quarter 1 report card pick up attendance was 86% in 2015-2016 school year, Quarter 3 report card pick up attendance was 88% in 2015-2016 school year
- 5E survey data: involved families has moved from weak to neutral according to teachers
Qualitative evidence:
As reported by teacher leaders: "Areas for growth include consistent parent volunteer program, organized and updated parent contact information, clearer expectations are parent outreach and involvement. Strengths include that parents are more actively involved (attending more school based events) and parent-teacher trust has improved."

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

School Excellence Framework Priorities

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

3	Expectations for Quality & Character of School Life: Relational Trust	1 2 3 4 5 ⊘
3	Expectations for Quality & Character of School Life: Safety & Order	1 2 3 4 5 ⊘
3	Expectations for Quality & Character of School Life: Student Voice, Engagement, & Civic Life	1 2 3 4 5 ⊘

Goals

Required metrics (Elementary)   18 of 18 complete

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
National School Growth Percentile - Reading				
Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 86th percentile	80.00	15.00	70.00	70.00
National School Growth Percentile - Math				
Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 83rd percentile	96.00	2.00	70.00	70.00
% of Students Meeting/Exceeding National Ave Growth Norms				
Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 59% reading, 62% math	71.60	(Blank)	65.00	65.00
African-American Growth Percentile - Reading				
Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 86th percentile (all 3rd - 8th graders), Growth Ratio of 1.33 years	82.00	4.00	70.00	70.00
Hispanic Growth Percentile - Reading				
Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 86th percentile (all 3rd - 8th graders), Growth Ratio of 1.15 years	75.00	75.00	70.00	70.00
English Learner Growth Percentile - Reading				
Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 86th percentile (all 3rd - 8th graders), Growth Ratio of 1.08 years	(Blank)	(Blank)	70.00	70.00

Diverse Learner Growth Percentile - Reading

Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 86th percentile (all 3rd - 8th graders), Growth Ratio of 1.92 years	83.00	1.00	70.00	70.00

African-American Growth Percentile - Math

Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 83rd percentile (all 3rd - 8th graders), Growth Ratio of 1.24 years	96.00	1.00	70.00	70.00

Hispanic Growth Percentile - Math

Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 83rd percentile (all 3rd - 8th graders), Growth Ratio of 1.27 years	97.00	5.00	70.00	70.00

English Learner Growth Percentile - Math

Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 83rd percentile (all 3rd - 8th graders), Growth Ratio of 0.99 years	*(Blank)*	*(Blank)*	70.00	70.00

Diverse Learner Growth Percentile - Math

Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: 83rd percentile (all 3rd - 8th graders), Growth Ratio of 1.06 years	99.00	1.00	70.00	70.00

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

Our goal is to see a steady increase in attainment as a result of achieving exponential growth and target specific student nearing grade level. 2015-2016 Actual: 28th percentile, 39% at or above grade level; incoming 3rd through 6th are below 18th percentile	8.00	5.00	35.00	40.00

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

Our goal is to see a steady increase in attainment as a result of achieving exponential growth and target specific student nearing grade level. 2015-2016 Actual: 37th percentile, 40% at or above grade level; incoming 6th through 8th are above 40th percentile	54.00	18.00	42.00	47.00

National School Attainment Percentile - Reading (Grade 2)

Our goal is to see a steady increase in attainment as a result of achieving exponential growth and target specific student nearing grade level. 2015-2016 Actual: 6th percentile, 31% at or above grade level	13.00	26.00	30.00	35.00

National School Attainment Percentile - Math (Grade 2)

Our goal is to see a steady increase in attainment as a result of achieving exponential growth and target specific student nearing grade level. 2015-2016 Actual: 8th percentile, 21% at or above grade level	30.00	41.00	30.00	35.00

% of Students Making Sufficient Annual Progress on ACCESS

Most of our students are below grade level in reading and math - these goals are indicative of exponential growth and getting students closer to grade level. Our numbers are not significantly different across content and demographics which is why our growth goals are consistent across different demographics. 2015-2016 Actual: ACCESS data not yet available	56.20	41.60	55.00	55.00

Average Daily Attendance Rate

EOY Goal is 95.3% this year. We think an appropriate and feasible goal is 96% next year which would give us the highest mark for attendance 2015-2016 Actual: 95.07%	96.30	94.50	96.10	96.10

My Voice, My School 5 Essentials Survey

Well Organized 2015-2016 Actual: Well-Organized	*(Blank)*	*(Blank)*	*(Blank)*	*(Blank)*

Custom metrics

1 of 1 complete

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
Level 1 HS Acceptance Rate				
Our goal is to create a culture where acceptance and enrollment into a level 1 HS is the norm and a goal for all. We see a path towards 70% of 8th graders attending a L1 HS by the end of the 2017-18 school year. 2015-2016 Actual: 52%	9.00	25.00	75.00	75.00

Strategies

Strategy 1

If we do...	...then we see...	...which leads to...
implement Multi-Tiered Systems of Supports and inclusion through a co-teaching model	adults collaborating and problem solving around the root causes of student challenges; consistent planning, implementation, problem solving, and revisiting of interventions for struggling students	increased student achievement across all demographics and academic levels as measured by NWEA MAP, PARCC, and formative data tools

Tags:
Co-teaching, Inclusion, Multi-tiered support systems, Interventions and supports

Area(s) of focus:
2

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status
Create MTSS team	Heather	Jul 12, 2016 to Jul 29, 2016	Team is established and initial meeting set	On-Track

MTSS, Multi-tiered support systems

Develop MTSS Plan for 2016-2017 school year	Heather, MTSS Lead, and MTSS Team	Aug 15, 2016 to Aug 26, 2016	2016-2017 MTSS plan is developed and prepared for Piccolo Staff	Not started

MTSS, Multi-tiered support systems

Action step	Responsible	Timeframe	Evidence for status	Status
Provide PD on MTSS process and interventions	Heather, MTSS Lead, and MTSS Team	Aug 30, 2016 to Nov 3, 2016	Piccolo team has attended PD around MTSS plan, approved interventions, and data collection process	Not started

MTSS, Multi-tiered support systems

Action step	Responsible	Timeframe	Evidence for status	Status
Conduct weekly MTSS meetings to discuss student supports, meet with teachers, and monitor data	Heather, MTSS Lead, and MTSS Team	Aug 30, 2016 to Jun 21, 2018	Successful implementation of MTSS process as supported by teachers implementing appropriate interventions and tracking student data. Successful interventions and supports are leading to increased student outcomes.	Not started

MTSS, Multi-tiered support systems

Action step	Responsible	Timeframe	Evidence for status	Status
Provide PD on co-teaching model and IEP implementation	Heather and ILT Lead	Aug 29, 2016 to Feb 2, 2017	Piccolo team has attended PD on co-teaching model and IEP implementation	Not started

Diverse Learners, Iep, Co-teaching, Iep goals

Action step	Responsible	Timeframe	Evidence for status	Status
Monitor implementation and co-teaching model	Heather	Sep 2, 2016 to Jun 1, 2018	Lesson plans, observing and providing feedback on co-teaching practices	Not started

Diverse Learners, Iep, Co-teaching, Iep goals

Action step	Responsible	Timeframe	Evidence for status	Status
Track student progress in inclusion model	Heather, Amy	Sep 1, 2016 to Jun 1, 2018	Diverse Learners are meeting IEP goals, demonstrating growth on MAP, and moving toward grade level.	Not started

Diverse Learners, Iep, Co-teaching, Inclusion, Iep goals

Strategy 2

If we do...	...then we see...	...which leads to...
Develop clear systems of restorative discipline practices	A shared vision of restorative practices executed with consistency by all staff.	Increase in the number of assigned consequences that used a restorative consequence, decrease throughout year in students assigned OSS, gradual decrease of level 4, 5, and 6 infractions Students indicate trusting teachers as indicated on 5e. Student emotional health increases as indicated on 5e (supplemental). Students' peer relationships improve as indicated on 5e (supplemental). Students feel safer outside around the school, in hallways and in bathrooms as indicated on the 5e.

Tags:
Restorative approaches, Behavior supports, Discipline, Consequences

Area(s) of focus:
2

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status

Develop a hierarchy of consequences by grade band in classrooms and school wide	Leadership, Deans, Counselor, Teachers	May 23, 2016 to Aug 15, 2016	Consistent positive behavior incentive systems used by grade-band (individual and class-based). All teachers use proactive strategies to prevent undesirable behavior and use the school wide system for referrals. Restorative consequences are used whenever possible in the classroom and school wide.	Not started

Restorative approaches, Learning, Consequences

Create a clear division of staff responsibilities around discipline management, including communication with all stakeholders	Leadership, Dean, Counselor, All Staff	May 23, 2016 to Jun 20, 2017	All student referrals are consistently tracked. Student referral forms include follow up restorative practices and other consequences. ISS and OSS are communicated with relevant staff and families. Teachers and staff know how to access data about student behavior. Data is used to support the work of the BHT, and to target students who need higher level interventions to see behavioral change	Not started

Data, Behavior supports;

Implementation of a school wide SEL curriculum	Amy	Mar 21, 2016 to Jun 23, 2017	Teachers feel confident in their ability to execute 2nd Step lessons. Advisory is built into the school wide calendar so that all teachers have time to teach 2nd Step. Staff understand developmentally appropriate social skills for students (using additional 2nd Step resources). Staff knows and utilizes effective de-escalation strategies with students based on what students are learning. General student infractions decrease throughout year. Peer relationship and emotional health scores increase on 5E Survey.	On-Track
Create Behavioral Health Team which meets regularly to support high incident students	Amy, Erin	Jul 25, 2016 to Jun 22, 2018	BHT is created and meets regularly. Behavior plans support reduction in incidents of identified students.	Not started

Strategy 3

If we do...	...then we see...	...which leads to...
Create a clear structure of parent engagement opportunities and systems for communication	Increased parent engagement in school and open lines of communication between parents,	Increased scores in parent-teacher trust and parent involvement in school as indicated on

between parents, teachers, and the school	teachers, and the school		the 5E survey, increased parent involvement in school events, increased satisfaction on parent survey

Tags:
Trust, Parental involvement, Parent partnerships, Parent engagement

Area(s) of focus:
4

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status
Create and maintain the Parent Volunteer Opportunities Calendar	Admin, ILT, LSC/PAC	Jul 10, 2016 to Aug 20, 2016	Calendar completed and distributed (online, posted, shared); parent attendance at school events	Not started

Parental involvement, Pvoc

Identify parent opportunity interests	Office, Teachers	May 22, 2016 to Jun 18, 2016	Completed data collection	On-Track

Parental involvement

Implement and monitor parent communication texting application	Admin, ILT, LSC/PAC	Nov 8, 2015 to Nov 28, 2015	teachers using texting application on a weekly basis; increased participation at report card pick-up	Not started

Parent partnerships

update student files to ensure accurate parent contact information	Office Staff and Teachers	Jul 1, 2016 to Sep 30, 2016	we have 100% of required records collected for every student and organized in the office	On-Track

Strategy 4

If we do...	...then we see...	...which leads to...
in literacy, evaluate standards-aligned, sequenced text-dependent questions and responses driving toward key understandings in the text in math, study and deeply understand coherence within and across grade-level standards including supporting and additional standards in curricular materials	Teachers planning and executing text-based discussion and text-based writing in literacy. Similarly in math, teachers planning and executing high quality tasks with students making connections across concepts.	Increased student attainment and growth on PARCC, NWEA/MAP, and interim assessments (ANet).

Tags:
Instruction, Common core

Area(s) of focus:
1

Action step ❓	Responsible ❓	Timeframe ❓	Evidence for status ❓	Status
Teacher Leaders and administration participate in AUSL Summer Institute on CKLA and EngageNY.	Teacher Leaders Administration	Jul 11, 2016 to Jul 15, 2016	participation in PD	On-Track

Develop summer and 2016-17 PD plan based on summer learning and year 2 of EngageNY implementation	Administration	May 16, 2016 to Aug 15, 2016	plan shared with staff at beginning of year PD; successful delivery of summer PD as evidenced through teachers' plans	On-Track
Engage in a cycle of analyzing teacher plans, observing teacher practice, and providing feedback on both that is aligned to our foci on text-dependent discussion and writing in literacy and high quality tasks and connections across concepts in math.	Administration	Sep 6, 2016 to Jun 22, 2018	feedback provided to teachers on a weekly basis; system for collecting and providing consistent feedback to teachers	On-Track
Engage in data analysis around student work and assessments, both formative and summative, to assess student progress through these teacher development initiatives	Administration, Teachers	Sep 6, 2016 to Jun 22, 2018	agendas from cluster meetings and PD; re-teach plans and small group plans	On-Track
Develop teacher leadership/content teams within our ILT to support strategy enactment and professional learning.	Administration, ILT	Jul 1, 2016 to Aug 31, 2016	Meetings with teacher leadership/content teams Development of professional learning	Completed

Action Plan

District priority and action step	Responsible	Start	End	Status
✚ Create MTSS team Tags: Co-teaching, Inclusion, Multi-tiered support systems, Interventions and supports, MTSS, Multi-tiered support systems	Heather	Jul 12, 2016	Jul 29, 2016	On-Track
✚ Develop MTSS Plan for 2016-2017 school year Tags: Co-teaching, Inclusion, Multi-tiered support systems, Interventions and supports, MTSS, Multi-tiered support systems	Heather, MTSS Lead, and MTSS Team	Aug 15, 2016	Aug 26, 2016	Not started
✚ Provide PD on MTSS process and interventions Tags: Co-teaching, Inclusion, Multi-tiered support systems, Interventions and supports, MTSS, Multi-tiered support systems	Heather, MTSS Lead, and MTSS Team	Aug 30, 2016	Nov 3, 2016	Not started
✚ Conduct weekly MTSS meetings to discuss student supports, meet with teachers, and monitor data Tags: Co-teaching, Inclusion, Multi-tiered support systems, Interventions and supports, MTSS, Multi-tiered support systems	Heather, MTSS Lead, and MTSS Team	Aug 30, 2016	Jun 21, 2018	Not started
✚ Provide PD on co-teaching model and IEP implementation Tags: Co-teaching, Inclusion, Multi-tiered support systems, Interventions and supports, Diverse Learners, Iep, Co-teaching, Iep goals	Heather and ILT Lead	Aug 29, 2016	Feb 2, 2017	Not started
✚ Monitor implementation and co-teaching model Tags: Co-teaching, Inclusion, Multi-tiered support systems, Interventions and supports, Diverse Learners, Iep, Co-teaching, Iep goals	Heather	Sep 2, 2016	Jun 1, 2018	Not started

District priority and action step	Responsible	Start	End	Status
✚ Track student progress in inclusion model Tags: Co-teaching, Inclusion, Multi-tiered support systems, Interventions and supports, Diverse Learners, Iep, Co-teaching, Inclusion, Iep goals	Heather, Amy	Sep 1, 2016	Jun 1, 2018	Not started
✚ Develop a hierarchy of consequences by grade band in classrooms and school wide Tags: Restorative approaches, Behavior supports, Discipline, Consequences, Restorative approaches, Learning, Consequences	Leadership, Deans, Counselor, Teachers	May 23, 2016	Aug 15, 2016	Not started
✚ Create a clear division of staff responsibilities around discipline management, including communication with all stakeholders Tags: Restorative approaches, Behavior supports, Discipline, Consequences, Data, Behavior supports;	Leadership, Dean, Counselor, All Staff	May 23, 2016	Jun 20, 2017	Not started
✚ Implementation of a school wide SEL curriculum Tags: Restorative approaches, Behavior supports, Discipline, Consequences	Amy	Mar 21, 2016	Jun 23, 2017	On-Track
✚ Create Behavioral Health Team which meets regularly to support high incident students Tags: Restorative approaches, Behavior supports, Discipline, Consequences	Amy, Erin	Jul 25, 2016	Jun 22, 2018	Not started
✚ Create and maintain the Parent Volunteer Opportunities Calendar Tags: Trust, Parental involvement, Parent partnerships, Parent engagement, Parental involvement, Pvoc	Admin, ILT, LSC/PAC	Jul 10, 2016	Aug 20, 2016	Not started
✚ Identify parent opportunity interests Tags: Trust, Parental involvement, Parent partnerships, Parent engagement, Parental involvement	Office, Teachers	May 22, 2016	Jun 18, 2016	On-Track
✚ Implement and monitor parent communication texting application Tags: Trust, Parental involvement, Parent partnerships, Parent engagement, Parent partnerships	Admin, ILT, LSC/PAC	Nov 8, 2015	Nov 28, 2015	Not started
✚ update student files to ensure accurate parent contact information Tags: Trust, Parental involvement, Parent partnerships, Parent engagement	Office Staff and Teachers	Jul 1, 2016	Sep 30, 2016	On-Track
✚ Teacher Leaders and administration participate in AUSL Summer Institute on CKLA and EngageNY. Tags: Instruction, Common core	Teacher Leaders Administration	Jul 11, 2016	Jul 15, 2016	On-Track
✚ Develop summer and 2016-17 PD plan based on summer learning and year 2 of EngageNY implementation Tags: Instruction, Common core	Administration	May 16, 2016	Aug 15, 2016	On-Track
✚ Engage in a cycle of analyzing teacher plans, observing teacher practice, and providing feedback on both that is aligned to our foci on text-dependent discussion and writing in literacy and high quality tasks and connections across concepts in math. Tags: Instruction, Common core	Administration	Sep 6, 2016	Jun 22, 2018	On-Track
✚ Engage in data analysis around student work and assessments, both formative and summative, to assess student progress through these teacher development initiatives Tags: Instruction, Common core	Administration, Teachers	Sep 6, 2016	Jun 22, 2018	On-Track
✚ Develop teacher leadership/content teams within our ILT to support strategy enactment and professional learning. Tags: Instruction, Common core	Administration, ILT	Jul 1, 2016	Aug 31, 2016	Completed

Fund Compliance

Supplemental General State Aid(SGSA)

☑ My school receives SGSA funds

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

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

NCLB Program

⦿ NCLB Schoolwide Program

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

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

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

○ Non-title school that does not receive any Title funds

Parent Involvement in Targeted Assistance and Schoolwide Programs

☑ I verify that the statement below is correct

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

Parent Plan

Parent Involvement Policy   Complete

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

> We hold the annual NCLB and Title 1 meetings with all stakeholders to review our plans for parental involvement and school improvement. We submit these these documents in accordance with the district guidelines. Our LSC will participate in the school improvement planning process.

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

> These meetings will be held at the beginning of each school year. Our projected date will fall within the first couple of weeks of September. As most of our students receive NCLB and Title I funding, all parents will be invited to attend these meetings. The LSC, PAC, and BAC will meet monthly throughout the school year.
>
> Our Annual Title 1 Meeting was held on Friday, September 23, 2016.
> Our PAC Organizational Meeting will be held on Friday, October 21, 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.

> This information will be shared at the beginning of the year with each family and we will share any updates with families through the use of parent meetings and monthly newsletters. We will also update and provide training on the academic assessment tools for parents at report card pick-ups throughout the year.

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.

We will hold monthly PAC and LSC meetings to provide a space for parents to collaborate on school-wide initiatives and to share input on direction of programming.

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.

This information will be shared with families by their child's teacher as it becomes available and will be reviewed at parent teacher conferences.

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.

Our goal is to have teachers that are only "highly qualified." If that is not possible, we will notify parents through a classroom specific letter within the required timeframe.

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.

We will hold annual workshops and incorporate some of these topics in our monthly PAC meetings to ensure every parent or family member as an opportunity to learn about these requirements. Before the start of the school year, we will survey parents on the topics they're interested in and provide the corresponding learning opportunities for them. We also survey parents for feedback on strengthening partnership opportunities.

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.

These will be some of the topics covered in our monthly PAC meetings, scheduled parent workshops, and individual parent/family conferences. We will also use parent survey data described above to determine content preferences and desired volunteer opportunities.

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

The importance of parent partnership and methods of communication will be built into our ongoing professional development with staff. We also have a school-wide priority of increasing parental involvement and communication that will be a part of our ongoing strategic planning. Within that school-wide priority, we intend to have consistent modes of communication with parents, more organized family files, and a schedule of family events.

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.

We will generate an annual calendar of events to to encourage parent participation in a variety of ways at all grade levels. This will be shared with all families and the beginning of the school year and parents will receive monthly reminders of upcoming family events. We will offer open houses at the beginning of the school year both throughout the school and specific to our early childhood learning program.

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.

These events will be included in our annual calendar and monthly reminders. All notifications will be translated and available in Spanish so it is accessible for all families.

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.)

At the Piccolo School of Excellence we collaborate and partner with all stakeholders to promote college and career readiness. We set and achieve challenging goals through rigorous, inquiry-based instruction and by supporting individual differences in an encouraging environment. Our collaborative efforts will result in opportunities where all students will accomplish their personal best.

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

Parent-teacher conferences will be held by each homeroom teacher with every parent on November 9 and April 19.

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

The school will provide progress reports sent home with students on October 7, January 9, March 10, and May 19. The school will provide report cards at parent-teacher conferences on November 9 and April 19. The school will send home report cards on February 10 and June 20.

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

Staff are required and encouraged to meet with parents on an ongoing basis. Staff are expected to return phone calls and emails from parents within 24 hours. Staff are available to meet with parents before school, after school, during their prep periods, and during lunch.

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.

We will design a monthly parent volunteer calendar which will outline different parent volunteer opportunities and the process by which parents can get involved. We will also have ongoing classroom parent volunteer opportunities available to parents interested in volunteering on a more regular basis.

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

Teachers will be available to meet with parents to discuss each child's progress, classroom academic expectations, and necessary assistance. We will also provide training during report card pickup for parents to register for the parent portal which will allow parents to monitor student grades on a daily basis. We will also make daily phone calls home based on attendance and academic/behavioral concerns.

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 may consult with the school through monthly LSC and PAC meetings. Parents can also provide feedback through our bi-annual surveys and by sharing feedback with their classroom teachers and administration.

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

Students will be able to create their own goals and incentives around academic achievement, behavior, and attendance. Teachers and staff will provide students with feedback on their progress toward those goals on a regular basis. The school will also create opportunities for celebration of those achievements.

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.

Student achievement goals include
Parent involvement goals include

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

Account(s)	Description	Allocation	
51130, 52130	**Teacher Presenter/ESP Extended Day** For Teacher presenter, ESP Extended Day, please remember to put money on the benefits line. Non-Instructional pay rate applies.	$ 1000	.00
53405	**Supplies** In addition to supplies for parent program, please use this account to also purchase books for parents only. Use this account for equipment with a per unit cost of less than $500.	$ 250	.00

Code	Item		Amount	
53205	**Refreshments** Allocation CAN NOT EXCEED 25% of the Parent Budget. Refreshments must be used for Title 1 PAC meetings, trainings and workshops.	$	500	.00
54125	**Consultants** For Parent Training Only. Consultant must have a CPS vendor number and paid with a Purchase Order after service is rendered (NO CHECKS ARE ALLOWED)	$	1000	.00
54505	**Admission and Registration Fees, Subscriptions and memberships** For Parents use only.	$	500	.00
54205	**Travel** Buses for Parents use. Overnight Conference travel- schoolsmust follow the CPS Tracel Policy. The CPS Parent Overnight Travel Approval Form and Conference Travel Form must be completed.	$	500	.00
54565	**Reimbursements** Allocation CAN NOT EXCEED 25% OF THE Parent Budget. All Parent Reimbursements related to Title 1 Parent Involvement must be paid from this account. Receipts must be clear unaltered and itemized. School must keep all receipts.	$	250	.00
53510	**Postage** Must be used for parent involvement programs only.	$	100	.00
53306	**Software** Must be educational and for parent use only.	$	100	.00
55005	**Furniture and Equipment** Must have a parent room or a secure place to keep furniture/equipment. Cannot be placed in the main office or where staff and students have access too. To by used only by parents.	$	250	.00