



John Foster Dulles Elementary School (/school-plans/133) / Plan summary

2016-2018 plan summary

Team

Name	Role	Email	Access
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Team meetings

Date	Participants	Topic
03/15/2016	Epps, Longmire, Mack, Sharrieff, Kulhanek, Maddox, Galpin	Overview and beginning self assessment
03/22/2016	Epps, Longmire, Mack, Kulhanek, Maddox, Petska, Galpin, Byrd	Finishing Self Assessment
04/04/2016	Epps, Longmire, Mack, Kulhanek, Maddox, Petska, Galpins, Sharrieff, Byrd	Finishing Self assessment and a overview and minor actions around the Continuous Improvement Work Plan
04/08/2016	Kulhanek, Longmire, Byrd, Maddox, Galpin, Mack, Petska, Sharrieff, Jones, Epps	Setting goals and brainstorming strategies for the upcoming school year

04/26/2016

Kulhanek, Longmire, Byrd, Maddox, Galpin, Mack, Petska, Sharrieff, Jones, Epps

Completing strategies section

04/15/2016

M. Ellison, Ms. Barner, Ms. Harris, Ms. Jones, Ms. Rawls, Mr. Vasquez, Ms. Stallion Mrs. Longmire, Mrs. Galpin

Discussing PAC plan and budget

School Excellence Framework

Culture of & Structure for Continuous Improvement

4 of 4 complete

Leadership & Collective Responsibility:

Score

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

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Students are expected to recite the Tiger Pledge each morning. We have the school pledge, mission and vision posted throughout the building. At the beginning of assemblies, parent events, and staff professional development sessions we review the goals for the year, our progress towards the goals and our overall vision for the school. Students are publicly recognized and celebrated for their achievements quarterly at our awards assemblies.

Guide for Leadership & Collective Responsibility

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

Evidence, Measures, and Standards

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

Instructional Leadership Team:

Score

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

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evidence, exchange ideas, and propose and implement solutions to challenges to school improvement.

Our ILT is comprised of a teacher leader from each grade cluster, as well as a diverse learning teacher, counselor and support staff member. The experience of the staff members range from a second year teacher to a 20+ year teacher. We meet twice a month and follow a ILT calendar (with agenda) that was created as a group at the beginning of the year. Initially, however, our agenda focus was not as much on instructional priorities as it was on operational topics such as attendance, behavior, MTSS. This second half of the year we have shifted to focus more on instructional goals and strategies to support teachers with the priorities. Members of the ILT assist with planning and facilitating cluster meetings, after school professional development with their colleagues, and school-wide instructional events relating to our priorities. The members of the ILT also attend professional development for our network and are responsible for bringing back that learning to their team members.

Guide for Instructional Leadership Team

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

Evidence, Measures, and Standards

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

Professional Learning:

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

Score

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A professional development plan for weekly cluster meetings was mapped out at the beginning of the year based upon the school-wide instructional priorities identified by our ILT during our summer PD in Washington, DC. As the year progressed, the cluster plan was adapted to meet the needs of the teachers by incorporating anchor texts - specific to grade level clusters and content areas. During clusters teachers have conducted peer observations, providing their colleagues with glows and grows. Professional development for school improvements has had a consistent focus on social-emotional learning and has included work around Teaching Students with Poverty in Mind and Engaging Students with Poverty in Mind. We have a New Teacher Induction program that has all new teachers assigned to a mentor teacher. We have meetings every month as a group, and then the mentor teacher and mentee are expected to meet twice a month (and more as needed). Surveys are administered quarterly to staff to obtain their feedback on their professional learning and identify what their needs are. Throughout the year in various PDs and meetings administration reviews Domain 4 responsibilities with teachers and explain what is needed for teachers to obtain proficient to exemplar evidence. Teachers are also provided with the opportunity to attend PD outside of the school through the AUSL network. Administration also frequently reviews SQRP goals with staff during PDs and discusses our current status and our plan to reach our goals.

Guide for Professional Learning

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

Evidence, Measures, and Standards

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

Aligned Resources:

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

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Teachers were assigned to their grade and content areas based upon their certification, experience and preference. We created a master schedule over the summer with the diverse learners' needs prioritized. Instructional blocks were scheduled to ensure we met the requirements of the CPS time distribution framework for each content area. Part-time and full time educational support staff members are scheduled in a way that allows all K-4th grade classrooms to receive tier 2 intervention support. Our Related Service Providers assist students and teachers both in and out of the classroom by providing social-emotional learning services and training. City Year Corp Members provide support with reading and math to teachers and students in 4th - 8th grades. City Year obtains resources from local organizations to support quarterly family engagement events. We also partner with our local churches to obtain volunteer help with service projects, after-school tutoring for our students, and assistance with hosting family engagement events. Our partnership with Chicago Cares has allowed us to be the recipients of 3 beautification projects to enhance the learning environment for our students. Through our partnership with the CPD CAPS program we have held youth and parent forums, mentoring programs, Officer Friendly and the GREAT program. Another community partner, Earth Heart, has assisted us with a number of family engagement events by donating a number of books, clothing, etc. All of our instructional materials were ordered to align to our school-wide instructional priorities and to support the comprehensive school-wide curriculum for math and ELA. We have received over \$40,000 this year in grants to support our arts and athletics programming.

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
Measures	✓ Evidence of effectiveness of the services that community-based organizations provide
	✓ Budget analysis and CIWP
	✓ Five Essentials
Five Essentials	Effective Leaders Collaborative Teachers
CPS Framework for Teaching	4a. Reflecting on Teaching & Learning 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	A3. Allocates Resources to Support Student Learning, Prioritizing Time B4. Hires and Retains Highly Effective Teachers

Curriculum:

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

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Schedule of Assessed Standards to ensure that teachers are on-track for quarterly objectives, EngageAUSL website for pacing guides and curriculum maps, thematic units based off of EngageNY curriculum that incorporate multiple subjects simultaneously (Math, Science, Social Science and Literacy standards), Bi-Weekly School-wide Assessments aligned to EngageNY, Quarterly ANET Assessments with Data-deep Dives and Teaching and Learning Cycle implementation, daily formative assessments in the form of Exit Tickets and CFU's that guide upcoming pacing, re-teach and small groups, Math instruction focused around the Major Works of each grade, diverse learners use the EngageNY curriculum and are assessed with MAP, ANET and PARCC using their individual accommodations, classrooms incorporate weekly SEL Second Steps Curriculum and/or Restorative Justice Circles.

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=Y3BzLmVkdXxrY3xneDoyYjllNGI4MmY3YTlxYTgz>), etc.)**
- **Integrate academic and social emotional learning.**
- **Reach outside of the classroom for real world (or simulated) application. For example,**
 - Incorporate web capabilities for interactivity and information sharing.
 - Integrate field-based learning through partnerships with city institutions (e.g. museums (<https://sites.google.com/a/cps.edu/kc/home/teachers/museum-resources>), colleges, universities, and community based organizations.

Evidence, Measures, and Standards

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

Instructional Materials:

Score

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)

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Resources are aligned to national standards and expectations, resource choices are made based on data frequently (VMath, LLI, Small Group groupings and resources), multiple curricular choices for students at all ability levels at each grade level (VMath, LLI), teacher-resources are readily and universally available in paper form and online, grade-level meetings for collaboration on implementation of curriculum, presence of varied texts and supplies, (e.g. VMath Live, Language Live, RAZ and AR, Engage videos, Engage Math manipulatives, etc)

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

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Teachers participate in peer walk-throughs focused on key instructional core actions. (ELA Student discussion, Math CFU) Student work is displayed in the halls on a monthly basis, student work is aligned to the major curriculum. Curriculum used addresses all key shifts in ELA and Math. Math and ELA cluster meetings focused on standard based learning and key instructional shifts like, text complexity and mathematical rigor. Teachers incorporate student discussions and a variety of HOTS questioning in their lesson plans. The schools SQRP rating was a 2 for ambitious instruction. This year Dulles has a writing initiative that pushes the students to display exceptional work beyond the classroom, during after school writing events and science fair and club.

Guide for Rigorous Student Tasks

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

Evidence, Measures, and Standards

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

Transitions, College & Career Access & Persistence:

Score

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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)

Few partnerships have been developed, permitting students access to at least one college tour locally. Meanwhile, a large alliance with AUSL High Schools, Noble Street and other Charter High Schools, as well as many of the CPS High Schools have been established, affording students vast exposure to high school fairs externally and in house. Additionally, shadow days, as well as open house at various high schools city-wide, have been provided and facilitated for all eighth graders and 7th grade Over Age Cycle students. Through strong collaboration via conferencing and emails between inter-disciplinary staff (middle school teachers and counselor), the facilitation of on-going workshops by the school counselor have served to distribute a plethora of options, literature, and provision of Q&A sessions simplifying the high school selection process; furthermore, interviews are conducted with by school counselor on an individual needs basis with students to facilitate completion of high school application process, as well as optimal selections. Very limited opportunity for exposure to scholarship for private sector, though a few students have sought out scholarship monies, and been provided support via provision of recommendation letters from staff, and the facilitation of data per school counselor. An effective checks and balances system between the ILT, curriculum and instruction committee, and attendance committee, has served beneficial to effectively collecting, analyzing, and prescribing plans to maintain, display, celebrate, and promote attendance goals. Artifacts displaying student projected high schools for the fall are collected, but not displayed and celebrated; however, school-wide attendance rates are communicated, displayed, and celebrated in a variety of forums/visuals, through out the school, to both staff and students. Families also receive a weekly general overview of attendance and academic data via on-going family newsletter. Parents are also notified and invited for small conferences based on eighth grade high school criteria.

Guide for Transitions, College & Career Access & Persistence

- **TRANSITIONS - Have structures and processes in place to ensure successful transitions (e.g. into school, grade to grade, school to school, school to post-secondary).**
 - Mitigate the adverse effects experienced by some students in transition – such as arriving part-way through the school year – that can cause students to fall behind or become disengaged from school.
 - Monitor the progress of English learners after transition from services.
 - Provide programs and interventions that help students as they move from middle school through Freshmen year, including but not limited to: High School Investigation Days, Freshmen Connection program (where budget allows), and a robust Freshmen Orientation program. Implement targeted holistic student supports the entire Freshmen year.
 - Provide sustained summer learning experiences to minimize learning loss and support key transition periods (e.g. summers before Kindergarten, HS, and college).
 - Use student data and best practices research to develop focused programs.
 - Expand access beyond students who are struggling academically.
 - Provide school counseling and postsecondary advising transition support and follow-up during “Summer Melt” and the first year of college.
 - **AWARENESS - Expose students early to academic/professional worlds beyond K-12.**
 - Provide students opportunities to discover personal talents and skills, identify career interests, and pursue coursework/activities necessary to reach personal, academic and career goals.
 - Expose students to a range of career paths and the educational requirements of each to improve long-term planning and goal-setting.
 - Start the conversation about college in primary grades.
 - Make parents aware of academic opportunities and supports for their child.
 - **READINESS – Ensure equitable access to college preparatory curriculum.**
 - Provide access to 8th Grade Algebra to all eligible 8th grade students.
 - Provide access to early college and career coursework and credential opportunities while in HS (e.g. AP credit, Dual credit, industry credentials (CTE), Seal of Biliteracy)
 - Teach students to analyze their transcripts and test scores, as well as connect course selection, attendance, and grades to their continued success and access to postsecondary options, and adjust their actions and behavior to make progress toward graduation and their top postsecondary choice. Provide support and motivation to encourage B’s or better and improving attendance.

- Create opportunities for students to explore college and career knowledge, mindsets, and skills necessary for academic planning and goal setting.
- Find opportunities to work with all students on academic and personal behaviors, including persistence, engagement, work habits/organization, communication/ collaboration, and self-regulation.
- In Naviance, develop an Individual Learning Plan that tracks coursework, college and career assessments, goal setting, 6th-12th grade milestones completion that culminates in a concrete postsecondary plan.
- **SUCCESS - Provide direct assistance to all students and families through every stage of the college selection, application, and entry process (Transition to College (HS))** including, but not limited to academic planning/advising to assist with:
 - Selecting colleges with the best institutional graduation rates for their level of qualifications. (Students of all qualification levels are more likely to graduate from college if they attend a postsecondary institution with high graduation rates)
 - Researching/comparing options including short and long-term financial outcomes, comparing college graduation rates, and other statistics to narrow down options.
 - Researching living wage options such as an apprenticeship or certification programs for students who wish to work after high school and/or want to delay college.
 - Applying to multiple colleges—generally three or more.
 - Navigating financial aid and capitalizing on grant and scholarship opportunities.

Evidence, Measures, and Standards

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

Expectations for depth & breadth of Quality Teaching

3 of 3 complete

Instruction:

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

Score

1 2 **3** 4

Its an expectation for all teachers to lead out rigorous and complex instruction on a daily basis, teachers participate in peer informational observations on a quarterly basis, and give feedback based on instructional actions. Teachers participate in data analysis meetings where they analyze their individual teaching and learning cycles and restructured their lesson plans to meet the needs of their student learners. Teachers meet the needs of individual students by providing targeted support to groups of students based off district wide data points.

Guide for Instruction

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

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

Evidence, Measures, and Standards

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

Multi-Tiered System of Support:

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

Score

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Tier 1 supports are provided to all learners. All classrooms provide both whole class and small group instruction. Small group instruction is provided by classroom teachers, City Year members and teacher assistants. This is focused instruction based on ongoing analysis of student results providing individual learning plans. Student outcome is reviewed on a daily and weekly basis so that changes are timely for interventions and changes for all students. Throughout the year, groupings have been evaluated and changed to meet the needs of all students. On track assessment is monitored throughout the year and information is shared with all teachers. Interventions are put in place both to address absenteeism (individual contracts and rewards) and Tier 1 and Tier 2 interventions for students not on track to earn C's. Students that are not on track are included in the PLP and this data is monitored on at least a 5-week basis. Data is collected and shared for students not showing expected growth with Tier 1 and teams consisting of teachers, administration and support staff. Increased interventions are put into place for students including individual interventions. Students then are placed with the MTSS system and teachers are provided with materials for tracking individualized interventions and results. Students that do not show expected growth after individualized Tier 2 interventions are then referred the MTSS team for possible further evaluation. Parents are informed on a regular basis on student performance. Parents are informed of Tier 2 interventions and provided regular updates on growth through teacher communication.

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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ SQRP Attainment and Growth ✓ Attendance Rates ✓ Course success rates (e.g. grade distributions, pass/failure rates)
Five Essentials	<ul style="list-style-type: none"> Ambitious Instruction Collaborative Teachers Supportive Environment
CPS Framework for Teaching	<ul style="list-style-type: none"> 1.a. Demonstrating knowledge of content and pedagogy 1.b. Demonstrating Knowledge of Students 1.d. Designing Coherent Instruction 2.d. Managing Student Behavior 3.d. Using Assessment in Instruction 3.e. Demonstrating Flexibility and Responsiveness 4.b. 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

Students are formally assessed with a variety of tasks online using VMath, Google Docs, Study Island, etc. with pre- and post-assessments for classroom units and individual standards. City Year and Teacher Assistants use daily tracking spreadsheet to monitor progress for Tier 2 students. Student work graded with common rubrics across grade bands for school-wide writing and STEM initiatives. EngageAUSL-created bi-weekly assessments aligned to pacing guide for each grade encompassing a combination of question types with student data accessible online. Quarterly ANET Assessments given school wide for ELA and Math with individual student and classroom data available online for school-wide deep dives. Lesson plans include a variety of assessment types (formative 2-question Exit Tickets, unit performance tasks including writing for ELA and MATH). Gradebook expectations are outlined in the handbook and monitored frequently. Grading scale is universal. Parent and student access to grades via parent portal. Frequent and public assessment data is an expectation but not evident in ALL classrooms. Student to teacher conversations about data and growth are the expectation but only evident in MOST classrooms.

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	<ul style="list-style-type: none"> ✓ 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

6 of 6 complete

Culture for Learning:

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

Score

1 2 3 4

Teachers have individual goal setting conversations with students as it relates to BAS, NWEA and ANet. All teachers are expected to teach on-grade level curriculum for the majority of their instructional block. Throughout the school staff encourages and celebrates daily attendance by utilizing school-wide and classroom assessments daily, weekly and monthly. Our school-wide goals and expectations are displayed on every floor (AUSL Beacon, bathroom expectations, hallway expectations, posters relating to bullying and collaboration, high school banners, college banners). Small group instruction is evident throughout the building - being facilitated in the classroom, hallways and nook areas. This allows for more targeted, differentiated instruction for students. Students are recognized for their hard work and resilience during quarterly award assemblies and honor breakfasts. Students and staff members of the month are selected and showcased on a bulletin board near the main office, and listed in the weekly newsletters. Professional readings and discussions on mindset (fixed vs. growth) has taken place throughout the year but continues to be an area of focus for our staff and students.

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

We have had a boys and girls mentoring program that pairs staff members with groups of students. We have multiple restorative practices coaches that facilitate weekly RP circles with students. Our staff is collaborative and engage in planning sessions on their own accord and without prompting. We have regular staff outings and also build in time during clusters (quarterly) to focus on "self-care". Staff members also are comfortable going to each other to ask questions and seek out support and encouragement. Birthdays and bereavements are acknowledged by our staff members.

Guide for Relational Trust

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

Evidence, Measures, and Standards

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

Student Voice, Engagement, & Civic Life:

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

We have had few opportunities for students to engage in community service and other civic engagement projects. Student input relating to curriculum, instruction, and/or class incentives is solicited from some individual teachers but it is not a school-wide practice.

Guide for Student Voice, Engagement, & Civic Life

Students...

- **Have equitable access to a wide range of extracurricular and enrichment opportunities that build leadership, nurture talents and interests, and increase attendance and engagement with the school.**
 - Student needs, interest, and input are solicited for student programming.
 - Impact and quality of extracurricular and enrichment activities are measured regularly.
- **Have equitable access to rigorous courses/programming (e.g. AP, IB, magnet, dual credit, CTE).**
 - Student needs, interest, and input are solicited for student programming.
- **Have a choice.**
 - Respectful student questioning and inquiry is embraced. Students choose issues of concern, research topics relevant to their lives, and develop their own plans to address them.

- Learning activities are personalized to match students' needs and interests, and students are involved in decisions that affect their learning.
- **Have a voice and take informed action.**
 - Students are included in key conversations about their learning experience and work with the principal and staff to identify issues and implement solutions. (e.g. student voice committee).
 - Students initiate and lead some school improvement initiatives.
 - Students participate in democratic decision-making at the school level.
 - Students identify and research issues of relevance and work together to propose/advocate for solutions.
- **Connect to decision-makers.**
 - Students learn about the structures and roles of government and civil society. They learn how to engage with elected officials and decision makers, and learn they have power and practice using it.
 - Students learn about issues and candidates, prepare voter education materials and get involved.
 - All eligible students are asked to register to vote.
- **Make positive contributions to the school and community.**
 - Civic engagement is the project of entire school. Teachers and school staff collaborate across disciplines and grade levels to align and embed civic skills and content in curriculum.
 - Curriculum based projects, including service learning experiences, are present in various disciplines, and link students to community resources and partners.
 - Incorporate writing for audience beyond the teacher (presentation based learning).
- **Learn to evaluate and consider multiple viewpoints by discussing current and controversial topics.**
- **Consider how people in a democratic society effect change.**
- **Consider their roles and responsibilities as a member of the community.**
- **In high school, students are enrolled in Civics courses.**

Evidence, Measures, and Standards

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

Safety & Order:

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

Score

1 2 3 4

We have an extensive security team with multiple security members on each floor; security team has quarterly training with AUSL or CPS; radio codes universal across security team; members out on post 10 minutes before dismissal; outside by 8:10am daily for entry; daily security team debrief/meeting;

Guide for Safety & Order

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Five Essentials – Supportive Environment score ✓ My Voice, My School Survey “Safety” score
Five Essentials	Supportive Environment
CPS Framework for Teaching	2a. Creating an Environment of Respect and Rapport 2c. Managing Classroom Procedures 2d. Managing Student Behavior
CPS Performance Standards for School Leaders	A4. Creates a Safe, Clean and Orderly Learning Environment

Restorative Approaches to Discipline:

Score

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

1 2 3 4

We have weekly Restorative Practices (RP) circles with 3 RP coaches for students in 3rd -8th grade; We have had multiple RP trainings for staff; daily to weekly circles are taking place in classroom by some teachers; we utilize various alternatives to suspension, including daily detentions, in-school suspension, and Saturday detention; students have been referred for expulsion only when a very serious and warranted infraction occurred; frequent parent meetings are facilitated between the dean, administration, the clinical team, students and their parents to address on-going discipline issues and to create a plan of action.

Guide for Restorative Approaches to Discipline

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

Evidence, Measures, and Standards

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

Parent Partnership:

Score

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

1 2 **3** 4

Staff works together to facilitate Quarterly Family Learning Nights focusing on different content areas, including math, reading, writing and science; we have monthly PAC meetings and quarterly PAC parent workshops; one of our RP coaches holds weekly RP circles for parents; our administrative team send home weekly newsletters to families, in addition to the weekly or monthly newsletters that teachers send home to their students' families; robo calls are done regularly (daily to weekly) to make important announcements and remind families about upcoming events or initiatives; we have a core group of 4 parent volunteers that volunteer on a daily/weekly basis.

Guide for Parent Partnership

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS

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

School Excellence Framework Priorities

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

3 Expectations for Quality & Character of School Life: Parent Partnership

1 2 3 4 5

4 Culture of & Structure for Continuous Improvement: Professional Learning

1 2 3 4 5

Goals

Required metrics (Elementary)

13 of 18 complete

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

National School Growth Percentile - Reading

Implementation of engageNY curriculum that requires students to read complex texts at or above grade level; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using LLI and skill-specific instruction aligned to the NWEA Learning Continuum; Language Live intervention program is utilized in 6th-8th grade for students who are more than 2 grade levels below.

1.00 27.00 50.00 60.00

National School Growth Percentile - Math

Implementation of engageNY curriculum that requires students to read complex problems and performance tasks at or above grade level; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using Vmath and skill-specific instruction aligned to the NWEA Learning Continuum.

1.00 48.00 50.00 60.00

% of Students Meeting/Exceeding National Ave Growth Norms

Universal small group focus implemented by classroom teachers and support staff aligned to students' NWEA targets and Learning Continuum; continued use of the engageNY curriculum will result in increased confidence and perseverance from students when reading complex texts and completing complex problems and task; teachers will gain a better understanding of the curriculum and will be able to more successfully implement the curriculum with fidelity while meeting the varying needs of students; stable student population will also contribute to an increase in this matrix as students are receiving coherent and consistent content and instruction.

32.60 (Blank) 62.50 65.00

African-American Growth Percentile - Reading

Implementation of engageNY curriculum that requires students to read complex texts at or above grade level; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using LLI and skill-specific instruction aligned to the NWEA Learning Continuum; Language Live intervention program is utilized in 6th-8th grade for students who are more than 2 grade levels below.

1.00 27.00 40.00 50.00

Hispanic Growth Percentile - Reading

N/A

(Blank) (Blank) (Blank) (Blank)

English Learner Growth Percentile - Reading

N/A

(Blank) (Blank) (Blank) (Blank)

Diverse Learner Growth Percentile - Reading

Implementation of engageNY curriculum that requires students to read complex texts at or above grade level; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using LLI and skill-specific instruction aligned to the NWEA Learning Continuum; Language Live intervention program is utilized in 6th-8th grade for students who are more than 2 grade levels below.

1.00

1.00

20.00

30.00

African-American Growth Percentile - Math

Implementation of engageNY curriculum that requires students to read complex problems and performance tasks at or above grade level; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using Vmath and skill-specific instruction aligned to the NWEA Learning Continuum; inclusive teaching practices/co-teaching model in place for middle school grades.

1.00

47.00

55.00

70.00

Hispanic Growth Percentile - Math

N/A

(Blank)

(Blank)

(Blank)

(Blank)

English Learner Growth Percentile - Math

N/A

(Blank)

(Blank)

(Blank)

(Blank)

Diverse Learner Growth Percentile - Math

Implementation of engageNY curriculum that requires students to read complex problems and performance tasks at or above grade level - including our diverse learners; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using Vmath and skill-specific instruction aligned to the NWEA Learning Continuum; inclusive teaching practices/co-teaching model in place for middle school grades.

1.00

11.00

30.00

35.00

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

Implementation of engageNY curriculum that requires students to read complex problems and performance tasks at or above grade level - including our diverse learners; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using Vmath and skill-specific instruction aligned to the NWEA Learning Continuum; inclusive teaching practices/co-teaching model in place for middle school grades.

1.00

2.00

10.00

15.00

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

Implementation of engageNY curriculum that requires students to read complex problems and performance tasks at or above grade level - including our diverse learners; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using Vmath and skill-specific instruction aligned to the NWEA Learning Continuum; inclusive teaching practices/co-teaching model in place for middle school grades.

1.00

4.00

13.00

15.00

National School Attainment Percentile - Reading (Grade 2)

Implementation of engageNY curriculum that requires students to read complex problems and performance tasks at or above grade level - including our diverse learners; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using Vmath and skill-specific instruction aligned to the NWEA Learning Continuum

1.00

1.00

13.00

15.00

National School Attainment Percentile - Math (Grade 2)

Implementation of engageNY curriculum that requires students to read complex problems and performance tasks at or above grade level - including our diverse learners; partnership with ANet provides on-going professional development on instructional priorities and CCSS; network level and school-level professional development provides teachers with support unpacking the standards and implementing the curriculum using best practices; universal small groups using Vmath and skill-specific instruction aligned to the NWEA Learning Continuum	1.00	1.00	13.00	15.00
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% of Students Making Sufficient Annual Progress on ACCESS

N/A	(Blank)	(Blank)	(Blank)	(Blank)
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Average Daily Attendance Rate

We have developed strong, and sustainable, systems and structures to focus on student attendance. We have a team of 5 individuals who work each day to send robo calls, make phone calls, complete home visits, and re-check attendance to ensure we have the highest daily student attendance rate possible. We will continue these practices, as well as the ongoing student level, class level and school-wide incentives and attendance campaigns to keep attendance a major focus and area of celebration for our students, staff and community.	91.40	93.80	95.50	96.50
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My Voice, My School 5 Essentials Survey

We continue to prioritize improving the culture and climate in our school to make it a safer and more nurturing environment for students and staff. We also continue to focus on building relationships with our families and community partners. This will allow us to better meet the needs of our students by equipping their parents/guardians with the knowledge and skills to support their children at home. By improving partnerships in the community we will be able to acquire additional resources and support for our students and the school building. Our goal for the 2016-17 school year is to move to an organized rating. For 2017-18 our goal is move to well-organized.	(Blank)	(Blank)	(Blank)	(Blank)
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Custom metrics

3 of 3 complete

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
Percentage of students accepted into a selective enrollment high school				
As we increase our attainment percentage each year, we plan to see an increase in the number of students accepted into selective enrollment high school.	1.00	3.00	5.00	7.00
Percentage of 3rd-8th grade students on-track (all marking periods)				
By measuring the percentage of 3rd-8th grade students on-track we will be able to more accurately determine which students will be prepared for success in high school and college. We plan to increase our on-track data each year, as the metrics measured in the on-track calculations increase.	40.00	49.00	55.00	60.00
AUSL Look and Feel Score				
The AUSL Look and Feel Score measures the extent to which our school is meeting the network's expectations around culture and climate, specifically the building's cleanliness, safety and order, and community and family partnership.	91.00	93.00	95.00	97.00

Strategies

Strategy 1

If we do...

...then we see...

...which leads to...

We will provide ongoing professional	An increase in respectful discourse between	Increase time on task by correcting student
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development with an emphasize on proactive, instructive, and restorative approaches to student behavior.

staff and students and minimized disruption to learning.





behaviors in positive ways that reinforce established norms and expectations. Also, decreased suspensions and increased attendance rates among students.

Tags:

Professional Learning, Attendance, Behavior and Safety, Climate and Culture, Restorative approaches

Area(s) of focus:

2

Action step 	Responsible 	Timeframe 	Evidence for status 	Status
Provide at a minimum quarterly PD to all staff throughout school year around proactive, instructive, and restorative approaches to student behavior.	Social Emotional Team, Administration, Head of Security, Dean	Sep 5, 2016 to Jun 23, 2017	Culture and Climate Questions on 5Essentials Survey, Sign in Sheets and Agendas from PD's, Administration and Staff Observations	Not started

Professional Learning, Behavior and Safety, Climate and Culture, Restorative approaches

Cluster meetings with an emphasis on proactive, instructive, and restorative approaches to student behavior at least every six weeks.	Social Emotional Team, Administration, Head of Security, Dean	Sep 5, 2016 to Jun 22, 2018	Culture and Climate Questions on 5Essentials Survey, Sign in Sheets and Agendas from cluster meetings, Administration and Staff Observations	Not started
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Create shared expectations and rubric for appropriate staff-student interactions at Dulles and deliver the framework to all staff during back to school PD and reference back to the framework regularly throughout the school year.	Social Emotional Team, Administration, Head of Security, Dean	Jun 27, 2016 to Sep 9, 2016	Culture and Climate Questions on 5Essentials Survey, Sign in Sheets and Agendas from cluster meetings, Administration and Staff Observations, misconduct data	Not started
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All staff while engage in a professional reading of a text that on creating trauma sensitive classrooms. Discussion and activities around this text will take place in various PD session (cluster meetings, after school PD and staff improvement days.	All staff	Aug 29, 2016 to Jun 23, 2017	Exit slips from PD sessions, Culture and Climate Questions on 5Essentials Survey, Administration and Staff Observations, misconduct data	Not started
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Strategy 2

If we do...

Empower students with roles and responsibilities for improving the school's culture and climate by establishing organizations such as student government with a hierarchy that is elected based upon both merit to qualify candidates, and campaigning for votes by peers.

...then we see...

The development of a student government organization that promotes learning experiences that enhance opportunity for students to:

- * have a voice and take informed action
- * build leaders who are decision-makers.
- * allow for self-expression and individual creativity to make positive contributions to there own school community.
- * adults modeling and students accomplishing the skill of collaborating around common measurable goals to be set, worked on and monitored on an on-going basis, and accomplished.

...which leads to...

- * Students taking action/ownership for an improved culture and climate, conducive to learning.
- * Students learning about government and civic duty/responsibilities.
- * Students forming more positive skills around self-advocacy, problem-solving, conflict resolution, communication, and life skills in general for accomplishing the goal of becoming productive citizens in high school, college life, and as life long learners.
- *Increased student attendance

Tags:

Attendance, Student enrichment, Student engagement, Student council

Area(s) of focus:

1

Action step

Responsible

Timeframe

Evidence for status

Status

Recruit qualified candidates among our dedicated staff to spearhead, advise, and monitor the growth and development of a Student Government Organization.

At least 1 professional from all disciplines within the school personnel and community, i.e. administration, Teacher, paraprofessional, counselor, etc.

Aug 1, 2016 to Sep 30, 2016

Student government staff roster

Not started

School climate, Student engagement, Student council

Staff will advertise and promote this initiative for student buy in at the start of the school year. Solicit eligible students to submit to undergoing a process for initiation to Student Government Association, including an application and interview process conducted by responsible staff. Integrate curriculum that supports informing students about analysis of candidates and making an informed vote of elected officials.

At least 1 professional from all disciplines within the school personnel and community, i.e. administration, Teacher, paraprofessional, counselor, etc.

Sep 5, 2016 to Sep 30, 2016

Election applications

Not started

Student engagement, Student council

Campaigning of candidates to occur in October 2016, inclusive of debates and promotion of a platform for school improvement. Initiation of officers to take place in the final two weeks of November 2016, whereby duties are informed by staff leaders. Student Government roles and programs take place for the duration of the school year. Leaders establish by-laws to govern this entity, and to account for role impeachments and re-assignments.

At least 1 professional from all disciplines within the school personnel and community, i.e. administration, Teacher, paraprofessional, counselor, etc.

Oct 3, 2016 to Nov 16, 2016

Election results; list of by-laws

Not started

Student engagement, Student council

Our Student Council members will complete community service projects, like volunteering at the local nursing home or running a community food drive that donates cans goods and non-perishable items to families in need.

Administration, Student Council, Various Staff members

Dec 1, 2016 to Jun 22, 2018

5Essentials survey results; calendar of events

Not started

Strategy 3

If we do...

...then we see...

...which leads to...

Teachers appropriately scaffold the

Students have consistent exposure to rigorous

Students' comfort and preparedness to perform

engage AUSL curriculum towards rigorous weekly student performance and outcomes.

question language and critical thinking needed to produce responses.

on rigorous student tasks.

Tags:
Rigour, Planning, Enrichment

Area(s) of focus:
3

Action step	Responsible	Timeframe	Evidence for status	Status
Teachers will utilize the ANet question bank to develop a weekly writing/performance task and will submit it in their lesson plan.	All teachers responsible for question development; administrative team members; coaches	Sep 6, 2016 to Sep 6, 2016	Question of the week posted in classrooms.	Not started

Academic, Planning, Instructional planning

Teachers consistently use provided Bloom's Taxonomy question stems for planning instruction and verbiage for creating student objectives aligned to the weekly task.	All teachers responsible for lesson planning, administrative team members; coaches	Jul 1, 2016 to Jun 22, 2018	Questions and objectives identified in the weekly lesson plans.	Not started
Teacher will be provided with professional development, and will conduct professional readings, on the key shifts in reading and math to ensure they are reflected in the development of standards-based rigorous tasks.	All teachers responsible for lesson planning, administrative team members; coaches	Jul 1, 2016 to Jun 2, 2017	Tasks that are being write in weekly plans, and administered in class; student achievement data.	Not started
Teachers will engage in ongoing analysis of students' tasks in cluster meetings, on PD days, and after school PD.	All teachers responsible for lesson planning, administrative team members; coaches	Sep 7, 2016 to Jun 22, 2018	Completed data analysis forms; cluster agendas	On-Track

Strategy 4

If we do...

...then we see...

...which leads to...

Quarterly student standards-based showcases which create opportunities for students to demonstrate rigorous tasks across content areas. These showcases will include content-area bowls, debates, writing submission, inquiry-based projects, etc. and the showcases will be spearheaded by the members of our student government.

Increased student engagement in scholastic and academic pursuits (performance tasks).

Students transferring their critical thinking skills towards a variety of performance based tasks.

Tags:
Rigour, Planning, Enrichment

Area(s) of focus:
3

Action step	Responsible	Timeframe	Evidence for status	Status
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The ILT with work in conjunction with the Student Government to develop the calendar of quarterly student showcases.	Instructional Leadership Team for delegating quarterly showcases and Student Government members	Sep 1, 2016 to Jun 22, 2018	Showcase calendar	Not started
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Rigour, Planning, Enrichment

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.	Students; Instructional Leadership Team	Oct 1, 2016 to Jun 22, 2018	Student work in showcases	Not started
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Promote the showcases throughout the school and send out invitations to families and community members	Students; Instructional Leadership Team	Oct 3, 2016 to Jun 22, 2018	Posters, flyers, and sign-in sheets from events	Not started
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Action Plan

District priority and action step	Responsible	Start	End	Status
<p>✚ Provide at a minimum quarterly PD to all staff throughout school year around proactive, instructive, and restorative approaches to student behavior.</p> <p>Tags: Professional Learning, Attendance, Behavior and Safety, Climate and Culture, Restorative approaches, Professional Learning, Behavior and Safety, Climate and Culture, Restorative approaches</p>	Social Emotional Team, Administration, Head of Security, Dean	Sep 5, 2016	Jun 23, 2017	Not started
<p>✚ Cluster meetings with an emphasis on proactive, instructive, and restorative approaches to student behavior at least every six weeks.</p> <p>Tags: Professional Learning, Attendance, Behavior and Safety, Climate and Culture, Restorative approaches</p>	Social Emotional Team, Administration, Head of Security, Dean	Sep 5, 2016	Jun 22, 2018	Not started
<p>✚ Create shared expectations and rubric for appropriate staff- student interactions at Dulles and deliver the framework to all staff during back to school PD and reference back to the framework regularly throughout the school year.</p> <p>Tags: Professional Learning, Attendance, Behavior and Safety, Climate and Culture, Restorative approaches</p>	Social Emotional Team, Administration, Head of Security, Dean	Jun 27, 2016	Sep 9, 2016	Not started
<p>✚ All staff while engage in a professional reading of a text that on creating trauma sensitive classrooms. Discussion and activities around this text will take place in various PD session (cluster meetings, after school PD and staff improvement days).</p> <p>Tags: Professional Learning, Attendance, Behavior and Safety, Climate and Culture, Restorative approaches</p>	All staff	Aug 29, 2016	Jun 23, 2017	Not started
<p>✚ Recruit qualified candidates among our dedicated staff to spearhead, advise, and monitor the growth and development of a Student Government Organization.</p> <p>Tags: Attendance, Student enrichment, Student engagement, Student council, School climate, Student engagement, Student council</p>	At least 1 professional from all disciplines within the school personnel and community, i.e. administration, Teacher, paraprofessional, counselor, etc.	Aug 1, 2016	Sep 30, 2016	Not started

District priority and action step	Responsible	Start	End	Status
<p>✦ Staff will advertise and promote this initiative for student buy in at the start of the school year. Solicit eligible students to submit to undergoing a process for initiation to Student Government Association, including an application and interview process conducted by responsible staff. Integrate curriculum that supports informing students about analysis of candidates and making an informed vote of elected officials.</p> <p>Tags: Attendance, Student enrichment, Student engagement, Student council, Student engagement, Student council</p>	At least 1 professional from all disciplines within the school personnel and community, i.e. administration, Teacher, paraprofessional, counselor, etc.	Sep 5, 2016	Sep 30, 2016	Not started
<p>✦ Campaigning of candidates to occur in October 2016, inclusive of debates and promotion of a platform for school improvement. Initiation of officers to take place in the final two weeks of November 2016, whereby duties are informed by staff leaders. Student Government roles and programs take place for the duration of the school year. Leaders establish by-laws to govern this entity, and to account for role impeachments and re-assignments.</p> <p>Tags: Attendance, Student enrichment, Student engagement, Student council, Student engagement, Student council</p>	At least 1 professional from all disciplines within the school personnel and community, i.e. administration, Teacher, paraprofessional, counselor, etc.	Oct 3, 2016	Nov 16, 2016	Not started
<p>✦ Our Student Council members will complete community service projects, like volunteering at the local nursing home or running a community food drive that donates cans goods and non-perishable items to families in need.</p> <p>Tags: Attendance, Student enrichment, Student engagement, Student council</p>	Administration, Student Council, Various Staff members	Dec 1, 2016	Jun 22, 2018	Not started
<p>✦ Teachers will utilize the ANet question bank to develop a weekly writing/performance task and will submit it in their lesson plan.</p> <p>Tags: Rigour, Planning, Enrichment, Academic, Planning, Instructional planning</p>	All teachers responsible for question development; administrative team members; coaches	Sep 6, 2016	Sep 6, 2016	Not started
<p>✦ Teachers consistently use provided Bloom's Taxonomy question stems for planning instruction and verbiage for creating student objectives aligned to the weekly task.</p> <p>Tags: Rigour, Planning, Enrichment</p>	All teachers responsible for lesson planning, administrative team members; coaches	Jul 1, 2016	Jun 22, 2018	Not started
<p>✦ Teacher will be provided with professional development, and will conduct professional readings, on the key shifts in reading and math to ensure they are reflected in the development of standards-based rigorous tasks.</p> <p>Tags: Rigour, Planning, Enrichment</p>	All teachers responsible for lesson planning, administrative team members; coaches	Jul 1, 2016	Jun 2, 2017	Not started
<p>✦ Teachers will engage in ongoing analysis of students' tasks in cluster meetings, on PD days, and after school PD.</p> <p>Tags: Rigour, Planning, Enrichment</p>	All teachers responsible for lesson planning, administrative team members; coaches	Sep 7, 2016	Jun 22, 2018	On-Track
<p>✦ The ILT with work in conjunction with the Student Government to develop the calendar of quarterly student showcases.</p> <p>Tags: Rigour, Planning, Enrichment, Rigour, Planning, Enrichment</p>	Instructional Leadership Team for delegating quarterly showcases and Student Government members	Sep 1, 2016	Jun 22, 2018	Not started
<p>✦ 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.</p> <p>Tags: Rigour, Planning, Enrichment</p>	Students; Instructional Leadership Team	Oct 1, 2016	Jun 22, 2018	Not started
<p>✦ Promote the showcases throughout the school and send out invitations to families and community members</p> <p>Tags: Rigour, Planning, Enrichment</p>	Students; Instructional Leadership Team	Oct 3, 2016	Jun 22, 2018	Not started

Fund Compliance

Supplemental General State Aid(SGSA)

My school receives SGSA funds

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

1. The attendance center allocation is correctly based on the number of students eligible to receive free and reduced lunch and breakfast.
2. The attendance center has an approved plan, developed in consultation with teachers, administrators, and other appropriate personnel, and parents of

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 supplant non-categorical and other categorical funds allocated to the attendance center.
6. SGSA funds are supporting only those activities specified in the school's approved plan/amendment.
7. SGSA funds are not used for capital expenditures. 8. SGSA funds are not used for any political or lobbying activities by the attendance center.

NCLB Program

NCLB Schoolwide Program

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

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

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

Non-title school that does not receive any Title funds

Parent Involvement in Targeted Assistance and Schoolwide Programs

I verify that the statement below is correct

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

Parent Plan

Parent Involvement Policy

Complete

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

Dulles School of Excellence will involve parents in school improvement by: providing monthly principal reports at the PAC meetings, implementing parent patrol, working with PAC to provide parent trainings, taking critical issues to PAC for input, conducting CIWP focus groups and family questionnaires.

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

Dulles School of Excellence will notify all parents via letter, phone, and marquee signage of the annual meeting to discuss participation in NCLB programming. Dulles will have a monthly PAC meeting as well as additional parent workshops throughout the year in an effort to increase parental involvement. Information about meetings will be disseminated using announcements sent home, posting throughout the school building, detailed information included in the school newsletter, and posting in Parkway Gardens. Additionally, we will provide incentives to improve parental participation in parent workshops and trainings. The Title 1 Annual meeting will be held on Friday, September 16, 2016 from 10:00am-11:00am. The Organizational Meeting will be held Friday, September 16, 2016 from 11:00am-12:00pm.

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.

Dulles School will provide parents information about the Title I program, including a description and explanation of the curriculum and assessments, in a welcome packet at the start of the year. We will also provide a parent workshop designed to teach parents how to read their students' assessment data and strategies to help students at home.

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.

Minutes from the PAC meetings will be given to the administrative team for review and immediate action. The administrative team will address the issues within seven business days. Any suggestions will be presented to the instructional leadership team and implemented if deemed appropriate. Follow-up will be provided to the Parent Advisory Council in regard to their request at the meeting immediately following their request or suggestion.

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.

Within five days of receiving state assessment information, Dulles will send home a copy of the student's performance data through student's Thursday folder. Parents of students who are at risk for retention will receive their data via a one-on-one conference and parents will be required to sign a document stating they understand their child's current academic performance and the risks associated with it.

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.

In the event that a teacher is deemed not highly qualified, a written correspondence will be sent home to parents of students who are impacted. The letter will include our plan to locate a highly qualified teacher.

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.

At the start of the school year, Dulles will host a series of parent trainings geared towards helping parents understand the NCLB requirements, state's standards and the promotion criteria used by Chicago Public Schools. These workshops/meetings will inform parents of how to monitor their child's progress. For example workshops such as the parent's role in their child's education, parenting goals and children's needs, signs of serious behavioral problems, etc. will be provided to parents throughout the school year in an effort to ensure parents understand their rights and responsibilities as it pertains to their child's education.

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.

Dulles School of Excellence provides parents with information about school events, jobs and social service agencies. Dulles will provide parents with workshops such as Positive Discipline and Child Rearing Techniques, CareerBuilder, Resume Building, and Communication with your children. Incentives will be provided to increase parental involvement.

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

Dulles School of Excellence will continue to conduct community walk-throughs, host meet and greets for parent and staff, provide parent trainings, conduct parent conferences, and make phone calls home in an effort to build ties with parents. Dulles will provide professional development activities around community building for staff so that staff may be knowledgeable on how to engage parents.

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.

Dulles School of Excellence will partner with Head Start to provide monthly parent meetings and work with their policy committee which actively works with parents to provide information on available employment, GED preparation and hosts parent volunteer fairs. Dulles School of Excellence will continue to host story telling events, family literacy nights, and create opportunities for parents to participate in the classroom.

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.

Each week parents will receive newsletter containing information pertinent to school and parent programming. Information will be presented in a consistent manner that parents can understand. Additionally, information regarding upcoming events will be posted throughout the school, on the marquee, and in Parkway gardens.

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)

Do not currently have a functioning LSC

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.)

Vision: Dulles School of Excellence commits to achieve the highest standards of personal and academic excellence by empowering all students, staff, families, and community members with the necessary tools to become leaders of tomorrow. Mission: To work as a team of students, staff, families, and community members to: increase academic performance yearly; develop high achieving scholars with limitless opportunities; promote positive character traits that lead to meaningful contributions to the community; become citizens who value education as a lifelong process as together everyone achieves more.

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.

Two parent conferences will be held during the academic year. The first conference will be held at the end of the first quarter and another at the end of the third quarter. During these conferences teachers will provide feedback on student performance. Additionally, parents may contact the main office to request parent conferences/meetings. Additional conferences may be held throughout the year as requested by teacher/parent to support student progress.

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

Report cards are shared with parents every ten weeks indicating the student's achievement for the quarter. In addition, progress reports are shared with the parents at the fifth week of each quarter to update parents on the child's progress. Training will be provided to parents on using the Parent Portal so families can monitor student progress throughout the year.

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

Teachers are available to meet with parents before school and after school by appointment. Additionally, parents may communicate with teachers via e-mail or phone call.

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.

Information regarding volunteer opportunities will be shared with parents at the beginning of the school year. Parents may volunteer after completing local background screening and Dulles specific training. Teachers will also create opportunities for parents to be involved in classroom activities at least once a quarter. Parents are welcomed to arrange an observation of classroom(s) anytime students are not testing.

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

The importance and expectations around attendance will be communicated at the beginning of the year. The weekly newsletter will contain updates on school attendance. Parents will be expected to contact the school if their students are going to be absent. If no call is received, parents will be notified of the absence to get clarification of the child's well being. Parents also have the opportunity to help their children with homework and are able to contact teachers if they have any questions about the assignments. Parents may also monitor their child's assignments/grades through the student planners/homework sheets, the Parent Portal, and review of the Thursday folders.

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

Parents will receive the CPS parent survey that will act as pertinent data on how the school is supporting the parent and the child. Parents will have the opportunity to participate in decisions relating to the education of their children through participation Parent Advisory Council meetings. These meetings will include being able to provide feedback and input for school expectations and decisions. In addition, parents will be involved and included in all aspects of any special education programming or testing for their child(ren).

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 hear a constant, consistent message about the relationship between being present and learning. Individuals and classrooms will receive rewards and recognition for attendance, positive attitude and classroom results. We are going to collect data on the effects of these three components on students' academic growth.

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.

One goal for the upcoming two years is to provide parents with workshops centered around on strategies parents can use at home to help prepare their children for assessments such as PARCC, NWEA and BAS. The sessions would also focus on explaining to the parents what assessments we take, why we take them and how do we use them to better support their children's learning. We will hold three workshops throughout the year, one in the Fall, one in the Winter and one in the Spring. Another goal for the upcoming year is to begin a GED program at Dulles for our parents and other community members. This program will be in partnership with Kennedy King College, but the classes will take place at Dulles. Through the GED program parents will strengthen their math and literacy skills which will allow them to better support their children academically. We plan to begin the GED program in October and it hope to continue the program year after year. The final goal is to have a consultant work with parents to provide them with support on a variety of social-emotional learning topics, such as trauma, grief and loss, domestic violence, and drug and alcohol abuse. This support will not only help parents cope with the effects of the above mentioned experiences but will also enable them to better meet their children's social-emotional learning needs. The consultant will begin working with parents this summer and will hold a workshop with them once every one to two months.

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