Gurdon S Hubbard High School / Plan summary

2018-2020 plan summary

Team

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Team meetings

Date	Participants	Topic
03/28/2018	Nancy Wiley, Steve Biegel, Angelica Altamirano	CIWP Planning Calendar meeting
04/04/2018	Admin, ILT members	Assign teams to SEF categories/ Gather Evidence (Step1)
04/10/2018	CIWP Team	Reflect on Evidence (Step 2)
04/13/2018	CIWP Team	Assign Scores (Step 3)/ Select Strategies (Step 4)
04/16/2018	CIWP Team	Developing action plans for chosen strategies
04/18/2018	Admin, Department Chairs	Developing action plans for Strategy: Instruction
04/20/2018	Admin, Lekkas, Crotty, Hund	Developing action plans for Strategy: MTSS
04/25/2018	Admin, Department Chairs	Developing action plans for Strategy:Balanced Assessment
05/01/2018	Admin, Serrano, Bautista, PAC	Meeitng with LSC chair to review draft of CIWP

School Excellence Framework

Leadership & Collective Responsibility:

Score

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

1 2 **3** 4

> School vision, beliefs, and data presented to student body, staff, and community via State of the School Address at the end of quarter one 2017. 2016-7 5 Essentials data: 91% student completion, 75% teacher completion. Overall rating from My Voice, My School Survey: Well-Organized.

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.
  - Use the Multi-Tiered System of Support framework as a standard for how to distribute leadership and make significant decisions both academically and social-emotionally.
- ○ **Inspire a culture of collective responsibility for the success of ALL students in the whole school (not solely teacher's own students).**
- ○ **Empower others to make or influence significant decisions.**
  - Build shared leadership structures and opportunities for job-embedded leadership training and development.
  - Capitalize on the leadership skills of others.
  - Constantly listen and synthesize what is heard, and learn from all sources.
- ○ **Employ the skills to effectively manage change.**
  - Master skills associated with large-scale strategic planning processes and implementation of such plans.
  - Steer through the challenges associated with making improvements, both large and small.
- ○ **Create and sustain a coherent instructional program (coordinated and consistent) with learning goals.**
- ○ **Use the CPS Framework for Teaching to ground instructional guidance and coaching.**
  - Model ambitious goals for teaching and learning for all students, including priority groups.
  - Draw from the best available evidence to inform instructional improvement decisions.
- ○ **Enable staff to focus and prioritize what matters most.**
  - Buffer staff from external distractions to the school's priorities and goals.
  - Limit school improvement goals to a few high leverage activities.
  - Prioritize teaching challenging content, engaging students in learning, rigor and ways to raise achievement.

Evidence, Measures, and Standards

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

Instructional Leadership Team:

Score

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

1 2 **3** 4

The ILT meets monthly.The team gathers and reviews data pertaining to instructional priorities. A school-wide Targeted Instructional Area and Powerful Practices are implemented after using appropriate protocols and levels of analysis. The ILT effectively collaborates with all team members and stakeholders to disaggregate data to the rest of the school community via department meetings, grade level meetings and course team meetings.

Area of improvement: Root cause analysis and monitoring of the fidelity of TIA and Powerful Practices.

Guide for Instructional Leadership Team

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS

Suggested Evidence	✓ ILT Effectiveness Rubric Score ✓ ILT artifacts (e.g. agenda, calendar, protocols, minutes) ✓ Evidence that work of ILT has contributed to positive outcomes for students and staff ✓ Teacher team agendas/minutes reflective of ILT focus
Measures	✓ Five Essentials: Instructional Leadership
Five Essentials	Effective Leaders Collaborative Teachers
MTSS Framework	Shared Leadership, Evaluation of MTSS
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

NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING
- ✓ Instructional Leadership Team Planning Tools
- ✓ PLC and Mentoring Coaching Resources

Professional Learning:

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

Score

1   2   **3**   4

Professional Development created and presented by staff during the school day monthly, which showed improvement in faculty attendance. Topics were derived from what faculty deemed relevant and timely for the school year in connection to High School Summits. Focus for the year: academic vocabulary and rhetorical analysis. PD schedules created to maximize attendance by faculty. Teachers encourage to utilize material and best practices from PDs in classroom. Follow-up on content and questions during ILT and addressed in subsequent PDs. Outside presenters included in PD schedule based on faculty and administration input.

Areas of improvement: monitoring faculty implementation of knowledge and practices within classroom and lesson planning.

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

✓ Teaching the Teachers
✓ Making Better Use of Research
✓ Upcoming Professional Learning Opportunities
✓ Framework for Teaching PD Modules

Aligned Resources:

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

Score

1   2   3   **4**

Balanced budget with departmental technology and academic needs met, fully staffed departments, and supports from outside agencies (Gear Up, Community School Initiative, One Goal, Iman, Metropolitan, Academic Approach,TNT, etc). Miscellaneous employees are staffed in tutoring positions in classrooms, before & after school, and lunch-time tutoring in the library. The school staffs a Parent Advocate, 2 School Community Reps, and a Student Advocate to provide additional support. A dedicated Post Secondary Coach and Case Manager are also staffed.

Guide for Aligned Resources

- **Design a school day that is responsive to student needs.**
  - Use CPS Instructional Time Guidelines to maximize instructional time.
  - Use CPS Instructional Block Guidelines to maximize academic-engaged time.
- **Align the budget to the CIWP priorities and the mission of the school.**
  - Avoid overemphasis on the purchase of products/programs that are not research based or do not respond to SEF needs.
  - Leverage strategic source vendors to maximize dollars.
  - Seek and obtain grants to support articulated needs.
  - Use grant funds strategically to support areas of highest need.
  - Maximize the use of supplemental funding to close any priority group achievement gaps.

- **Streamline purchase procedures to minimize lapses between ordering and receiving materials.**
- **Evaluate, to the extent possible, the consequences for student learning of resource allocation decisions to develop an evidence base of outcomes of particular uses of resources.**
- **Have a 'hiring team' and collaborative hiring process with clear selection criteria to identify and select best available candidates.**
  - Actively work to build a pool of potential staff members, particularly difficult to fill positions (e.g. staff to serve English learners).
  - Use an interview process including a protocol for questioning and select highly qualified candidates.
  - Require a classroom lesson demonstration to assess candidate expertise, philosophy and commitment.
  - Check teachers' previous performance at CPS schools.
- **Strategically assign teachers to grade and content areas to create a balanced team with a variety of strengths.**
  - Ensure all students have fair access to high-quality teachers in the school.
- **Effectively utilize Related Service Providers at the classroom level.**
- **Use data including teacher evaluations and exit interviews to inform a retention strategy.**
  - Create a positive climate and working conditions for teaching that attracts and retains educator talent.
  - Create opportunities for growth including opportunities for staff to assume additional leadership roles or pursue personal growth goals.
  - Track retention rates over time and use this information to isolate staffing strengths and identify opportunities to improve.
  - Solicit information from staff using exit interviews/surveys to understand reasons for leaving school or district.
- **Make outreach efforts to engage community members as partners and resources.**
- **Partner with one or more organizations that share the values of the school and have a complementary mission to the school's vision.**
  - Monitor the impact of partner organizations' activity.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Schedules ✓ Teacher retention rates ✓ Staff exit interviews/surveys (data on reasons for leaving school or district) ✓ Candidate interview protocol documents ✓ List of community-based organizations that partner with the school and description of services ✓ Evidence of effectiveness of the services that community-based organizations provide ✓ Budget analysis and CIWP
Measures	✓ Five Essentials
Five Essentials	Effective Leaders, Collaborative Teachers
MTSS Framework	Shared Leadership, Curriculum & Instruction, Family & Community Engagment
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
NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING	
✓ Aligning Resources with Priorities: Focusing on What Matters Most ✓ Instructional Supports ✓ Strategic Source Vendor List ✓ CPS Instructional Time Guidelines: Elementary School Overview ✓ CPS Instructional Time Guidelines: High School Overview ✓ CPS Instructional Block Guidance: K-2 Literacy ✓ CPS Instructional Block Toolkits: Math	

Expectations for depth & breadth of Student Learning 4 of 4 complete

Curriculum:

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

Score

1   2   **3**   4

> SQRP: Student growth was average, which means their PSAT and SAT composite scores were close to their expected 9,10,11 PSAT and SAT composite scores (46th, 40th, 36th percentiles). Student attainment was below expectations: school total benchmarks met was 30%.
> My School, My Voice Survey: Ambitious Instruction, Effective Leaders, and Collaborative Leaders was strong. All Departments have common templates for scope and sequence and unit plans to effect consistency across disciplines.

Guide for Curriculum

-
  - **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 standards in addition to content standards to differentiate instruction and assessments for English learners, to ensure meaningful access to content, regardless of English language proficiency.
    - Understand research and implement programs to develop native language literacy for English learners.
  - Advanced learners to extend core knowledge and skills.
- ○ **Integrate academic and social emotional learning.**
- ○ **Connection to real world, authentic application of learning. For example,**
  - Provide opportunities for meaningful project-based learning.
  - Integrate field-based learning through partnerships with city institutions (e.g. museums), colleges, universities, and community based organizations.
- ○
  - Curriculum is culturally relevant/sustaining and provides opportunities to explore and celebrate students' communities, culture, history, and language.
  - Curriculum is tailored to the strengths, needs, and interests of each student.

Evidence, Measures, and Standards

Instructional Materials:

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

Score

1 2 **3** 4

> All teachers and students have available a variety of high quality, standards-aligned instructional materials and resources. All classrooms have access to a variety of technology including: Smart Boards, ELMOs, laptop carts, and iPad carts.
> Areas of Improvement: Consistency in monitoring the integration of the available technology within the curriculum.

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
MTSS Framework	Curriculum & Instruction
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	A3. Allocates Resources to Support Student Learning, Prioritizing Time
NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING	
✓ Universal Design for Learning Guidelines 2.0 ✓ UDL PD Modules ✓ CPS Integrated Library System (S.O.A.R.)	

Rigorous Student Tasks:

Score

1 2 **3** 4

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)

> Unit plan template redesigned to improve rigor across course and grade levels. Added to the unit plan template Hess Matrix: task and level of rigor and SAT domains and dimensions. Lessons and assessments are aligned to SAT skills and CCSS/NGSS.
> Areas of improvement: consistency of monitoring rigor and task/text complexity in unit/lesson plans and classroom instruction.

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). Engage students with important mathematical ideas, not simply receiving knowledge, requiring students to engage in productive struggle.
- **Tasks reflect the key shifts in literacy.**
  - **Complexity**: Tasks reward close reading of complex text; Focus on comprehension of academic language, not obscure vocabulary.
  - **Evidence**: Cite evidence from text and write to sources, not decontextualized prompts.
  - **Knowledge (non-fiction)**: Tasks embed reading and writing across disciplines with a variety of literary and informational complex texts and tasks and demonstrate comprehension through speaking, listening.
- **Tasks reflect the key shifts in mathematics.**

- **Focus**: Tasks reflect a curricular and instructional focus on the major work in (e.g. operational fluency and number sense in K-2).
- **Coherence**: Multi-grade progressions stress key beginnings (e.g. ratios in 6th grade) and key end points (e.g. fluency with multiplication in 3rd);
- **Rigor**: Problems require construction of mathematical reasoning and critiques of other possible solutions.
- **Provide opportunities for students to create authentic work for real audiences (beyond the teacher) to motivate them to meet standards and engage in critique and revision.**
- **Examine student work to identify and showcase the qualities of strategic thinking that are both rich in content and relevant for students.**
  - Analyze models with students to build a vision of quality.
  - Use protocols to collectively reflect regularly on the level of cognitive demand asked of students across the school, particularly priority group students, to think strategically as speakers, listeners, readers, and writers.
  - Analyze student work samples as part of professional learning to best support students' attainment of quality work and standards.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Cross-section of student work from a variety of content areas ✓ Observation of student learning (e.g. learning walks/walkthroughs) ✓ Focus group(s) and discussions with students
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious Instruction
MTSS Framework	Shared Leadership, Curriculum & Instruction
CPS Framework for Teaching	1d. Designing Coherent Instruction 2b. Establishing a Culture for Learning 3b. Using Questioning and Discussion Techniques 3c. Engaging Students in Learning
CPS Performance Standards for School Leaders	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices
NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING	
✓ Teaching for Robust Understanding in Mathematics (TRU Math) ✓ Math Practices: What to Look For Observation Tool ✓ Checking In: Do Classroom Assignments Reflect Today's Higher Standards? ✓ Student Work Protocol (EQuIP) ✓ Slice Protocol – Looking at Student Work	

Transitions, College & Career Access & Persistence:

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

Score

1   2   3   **4**

> Courses, units, and lessons aligned to Common Core and SAT skills. College Prep (first three years) and Senior Seminar courses focus on college preparedness and SAT assessment skills building and practice. Counselors and post-secondary coach assist and monitor students in completion of graduation requirements, creating post-secondary plans, EFC calculator, FAFSA completion, scholarship applications, and college application completion via Naviance. FAFSA completion 96.2 % (eligible for FAFSA).
> Areas of improvement: Begin FAFSA and college application process earlier in year, parent involvement, more emphasis on additional math instruction at the junior level, better monitoring of Naviance ILP task completion and Khan Academy and College Board linkage and usage rates.

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, CTE recruitment fairs, 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 CTE Pathways around career options
  - 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.
    - Provide opportunities for Dual Credit/Dual Enrollment
  - **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.
    - Equipping students and families with persistence strategies. (College Persistence Toolkit)
    - Help families learn about existing CTE career pathways, apprenticeships/pre-apprenticeship programs

Evidence, Measures, and Standards

Expectations for depth & breadth of Quality Teaching

Instruction:

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

Score

1   2   **3**   4

Through the REACH observation process, administration monitors classroom instruction and coaches teachers on improved instruction by focusing on REACH components in Domains 2,3. Monthly PDs allow for teachers to share best practices and exemplar student work. Peer-observation and course level team meetings allow for teachers to observe colleagues and offer insight and collaborate on instructional strategies.
Areas of improvement: Enhanced monitoring of unit plans and assessments and coaching teachers in improving their instruction.

Guide for Instruction

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

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

Evidence, Measures, and Standards

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

> Formative and summative assessments are aligned to the CCSS/NGSS. During TCTs, teachers look at results from their formative and summative assessments to make necessary changes in instruction. Teachers use rubrics for evaluating student work and assessments to develop reteaching plans. Academic Approach has administered interim assessments for all 9th-11th graders. They have also provided after-school SAT test prep classes.
> Areas of Improvement: School needs a consistent DDI Cycle. This will allow teachers to review the data and modify their practice based on student achievement.

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 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.
  - Use common protocols and calibrate on scoring and grading in teacher teams.
  - Analyze quality and alignment of assessments and tasks to ensure they meet the expectations of the standards and embed various levels of complexity.
- Have a grading system that clearly, accurately, consistently, and fairly communicates learning progress and achievement to students, families, postsecondary institutions, and prospective employers.
  - Ensure that students, families, teachers, counselors, advisors, and support specialists have the detailed information they need to make important decisions about a student's education.
  - Measure, report, and document student progress and proficiency:
    - Against a set of clearly defined cross-curricular and content-area standards and learning objectives collaboratively developed with staff.
    - Separately from work habits, character traits, and behaviors, so that educators, counselors, advisors, and support specialists can accurately determine the difference between learning needs and behavioral or work-habit needs. academic mindsets and behaviors (CCSR).
  - Ensure consistency and fairness in the assessment of learning, and assignment of scores and proficiency levels against the same learning standards, across students, teachers, assessments, learning experiences, content areas, and time.
  - Ensure grades are not used as a form of punishment, control, or compliance.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Examples of a variety of teacher created and teacher selected assessments ✓ Units and lesson plans with formative and summative assessments embedded in a long term plan ✓ Evidence of assessment data analysis for the purpose of planning ✓ Assessment calendar ✓ Examples of gradebooks ✓ School's grading policy ✓ Grade distribution reports (course success rates)
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious Instruction
MTSS Framework	Curriculum & 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

Now What? Materials to Support Improvement Planning
- ✓ CPS Balanced Assessment Framework & Assessment Models
- ✓ Assessment Design Toolkit
- ✓ Teacher Made Assessment Basics
- ✓ Grading principals and guidelines
- ✓ Great Schools Partnership –Grading + Reporting

Multi-Tiered System of Supports:

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

Score

1   2   **3**   4

SQRP: Student growth was average, which means their PSAT and SAT composite scores were close to their expected 9,10,11 PSAT and SAT composite scores (46th, 40th, 36th percentiles). Student attainment was below expectations: school total benchmarks met was 30%.
Attendance rates: School-wide: 90.4%. FOT: 78.1, SOT: 84% ; GPA Schoolwide 2.89 (2.91-Hispanic; 2.64 - African American)
Areas of improvement :Use of the MTSS tracker is inconsistent.
Areas of improvement: A systematic approach to monitoring follow up on interventions needs to be implemented with fidelity.
Review MTSS data quarterly to determine the effectiveness of the interventions.

Guide for Multi-Tiered System of Supports

- **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) goals and intervention strategies for students requiring school year supports as described in Elementary School Promotion Policy (Board Report 09-1028-PO2).**
    - Ensure implementation of these plans, review subsequent 5 week data, determine the effectiveness of the strategies and adjust plans as needed.
  - **Communicate to parents/guardians the additional supports and/or interventions provided for their child to better align school and home environments.**

Evidence, Measures, and Standards

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

Expectations for Quality & Character of School Life

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

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

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**

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

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**

> Per the Atlas Protocol: Hubbard currently has 137 DC students in 4 DC courses, 546 AP Students in 10 AP courses, and 123 DP (juniors and seniors) IB students in 14 IB DP Courses.
> Per the CSI data: We have about 50% monthly student participation in extracurricular activities such as Morning and Afternoon Tutoring Center, Cooking Masters, Art Club, Book Club, Kindness Club, Well Club, SWIT Club, Wellness Club, Got Game Club, Bachata Club, Metzli, Dreamer Support Center, etc.
> Areas of Improvement: Expand the enrollment in all programs to allow for greater equitable access.

Guide for Student Voice, Engagement, & Civic Life

Study politics

- Teachers teach about the structure and function of government as well as local, national, and international political structures and power dynamics.
- Teachers invite students to reflect on their own role in the political landscape, engage in analyses of power, and identify strategies they can use to utilize civic power as an individual and as a member of a community.
  - **Become informed voters and participants in the electoral process**
    - Students learn about the history and structures of the local and national voting process and ballot issues and candidates.
    - The school supports non-partisan engagement in all parts of the electoral process, including voter education, voter mobilization and registration.
    - There are a variety of school/classroom activities or simulations that support student voter preparation and participation in the electoral process.
  - **Engage in discussions about current and controversial issues**
    - Students prepare for discussions, learn about issues that matter to them through deliberation, evaluate evidence from a range of sources, consider competing views, develop arguments, and deepen their viewpoints.
    - With teachers' support, students learn how to engage in and lead respectful and productive democratic discussions where everyone expresses their viewpoints, shares evidence, and listens to one another.
    - Teachers teach how to find different points of view online and instruct how to engage in respectful, informed, and productive online dialogue.
  - **Explore their identities and beliefs**
    - Teachers design learning experiences that enable students to explore how their identities influence their lived experiences and their perspectives.
    - Students are encouraged to learn about and understand the perspectives of those who have different identities and beliefs.
    - School staff reflect on their own identities and consider how that impacts their role and support of teaching and learning with youth.
  - **Exercise student voice**

- Students can participate on multiple decision/policy making bodies and their perspectives are regularly included in decisions at their school.
- Student Voice Committee represents the diversity of the school, addresses school-based issues, and regularly gathers input from their peers to inform and impact school policy and decisions.
- Teachers respond to and integrate students' lived experiences, perspectives, and interests in class.
- Authentically **interact with civics leaders**
- Students learn about community, city, state, and national civic leaders and their roles in civil society.
- School staff support engagement with civic leaders by inviting them into classrooms/the school and identifying face-to-face or online avenues for students to share their feedback and perspectives with civic leaders.

- **Engage with their community**
  - Students complete at least 2 service learning projects before graduation in which they gain exposure to civic organizations, leaders, and careers. Students gain tools to work cooperatively in partnership with peers, community members, and organizations to advance a specific cause

- **Take informed action** where they work together to propose and advocate for solutions.
  - Students research and analyze issues that matter to them, identify root causes, develop a theory of action, determine relevant audiences, outline specific goals, implement a response, and reflect before, during and after experiences.
  - Students use social and digital platforms to raise awareness about issues, produce and circulate multimedia content, and mobilize involvement.

- Experience a **Schoolwide civics cultur**
  - School leaders articulate a commitment to and vision for the importance of civic learning; students are civic leaders in the school.
  - Schools integrate civic learning across the curriculum, including projects that address relevant issues in their schools and communities.
  - School staff have professional development, collaboration time, and curriculum resources to infuse civic learning across disciplines.

  - Systems and structures exist where students are invited to participate in shaping school's policies, goals, instruction, and climate.

Evidence, Measures, and Standards

Evidence, Measures, and Standards	
Suggested Evidence	• MVMS Student Survey completion rates and results • Artifacts from student-run organizations and events (including SVCs) • Meeting minutes/agendas that include student participation • Policies regarding student engagement in decision making • Service learning reports and/or reflections of SL projects • Unit and curriculum maps, rubrics, assessment artifacts • Evidence of student work • Democracy School recognition
Measures	✓ Five Essentials – Supportive Environment
Five Essentials	Supportive Environment
MTSS Framework	Curriculum & Instruction, Family & Community Engagement
CPS Framework for Teaching	2a. Creating an Environment of Respect and Rapport 3c. Engaging Students in Learning
CPS Performance Standards for School Leaders	D3. Utilize Feedback from Multiple Stakeholders for School Improvement
Content Standards	Illinois Social Science Standards, Illinois Social Emotional Learning Standards, CCSS ELA/HST 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

> From the 5 Essentials Survey: a majority of students feel safe outside around the school, traveling to and from school, inside the school (hallways, bathrooms), and almost all feel safe inside the classrooms. Security team works in collaboration with administration, discipline, and faculty and staff to maintain a high level of order and safety throughout the school day and during extracurricular activities. Required dress code and wearing IDs by all in the building add to order and safety. LPN, school 5 counselors, psychologist, and social worker attend to the physical, emotional, and social well-being of the student body.
> Areas of Improvement: Assist in student safety outside school boundaries through assistance from outside organizations and groups.

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.
- **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.
  - **Emphasize proactive, instructive, and restorative approaches to student behavior and minimize punitive consequences through policies and procedures. (See Restorative Approaches to Discipline)**
    - Adults correct misbehavior in ways that reinforce established expectations and cause minimal disruption to learning.
  - **Clarify criteria for office referrals versus classroom managed behavior.**

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ MVMS score – "Safety" ✓ % of teachers proficient or distinguished in 2c (Management of Transitions) on the Framework for Teaching? ✓ Examples of teacher practice improving in Domain 2 of the Framework for Teaching. ✓ School Climate Standards Rubric/Assessment
Measures	✓ Five Essentials – Supportive Environment score ✓ My Voice, My School Survey "Safety" score
Five Essentials	Supportive Environment
MTSS Framework	Curriculum & Instruction
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
NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING	
✓ Social Emotional Learning Supports (cps.edu/sel)	

Restorative Approaches to Discipline:

Score

1   2   **3**   4

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

> From Dashboard, misconducts have increased over the past two school years. The number of out-of-school suspensions has decrease with an increase in in-school-suspensions. This is in response to have an in-school-suspension supervisor three days a week. Out-of-school suspensions have been reserved for misconducts of category 5 and 6. Overall restorative justice-type practices has increased from last year.
> Areas of Improvement: more support in discipline, more involvement from outside groups to assist in restorative practices.

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.
  - Develop, reinforce, and model shared agreements and clear, positively stated expectations.
  - Well-managed routines and transitions maximize instructional time.
  - 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 discipline system that guides students to take ownership, resolve conflict, and learn from their actions.**
  - Support all staff to engage in restorative conversations and respond to behavior incidents in ways that de-escalate conflict, reteach expectations, build social & emotional skills, repair relationships, and cause minimal disruption to learning.
  - Support staff in understanding the impact of trauma on student behaviors and using trauma-sensitive approaches to discipline.
  - Identify clear disciplinary procedures for classroom-managed behaviors and office-managed behaviors. Develop a continuum of interventions and logical consequences that address the root cause of behavior and align to MTSS processes.
  - Ensure discipline systems minimize the use of punitive responses, including removing students from the classroom or school community.
  - Respond equitably to students in all subgroups. Implement processes that address and meet the needs of students who are impacted by behavior incidents.
  - Designate an administrator, such as a dean or restorative practices coordinator, responsible for leading centrally-managed response to behaviors using consistent, restorative processes.
  - Provide opportunities for students to take responsibility for repairing harm caused by their actions, generate solutions, and resolve conflicts with peers or staff.

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Misconduct data (Dashboard) ✓ My Voice, My School survey responses
Measures	✓ Five Essentials – Supportive Environment
Five Essentials	Supportive Environment
MTSS Framework	Curriculum & Instruction, Family & Community Engagement
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
NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING	
✓ CPS Restorative Practice Guide & Toolkit ✓ Guideline for Effective Discipline	

Parent and Family Partnership:

All schools have authentic partnerships with parents or family members that lead to a sense of shared responsibility for the academic, physical, and social emotional development of their students. Through meaningful consultation with parents, these partnerships include creating an intentional process to foster and sustain school-wide procedures, programs, and activities which involve and empower parents or family members and are responsive to student and family's needs. Schools provide a variety of parent volunteer opportunities (both in and out of school) and leadership opportunities (ie - PACs, BACs and PLNs), which support school operations, instructional programs and community partnerships. Research shows that when families, schools and communities partner in promoting learning and healthy development for all students schools thrive and student outcomes increase. The development and implementation of effective outreach and communication strategies will be inclusive of all families and school staff, creating a two-way feedback loop process which will lead to an increase in the home-school connection to identify, problem-solve and design actions which target instructional and student programs.

Score

1   2   **3**   4

> Based on the 5 essentials: teacher-parent trust and parent involvement in school is strong; parent influence on decision making is very strong. LSC participation is highly active. Communication between school, parents, and community is carried out through newsletters, data reports, and personal contact (counseling, attendance, discipline departments, and teacher contact). A dedicated FACE coordinator facilitates parent programs, such as Parent University, Parent One-on-ones, Nutrition classes, ESL classes, Parent/Psychologist Group, college visits, FAFSA Workshops, etc. PAC and BAC meeting participation has steadily increased with over 50 parents at each meeting.
> Area of improvement: more parents need to register for the parent portal.

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

Evidence, Measures, and Standards

School Excellence Framework Priorities

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

Goals

Required metrics (Highschool)

17 of 17 complete

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal

My Voice, My School 5 Essentials Survey

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
Well organized. Effective Leaders, Ambitious Instruction and Involved Families categories were rated Strong. Collaborative Teacher category was rated Very Strong. Supportive Environment was rated Neutral.	*(Blank)*	*(Blank)*	*(Blank)*	*(Blank)*	*(Blank)*

PSAT 9 Annual Growth Measure

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
Freshman year, students enroll in College Prep 1 focuses on PSAT preparation though instruction, practice and assessment of PSAT skills and test taking skills. Through the use of web-based instructional programs (College Board PSAT practice, Khan Academy, and NoRedInk) students practice and can be assessed at their own pace with guidance from classroom teacher. We feel that by utilizing these instructional methods and practices, student growth on the PSAT should improve.	*(Blank)*	46.00	49.00	52.00	55.00

PSAT 10 Annual Growth Measure

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
Sophomore year, students enroll in College Prep 2 that focuses on writing and reading and PSAT preparation though instruction, practice and assessment of PSAT skills and test taking skills. Through the use of web-based instructional programs (College Board PSAT practice, Khan Academy, and NoRedInk) students practice and can be assessed at their own pace with guidance from classroom teacher. We feel that by utilizing these instructional methods and practices, student growth on the PSAT should improve.	*(Blank)*	40.00	43.00	46.00	49.00

SAT Annual Growth Measure

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
Junior year, students enroll in College Prep 3 focuses on SAT preparation though instruction, practice and assessment of SAT skills and test taking skills. Through the use of web-based instructional programs (College Board SAT practice, Khan Academy, and NoRedInk) students practice and can be assessed at their own pace with guidance from classroom teacher. We feel that by utilizing these instructional methods and practices, student growth on the SAT should improve.	*(Blank)*	35.00	38.00	41.00	42.00

3 yr Cohort(SAT) Growth Measure (this will be a new metric)

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
By having students take the college prep classes in the first three years, student benefit from having additional instruction which focuses on P/SAT skills, reading and writing. Through the College Prep curriculum, and use of web-based instructional programs (College Prep, Khan Academy, NoRedInk) which support skills being learned in the core classes, student's score should improve over the three years and assessments.	*(Blank)*	*(Blank)*	40.00	43.00	46.00

African-American School Growth Percentile SAT11

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
The African-American enrollment at Hubbard is 6.5%. There scores on the SAT are higher than scores from the same group in schools with similar demographics. Again, Through the College Prep 3 class and use of web-based instructional programs (College Prep, Khan Academy, NoRedInk) which support skills being leaned in the core classes, the trend for these students should continue to grow.	*(Blank)*	*(Blank)*	40.00	43.00	46.00

Hispanic School Growth Percentile SAT11

Hispanics make up 91% of Hubbard's enrollment. The SAT scores for this group has remained stagnant. Through the College Prep 3 class and use of web-based instructional programs (College Prep, Khan Academy, NoRedInk) which support skills being learned in the core classes, the trend for these students should improve and meet goals set.	(Blank)	35.00	38.00	41.00	44.00

English Learner School Growth Percentile SAT11

The English Language Learners also receive SAT skills instruction through the College Prep program. Those in ELL classes receive additional skills instruction in the ESL classes. The students who qualify for additional testing support receive it the day of the assessments. This support should garner improvement on the assessments.	(Blank)	(Blank)	35.00	38.00	41.00

Diverse Learner School Growth Percentile SAT11

Hubbard's Diverse Learners population is 236. Of those who qualify for additional test-taking support, (extended-time, different reading format) all will be provided. DL students benefit from the college prep curriculum. The emphasis of this curriculum is P/SAT skills and assessment practice. through this curriculum and any support deemed necessary, the DL students should be able to improve to the desired goal.	(Blank)	(Blank)	49.00	52.00	55.00

Percent Meeting College Readiness Benchmarks

Hubbard offers a college prep course which supplements reading and writing skills as well as college readiness and SAT prep skills. This year there was an emphasis on using Kan Academy during the college prep classes to assists students with SAT math skills one day a week. Students are also encouraged to hone SAT skills outside the school day through Kan Academy. Next year we will implement a double period algebra class for freshmen with the exception of Pre-IB students. Through SAGA 168 freshmen will receive algebra and a period of intensive algebra 3 to 1 tutoring.	(Blank)	30.00	33.00	36.00	39.00

Early College and Career Credentials Rate

Hubbard has many opportunities to receive ECC credentials; IB, CTE, Dual Enrollment, AP. We have added 2 additional Dual Credit courses: Social Service and US Government. We also added an additional AP course: AP Spanish Literature.	51.00	54.00	60.00	63.00	66.00

Freshmen On-Track Rate

All freshmen are required to take a seminar class. Besides providing additional reading and writing support, counselors work with the teachers to provide additional supports with respect to academics and SEL. Freshmen are made aware of the importance of being on track. GAB (Grades, Attendance, and Behavior) reports are distributed quarterly through the seminar classes. Students set their goals based on this report.	82.00	78.00	92.00	94.00	96.00

4-Year Cohort Graduation Rate

Hubbard students are required to take a seminar class at each grade level. Besides providing additional reading and writing supports, counselors provide additional support specific to each grade level. HHS offers credit recovery classes. Students are required (encouraged) to make up classes the semester after the class is failed. A credit recovery team is in place to monitor progress.	81.00	83.00	85.00	87.00	90.00

1-Year Dropout Rate

Student dropout rates are monitored by the principal. Students who are not performing well meet with a counselor and are provided a plan toward completing high school. Many students take advantage of going to Ombudsman, Pathways and Excel as alternatives to being in a traditional high school setting. No student is turned away without a plan for success. Students who get back on track are invited to re-enroll into Hubbard.	2.00	3.00	2.00	1.50	1.00

College Enrollment Rate

Hubbard is a Gear Up school. Gear Up provides supports for our student with college and career readiness. Another program we offer for college readiness is One Goal. One Goal follows students Junior, Senior and Freshmen year in college. Seminar classes are offered at each grade level to support students with college and career readiness skills.

56.00	57.00	69.00	72.00	75.00

College Persistence Rate

Instruction is focused on students mastering college-readiness skills. Assignments and assessments are designed to aid in students learning, practicing and being assessed on these skills. Students who master these skills will be ready to succeed at the college level. Hubbard also offers One Goal: One Goal follows students Junior, Senior and Freshmen year in college. Seminar classes are offered at each grade level to support students with college and career readiness skills.Senior Seminar not only prepares students for the college selection process, but assists students with college readiness through field trips to colleges, college speakers and encouraging students to research col

74.00	76.00	80.00	85.00	90.00

Average Daily Attendance Rate

The attendance office calls the homes of absent students. Corrections to attendance are made daily. Attendance is recovered by assigning students to detention, referrals art made to counseling for chronic truants, parents are called on a daily basis, Attendance contracts, check in and check out are 2 of the interventions that are put in place for attendance. Attendance Incentives are also used to encourage good attendance

91.00	90.00	93.00	95.00	97.00

Custom metrics

0 of 0 complete

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal

Strategies

Strategy 1

If we do...	...then we see...	...which leads to...
Develop and refine MTSS core components that work together to create an integrated, comprehensive framework with a focus on the Common Core State Standards (CCSS), core instruction, differentiated learning, student-centered learning, individualized student needs, and the alignment of systems necessary for academic, behavior, and social success.	MTSS offer the potential to create systematic change through intentional integration of services and supports to quickly identify and meet the needs of all students using a problem solving protocol.	a positive learning environment motivating students to feel connected to school with teachers providing differentiated instruction to better promote academic engagement of all students based on the CCSS, content being taught and individual needs of all students; both academic and social and emotional.

Tags:
MTSS

Area(s) of focus:
3

Action step	Responsible	Timeframe	Status
A dedicated MTSS/ On Track Coordinator will be assigned. MTSS/On-Track Coordinator will monitor on track metrics, oversee implementation and documentation of MTTS interventions for all students.	MTSS Coordinator, Principal	Sep 4, 2018 to Jun 28, 2019	Not started

MTSS, On track, Tier 1 sel, Tier 1 instruction, Tier 2 supports, Tier 3 supports

A Behavioral Health Team will meet monthly to determine and monitor interventions for at risk students.	MTSS Coordinator	Sep 4, 2018 to Jun 28, 2019	Not started

MTSS, Tier 3 supports

Restorative Justice will be implemented as an alternative to ISS or OSS as specified in the SCC	Deans of Students	select	Not started

Restorative justice, Alternatives to suspsensions, Scc

Restorative Practices will be used to mediate and provide a proactive strategy to attendance and discipline issues.	Deans of Students	select	Not started

Attendance, Discipline, Restorative practice, Scc

All Deans, Counselors and Faculty will receive professional development on Restorative Practices , MTSS, and SEL	ADMIN	Aug 27, 2018 to Aug 31, 2018	Not started

MTSS, Professional development, Resorative practices

A dedicated Attendance Coordinator will be assigned. The Attendance Coordinator will oversee an attendance team who will monitor students attendance, communicate with parents, coordinate attendance recovery, and attendance contracts and incentives.	Principal, Attendance Coordinator	Sep 4, 2018 to Jun 28, 2019	Not started

Attendance, Attendance contracts, Attendance incentives

All Departments will develop a list of Tier 1,2,3 supports based on the needs of their students to master their specific content.	Dept.Chairs,MTSS Coordinator	Jun 18, 2018 to Aug 31, 2018	Not started

Tiered

A full time nurse (LPN) will be assigned to monitor medical compliance, establish health and wellness programs, complete necessary documentation for scheduled IEP and 504 meetings.	Principal, Nurse, Case manager	May 1, 2018 to Jun 28, 2019	On-Track

Student Health & Wellness

A Parent Advocacy coordinator will be assigned to coordinate activities with the PAC and BAC and to engage with parents and the community. The coordinator provide support for parents to join the Parent Portal.	Principal, Parent Advocacy Coordinator.	May 1, 2018 to Jun 28, 2019	On-Track

Diversity, Parent involvement, Community resources

Tutoring will be available for all students before, after school and during lunch periods in the library. Tutors in math and ELA will be available to assist students.Teachers will also provide tutoring during one principal directed prep per week.	Library aides. Principal	Sep 4, 2018 to Jun 28, 2019	On-Track

Tutoring

Extra curricular activities will be available for all students through the CSI and an established athletic program.	Admin, Athletic Directors, CSI Resource coordinator	Sep 4, 2018 to Jun 28, 2019	On-Track

Community schools, Extra-curricular, Afterschool activities, Before school programs

Bilingual tutors will be hired and assigned to assist English Language Learners. All Bilingual students will be assigned a mentor for support.	Admin, Bilingual Laison	Sep 4, 2018 to Jun 28, 2019	On-Track

Tutoring, El learners, Mentoring

An Activities Director will be assigned to coordinate events during the school year to encourage and honor student achievement, citizenship and diversity.	Principal, Activities Director	Sep 4, 2018 to Jun 28, 2019	On-Track

Diversity, Student achievement, School culture climate, Activities

Diverse Learners will be supported by their Service Providers who will monitor grades and attendance and provide and document interventions.	Admin, Case Manage,	Sep 4, 2018 to Jun 28, 2019	Not started

Diverse Learners

GAB (Grade, Attendance and Behavior) will be distributed to Grade Level seminar classes every 5 weeks. Students will be provided supports by counselors on setting goals based on the GAB report.	Admin, Counseling Chair, Seminar teachers	Sep 4, 2018 to Jun 28, 2019	On-Track

Attendance, Behavior, Goal setting, Grades

Strategy 2

If we do...	...then we see...	...which leads to...
A system of balanced assessments will include multiple measures, including formative, interim and summative assessments that are responsive to the needs of all students, including diverse learners and English learners	actionable data to inform planning for instruction, academic supports and resource allocation	increased numbers of students who are well prepared for college and careers.

Tags:
Balanced grading and assessment

Area(s) of focus:
2

Action step	Responsible	Timeframe	Status
The assessment protocol of prediction, student reflection, and analysis of data, teacher team discussion and development of reteaching plan that includes differentiation for all students including ELL and diverse learners, will be implemented. Data from five week common interim assessments will be reviewed.	Admin, ILT, TCT	Sep 4, 2018 to Jun 21, 2019	Not started

Assessments

All Departments will administer a 5 week common assessment .Common departmental unit assessments will include constructed responses, short essays with evidence based writing, argumentative writing. Students will be required to back up their claims with evidence. Teachers will use Academic Approach Assessment Builder to include SAT style questions as part of the exam.	Admin, ILT, TCT	Sep 4, 2018 to Jun 21, 2019	Not started

Assessments

All assessments will be standard based connected to method of assessment. .Students will understand what standards are to be evaluated and how they will be evaluated prior to the assessment. Assessments will be graded with a rubric when appropriate.	Admin, ILT, TCT	Sep 4, 2018 to Jun 21, 2019	Not started

Assessment policy

All Departments will be required to give a variety of formative and summative assessments to students. Examples include projects, labs portfolios, presentations,essays,etc.	Admin, ILT, TCT	Sep 4, 2018 to Jun 21, 2019	Not started

Assessment design

Action step	Responsible	Timeframe	Status
A reteaching plan will be developed for students who have not mastered the standards as reflected on the assessment. Retakes can be given before or after school. evidence of retakes will be recorded in gradebook.	Admin, ILT, TCT	Sep 4, 2018 to Jun 21, 2019	Not started

Reteaching, Retake-opportunities

School wide grading policy: 60% formative, 40% summative (final no more than 15%) Diverse Learners: 70% formative, 30% summative	Admin, ILT, TCT	Sep 4, 2018 to Jun 21, 2019	Not started

Grading policy

PSAT/SAT assessments:will be given BOY, MOY, EOY to provide data on student achievement. Academic Approach will implement the MOY assessment and provide PD to explain the data from the MOY exam.	Admin, Testing coordinator	Sep 4, 2018 to Jun 21, 2019	Not started

Balanced grading and assessment

Strategy 3

If we do...	...then we see...	...which leads to...
Continue to develop and support robust in-house year-round professional development created and led by teacher leaders, administration and network supports with a focus on instruction (3b and 3c) and student educational needs based on data from teacher PD survey and standardized assessments data	Increased fidelity in aligning instruction to CCSS, NGSS, PSAT/SAT skills, authentic implementation of high and low questioning techniques, and student-centered teaching and learning in all classes	Improved mastery of CCSS, NGSS and PSAT/SAT skills, improved scores on standardized assessments, an increase in core pass rates, higher GPA average, increased EL and DL attainment and growth, and improved teacher instruction in Domain 3

Tags:
Instruction, Professional development, Common core state standards, Data anaysis, Student centered, Reach domain 3

Area(s) of focus:
1

Action step	Responsible	Timeframe	Status
Increase the frequency of professional development to occur monthly.	Teachers Leaders, ILT, Administration	Sep 12, 2018 to Jun 12, 2019	Not started

ILT, Professional development

Identify specific professional learning topics aligned to components 3b and 3c based on data identified in teacher areas for growth and plan professional learning during in-house PD sessions	ILT, Teacher Leaders, Administration	Aug 22, 2018 to Jun 26, 2019	Not started

ILT, Professional development, Data analysis, Reach domain 3

Build a master schedule that provides common planning periods for either grade level, course team, or academic department.	Administration, Scheduler	May 1, 2018 to Jun 15, 2018	Not started

Master schedule, Peer observation, Collaborative planning, Tct

Establish and support a culture of public practice which results in peer observations with feedback and cycles of Administration-led informal (non-REACH) observations with feedback	Administration, ILT	Sep 4, 2018 to Jun 21, 2019	Not started

Professional Learning, Classroom observations, Collaborative feedback, Reach domain 3, Informal walk-through and peer observations

Implement use of the common Network 10 ICP look-for document as the standard for peer observations and informal walk-throughs	Administration, ILT, Department Chairs	Sep 4, 2018 to Jun 21, 2019	Not started

Professional Learning, Teacher feedback, Teacher collaboration, Reach domain 3

Increase professional development on Instruction for EL and DL students that is standards based (WIDA ELD aligned with CCSS) and differentiated by proficiency level in all content areas	Bilingual Lead, Case Manager, ILT, Administration	Sep 4, 2018 to Jun 21, 2019	Not started

Diverse Learners, Professional Learning, Differentiatied instruction, English language learners, Reach domain 3

Create partnerships with Network 10 schools to allow peer observation and sharing of best practices for classroom instruction	Administration, Teachers	Sep 4, 2018 to Jun 21, 2019	Not started

Professional Learning, Classroom observations, Collaborative feedback, Reach domain 3

Increase opportunities for teachers to attend district-wide professional development on instruction	Administration, ILT,	Sep 4, 2018 to Jun 21, 2019	Not started

Professional development, Reach domain 3

Host PD during the summer on DDI Cycles	Administration, ILT, Network ISL	Jul 2, 2018 to Aug 24, 2018	Not started

Professional Learning, Ddi

Action Plan

Strategy 1

NOT STARTED

A dedicated MTSS/ On Track Coordinator will be assigned. MTSS/On-Track Coordinator will monitor on track metrics, oversee implementation and documentation of MTTS interventions for all students."

Sep 04, 2018 to Jun 28, 2019 - MTSS Coordinator, Principal

Status history

Apr 27

NOT STARTED   Apr 27, 2018
Evidence
MTSS logger

NOT STARTED   A Behavioral Health Team will meet monthly to determine and monitor interventions for at risk students."

Sep 04, 2018 to Jun 28, 2019 - MTSS Coordinator

Status history

Apr 27

NOT STARTED   Apr 27, 2018
Evidence
Team meeting calendar, agendas and minutes

NOT STARTED | Restorative Justice will be implemented as an alternative to ISS or OSS as specified in the SCC"

- Deans of Students

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Dashboard behavior reports

NOT STARTED | Restorative Practices will be used to mediate and provide a proactive strategy to attendance and discipline issues."

- Deans of Students

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Dashboard behavior reports

NOT STARTED | All Deans, Counselors and Faculty will receive professional development on Restorative Practices , MTSS, and SEL"

Aug 27, 2018 to Aug 31, 2018 - ADMIN

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
PD Schedule

NOT STARTED

A dedicated Attendance Coordinator will be assigned. The Attendance Coordinator will oversee an attendance team who will monitor students attendance, communicate with parents, coordinate attendance recovery, and attendance contracts and incentives."

Sep 04, 2018 to Jun 28, 2019 - Principal, Attendance Coordinator

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Dashboard attendance reports, parent and counseling referrals, parent conference log

NOT STARTED | All Departments will develop a list of Tier 1,2,3 supports based on the needs of their students to master their specific content."

Jun 18, 2018 to Aug 31, 2018 - Dept.Chairs,MTSS Coordinator

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
MTSS Logger reports, Gradebook

ON-TRACK

A full time nurse (LPN) will be assigned to monitor medical compliance, establish health and wellness programs, complete necessary documentation for scheduled IEP and 504 meetings."

May 01, 2018 to Jun 28, 2019 - Principal, Nurse, Case manager

Status history

Apr 27

ON-TRACK	Apr 27, 2018

Evidence
Dashboard reports,SSM data

ON-TRACK

A Parent Advocacy coordinator will be assigned to coordinate activities with the PAC and BAC and to engage with parents and the community. The coordinator provide support for parents to join the Parent Portal."

May 01, 2018 to Jun 28, 2019 - Principal, Parent Advocacy Coordinator.

Status history

Apr 27

ON-TRACK	Apr 27, 2018

Evidence
PAC and BAC agendas and sign in sheets, Parent Portal responses

ON-TRACK

Tutoring will be available for all students before, after school and during lunch periods in the library. Tutors in math and ELA will be available to assist students.Teachers will also provide tutoring during one principal directed prep per week."

Sep 04, 2018 to Jun 28, 2019 - Library aides. Principal

Status history

Apr 27

ON-TRACK	Apr 27, 2018

Evidence
Tutoring Schedules, tutoring sign in sheets, teacher referrals

ON-TRACK Extra curricular activities will be available for all students through the CSI and an established athletic program."

Sep 04, 2018 to Jun 28, 2019 - Admin, Athletic Directors, CSI Resource coordinator

Status history

Apr 27

ON-TRACK	Apr 27, 2018

Evidence
CSI activity schedule and monthly reports

ON-TRACK Bilingual tutors will be hired and assigned to assist English Language Learners. All Bilingual students will be assigned a mentor for support."

Sep 04, 2018 to Jun 28, 2019 - Admin, Bilingual Laison

Status history

Apr 27

ON-TRACK	Apr 27, 2018

Evidence
Tutoring Schedule, Progress reports of EI students

ON-TRACK

An Activities Director will be assigned to coordinate events during the school year to encourage and honor student achievement, citizenship and diversity."

Sep 04, 2018 to Jun 28, 2019 - Principal, Activities Director

Status history

Apr 27

ON-TRACK | Apr 27, 2018
Evidence
Activities Calendar

NOT STARTED
Diverse Learners will be supported by their Service Providers who will monitor grades and attendance and provide and document interventions."

Sep 04, 2018 to Jun 28, 2019 - Admin, Case Manage,

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Dashboard reports, Service Provider notes

ON-TRACK
GAB (Grade, Attendance and Behavior) will be distributed to Grade Level seminar classes every 5 weeks. Students will be provided supports by counselors on setting goals based on the GAB report."

Sep 04, 2018 to Jun 28, 2019 - Admin, Counseling Chair, Seminar teachers

Status history

Apr 27

ON-TRACK | Apr 27, 2018
Evidence
Dashboard reports, Gradebook, MTSS Logger

Strategy 2

NOT STARTED
The assessment protocol of prediction, student reflection, and analysis of data, teacher team discussion and development of reteaching plan that includes differentiation for all students including ELL and diverse learners, will be implemented. Data from five week common interim assessments will be reviewed."

Sep 04, 2018 to Jun 21, 2019 - Admin, ILT, TCT

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Increased core course pass rate

NOT STARTED
All Departments will administer a 5 week common assessment .Common departmental unit assessments will include constructed responses, short essays with evidence based writing, argumentative writing. Students will be required to back up their claims with evidence. Teachers will use Academic Approach Assessment Builder to include SAT style questions as part of the exam."

Sep 04, 2018 to Jun 21, 2019 - Admin, ILT, TCT

Status history

NOT STARTED
Apr 27, 2018
Evidence
Data from Common Assessments,

NOT STARTED

All assessments will be standard based connected to method of assessment. .Students will understand what standards are to be evaluated and how they will be evaluated prior to the assessment. Assessments will be graded with a rubric when appropriate."

Sep 04, 2018 to Jun 21, 2019 - Admin, ILT, TCT

Status history

Apr 27

NOT STARTED
Apr 27, 2018
Evidence
Copies of assessments, rubrics

NOT STARTED

All Departments will be required to give a variety of formative and summative assessments to students. Examples include projects, labs portfolios, presentations,essays,etc."

Sep 04, 2018 to Jun 21, 2019 - Admin, ILT, TCT

Status history

Apr 27

NOT STARTED
Apr 27, 2018
Evidence
Samples of student work and projects

NOT STARTED

A reteaching plan will be developed for students who have not mastered the standards as reflected on the assessment. Retakes can be given before or after school. evidence of retakes will be recorded in gradebook."

Sep 04, 2018 to Jun 21, 2019 - Admin, ILT, TCT

Status history

Apr 27

NOT STARTED
Apr 27, 2018
Evidence
Reteaching plan, updated scope and sequence

NOT STARTED
School wide grading policy: 60% formative, 40% summative (final no more than 15%) Diverse Learners: 70% formative, 30% summative"

Sep 04, 2018 to Jun 21, 2019 - Admin, ILT, TCT

Status history

Apr 27

NOT STARTED
Apr 27, 2018
Evidence
gradebook

NOT STARTED

PSAT/SAT assessments:will be given BOY, MOY, EOY to provide data on student achievement. Academic Approach will implement the MOY assessment and provide PD to explain the data from the MOY exam."

Sep 04, 2018 to Jun 21, 2019 - Admin, Testing coordinator

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
PSAT/SAT data,

Strategy 3

NOT STARTED | Increase the frequency of professional development to occur monthly."

Sep 12, 2018 to Jun 12, 2019 - Teachers Leaders, ILT, Administration

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Planning for 2018-9 PDs are forth coming.

NOT STARTED
Identify specific professional learning topics aligned to components 3b and 3c based on data identified in teacher areas for growth and plan professional learning during in-house PD sessions"

Aug 22, 2018 to Jun 26, 2019 - ILT, Teacher Leaders, Administration

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Meeting minutes, PD calendar, sign-in sheets

NOT STARTED | Build a master schedule that provides common planning periods for either grade level, course team, or academic department."

May 01, 2018 to Jun 15, 2018 - Administration, Scheduler

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Master Schedule, meeting minutes

NOT STARTED
Establish and support a culture of public practice which results in peer observations with feedback and cycles of Administration-led informal (non-REACH) observations with feedback"

Sep 04, 2018 to Jun 21, 2019 - Administration, ILT

Status history

Apr 27

NOT STARTED | Apr 27, 2018
Evidence
Observation schedules, Feedback logs, meeting minutes

NOT STARTED Implement use of the common Network 10 ICP look-for document as the standard for peer observations and informal walk-throughs"

Sep 04, 2018 to Jun 21, 2019 - Administration, ILT, Department Chairs

Status history

Apr 27

NOT STARTED Apr 27, 2018
Evidence
Look-for document, meeting minutes,

NOT STARTED

Increase professional development on Instruction for EL and DL students that is standards based (WIDA ELD aligned with CCSS) and differentiated by proficiency level in all content areas"

Sep 04, 2018 to Jun 21, 2019 - Bilingual Lead, Case Manager, ILT, Administration

Status history

Apr 27

NOT STARTED Apr 27, 2018
Evidence
Increased On-track rates for our EL and DL students, increased GPAs, GAB reports

NOT STARTED Create partnerships with Network 10 schools to allow peer observation and sharing of best practices for classroom instruction"

Sep 04, 2018 to Jun 21, 2019 - Administration, Teachers

Status history

Apr 27

NOT STARTED Apr 27, 2018
Evidence
Peer observations, Look for documents, Feedback logs, meeting minutes

NOT STARTED Increase opportunities for teachers to attend district-wide professional development on instruction"

Sep 04, 2018 to Jun 21, 2019 - Administration, ILT,

Status history

Apr 27

NOT STARTED Apr 27, 2018
Evidence
District-wide PD calendar

NOT STARTED Host PD during the summer on DDI Cycles"

Jul 02, 2018 to Aug 24, 2018 - Administration, ILT, Network ISL

Status history

Apr 27

NOT STARTED Apr 27, 2018
Evidence
PD Calendar, Sign-in Sheets

Fund Compliance

Supplemental General State Aid(SGSA)

☑ My school receives SGSA funds

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

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

ESSA Program

◉ ESSA 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.

○ ESSA 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

Every Student Succeeds Act (ESSA), 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 ESSA 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 and Family Plan

Parent and Family Engagement Policy   Complete

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

> Hubbard has an active Parent Advisory Committee and Bilingual Advisory Committee. During the 2017-2018 school year, monthly parent forums were held for parental input. After the Parent Advisory Committee was created, the administration meets prior to the next monthly meeting to ensure that their opinions for school improvement are met.

The school will hold an annual meeting at a time convenient to parents and families during the first month of school to inform them of the school's participation in ESSA, 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 and family engagement meetings, including school PAC meetings, at different times and will invite all parents and key family members of children participating in the ESSA, Title I program to these meetings, and encourage them to attend. Please describe how this will be accomplished. Please list the projected date of your Title I Annual Meeting and your Title I PAC Organizational Meeting

> The Parent Advisory Committee meets monthly after the LSC meetings. All parents are invited and encouraged to attend. Parent forums have been schedule monthly to keep parents informed. Dates of the forums will be posted and sent to parents. The Title I and Title I PAC Organizational Meting was held on October, 24 2017.

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

Monthly newsletters will be mailed in English and Spanish to inform parents about the Title I program. This information will also be addressed at the monthly parent meetings.

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.

PAC, LSC and Parent forums will be held monthly. These events will be promoted by phone calls,flyers, e-mails. Hubbard has a Family/ Community Engagement coordinator as part of the administrative team this year and a Community Resource Coordinator. Requests from parents will be immediately addressed through communication with the coordinators.

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.

Counselors will provide students and parents with a copy of this information. Explanation and questions around this report will be addressed during one of the monthly forums.

Schools will assist parents of participating ESSA 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.

Letters will go out to inform parents of this situation. The school will take the necessary steps to remediate the problem and ensure that all students are taught by "highly qualified" teachers in their subject areas.

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

Monthly newsletters will be mailed in English and Spanish to inform parents about the Title I program. This information will also be addressed at the monthly parent forums.

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

Hubbard is part of the Community Schools Initiative. Programs are offered for parents before and after schools. As part of the program, we will be offering classes in literacy training and technology to parents. Information, resources and materials will also be provided during our monthly parent forums. Our Family and Community coordinator will also be working with parents to provide support.

Schools will, to the extent feasible and appropriate, coordinate and integrate parent and family 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 and families in more fully participating in their children's education. Please describe how this will be accomplished.

N/A

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

All correspondence will be delivered in English and Spanish. Phone calls will also be communicated in English and Spanish. We also have Polish, and Chinese interpreters.

Policy Implementation Activities

☑ The LSC will approve the school improvement plan and monitor the CIWP.

☑
In the CIWP, the school identifies current parental and family engagement practices and outlines activities related to expanding parent and family partnership programs.

☑
The school will coordinate the parent and family engagement programs identified in the CIWP.

☑
The school will evaluate the Parent and Family Engagement Policy for effectiveness and make improvements as necessary.

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

N/A

School-Parent Compact

Complete

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

Hubbard High School shall ensure a challenging education with equity of opportunity and access to excellence, so that each student may fulfill his or her potential to become a productive, contributing member of society. The Local School Council, administration, faculty and community are dedicated in providing an educational direction to all students. A post-secondary education is a primary goal for all students, including students with disabilities.

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 report card pick up days are scheduled during the year (Nov. and April). All faculty, administration and staff are available these two days to meet with parents. . Individual parent teacher conferences can be scheduled at any time during the school year to discuss student's 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.

The parent portal is available to parents at all times. Progress reports and report cards are sent home quarterly. Parents are encouraged to meet with the counselors or teachers to discuss their child's progress.

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

Parents are able to contact teachers via e-mail or phone calls. A teacher list with this information is sent home to parents at the beginning of the school year. Teachers may also request a conference by contacting their child's counselor.

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

Hubbard has an open door policy. Parents are welcome in the school at all times. Through the Community School Initiative, parents are invited to participate in activities at the school. Parents also volunteer to chaperon and monitor students during school functions.

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

Several grade level forums are scheduled during the year to provide information to parents about student expectations. Parents are able to monitor their child's progress using the Parent Portal. Parents are encouraged to sign up for access to the portal at the beginning and during the school year. Attendance calls are made daily to keep parents informed of attendance issues.

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

All parents are invited to attend the LSC, PAC and BAC meetings. Regular parent forums are held monthly to address concerns and needs related to the educational needs of the students.

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).

Shared accountability, by all stakeholders, for student success is promoted at Hubbard H.S. Common expectations for all students are reinforced in every class and throughout the building.

Parent Budget

Complete

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

1) Increase in parent involvement through the Parent Advisory Committee
2) Increase parent participation during various workshops
3) Increase attendance to school meetings
Sept. 2018, Annual meeting
Oct.2018, Organizational meeting
Nov.2018, Dr Ferney workshop/ University campus tour
Dec. 2018, Social worker workshop/ Parent Posada activities.
Jan.2019, Dr Ferney workshop/Credit check workshop
Feb. 2019, Dr Ferney workshop/College Fair
March 2019, CPR training/Parent portal workshop
April 2019, Dr Ferney workshop/University campus tour
May 2019, Dr Ferney workshop/ Cinco de Mayo parent festivities
June 2019, End of year host activities/planning
Parent University activities are scheduled throughout the school year

Allocate your Mandated Title 1 Parent and Family Engagement Funds to support your Parent and Family Engagement Program.

Account(s)	Description	Allocation

51130, 52130 — **Teacher Presenter/ESP Extended Day**
For Teacher presenter, ESP Extended Day, please remember to put money on the benefits line. Non-Instructional pay rate applies.
$ 0 .00

53405 — **Supplies**
In addition to supplies for parent program, please use this account to also purchase books for parents only. Use this account for equipment with a per unit cost of less than $500.
$ 2948 .00

53205 — **Refreshments**
Allocation CAN NOT EXCEED 25% of the Parent Budget. Refreshments must be used for Title 1 PAC meetings, trainings and workshops.
$ 2500 .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)
$ 2000 .00

54505 — **Admission and Registration Fees, Subscriptions and memberships**
For Parents use only.
$ 3000 .00

<p>54205</p> **Travel**
Buses for Parents use. Overnight Conference travel- schools must follow the CPS Travel Policy. The CPS Parent Overnight Travel Approval Form and Conference Travel Form must be completed.
$ 2000 .00

<p>54565</p> **Reimbursements**
Allocation CAN NOT EXCEED 25% OF THE Parent Budget. All Parent Reimbursements related to Title 1 parent and family engagement must be paid from this account. Receipts must be clear unaltered and itemized. School must keep all receipts.
$ 0 .00

<p>53510</p> **Postage**
Must be used for parent and family engagement programs only.
$ 100 .00

53306	**Software** Must be educational and for parent use only.	$	0	.00

55005	**Furniture and Equipment** Must have a parent room or a secure place to keep furniture/equipment. Cannot be placed in the main office or where staff and students have access too. To by used only by parents.	$	0	.00