



2016-2018 plan summary

Team

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Team meetings

Date	Participants	Topic
08/28/2015	Nicole Simpson, LaTanya Donlad, Gladys Simpson, Jesse Rucker, James Kosin, Kelly Smith	Build a plan for Framework Priorities. Establish goals for the SQRP (2015-2016)
11/20/2015	Nicole Simpson, LaTanya Donlad, Gladys Simpson, Jesse Rucker, James Kosin, Kelly Smith	Develop strategies and Action Plans for CCSS Literacy, CCSS Math, Science & 3 district priority areas
02/26/2016	Nicole Simpson, LaTanya Donlad, Gladys Simpson, Jeneen Whitenhill, James Kosin, Kelly Smith	Develop FY16 Budget, Complete School Effectiveness Framework
05/27/2016	Nicole Simpson, LaTanya Donlad, Gladys Simpson, Jeneen Whitenhill, James Kosin, Kelly Smith	Complete parent plan/compact to ensure it is aligned to the budget.

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

We actually scored our network 2.7 in teacher leadership not because we see our teacher teams as weak, rather our teachers serve many roles (i.e. literacy coach and English teacher; numeracy coach and math teacher). These teachers lead teacher teams, provide professional development, and have a teaching schedule. Teachers have been working on establishing protocols for evaluating student work, sharing best practices, and evaluating professional development to analyze how it is affecting student achievement. This happens at the vast majority of our campuses and in clusters of geographically similar campuses. By providing more release time for our literacy and numeracy coaches and by having teachers work and plan both assessments and instructional strategies together, we will ensure increased academic growth for all students in reading and math.

Guide for Leadership & Collective Responsibility

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

Evidence, Measures, and Standards

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

Instructional Leadership Team:

Score

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

1 2 3 4

The implementation of literacy and numeracy coaches at each campus has improved the work streams of the instructional leadership teams, and we are striving to provide a systemic framework for the way in which professional learning communities (PLC) or communities of practice function and make data driven decisions to enhance student achievement. This is working at 14 out of 20 campuses.

Guide for Instructional Leadership Team

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

Evidence, Measures, and Standards

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

Professional Learning:

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

Score

1 2 **3** 4

The YCCS average for this area is actually 2.4. Each campus is required to do an internal evaluation of their current programs, set goals, and then create professional development plans that are tied to those goals. All campuses do this. A few campuses evaluate the effectiveness of professional development and monitor its quality at the implementation level, but majority do not use data to make these determinations. Teachers do have a great deal of input into both the reflection, goals, and selection of professional development. Approximately 65% of the campuses have job-embedded professional development systems using their literacy and/or instructional coaches. At the 10 campuses that have instructional coaches, there is a triangle of PLC development, curriculum work, and instructional coaching.

Guide for Professional Learning

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

Evidence, Measures, and Standards

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

Aligned Resources:

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

Score

1 2 **3** 4

All campuses complete a yearly internal review process and set their own strategic priorities to meet YCCS goals and those goals of their individual program. Discretionary funds are aligned to those priorities and are approved by YCCS School Improvement Department to ensure alignment. Schools, with the assistance of the School Improvement Representative, focus on the achievement of each student subgroup. Outside funding fluctuates depending on the campus. The majority of campuses are quite resource saavy, but a significant number need to stretch.

Guide for Aligned Resources

- **Design a school day that is responsive to student needs.**
 - Use CPS Instructional Time Guidelines to maximize instructional time.
 - Use CPS Instructional Block Guidelines to maximize academic-engaged time.
- **Align the budget to the CIWP priorities and the mission of the school.**
 - Avoid overemphasis on the purchase of products/programs that are not research based or do not respond to SEF needs.
 - Leverage strategic source vendors to maximize dollars.
 - Seek and obtain grants to support articulated needs.

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

Evidence, Measures, and Standards

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

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

This area rates a 2.6. YCCS has its own skills-based (including critical thinking skills) curriculum framework. All campuses have developed year-long scope and sequence maps that are aligned to the framework, which is aligned to the Common Core and other Illinois State Standards. The maps are completed down to the unit level. However, because the individual campuses are small, there may only be one teacher in a discipline or teaching a specific course. For this reason, individual teachers often create their curriculum maps without the support of grade level colleagues/peers. They do not rely on the scope and sequence of instructional materials; instead, the teachers mostly construct their own units to meet the needs of their students. Text is often not a grade level complexity as 80% of YCCS students come in reading below the 8th grade level. There is a mixture of fiction and non-fiction texts used. Differentiation of materials is not strong as teachers struggle to find content materials on one topic with many different reading needs in their classrooms.

Guide for Curriculum

- **Adhere to the CPS Content Frameworks** (Math (<https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/library-science/cps-virtual-library/math-content-framework--virtual-library>), Science (<https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/science/cps-science-content-framework>), Social Science (<https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/social-science-1/social-science-content-framework-3-0>), and Literacy (<https://sites.google.com/a/cps.edu/kc/curriculum/content-area-subpages/literacy/cps-literacy-content-framework-2-0>)) **to ensure alignment of scope and text and task complexity.**
 - Provide a range and depth to knowledge and understanding of learning experiences that are language and content rich.
- **Align units of instruction (horizontally/vertically) to scope and sequence maps and pace units and lessons appropriately.**
 - Focus so units can be adequately addressed in the time available.
 - Examine formative data to determine mastery and pace. Discuss how much time it takes to adequately address the essential elements, and the viability of documents that articulate essential content and timing of delivery (e.g. pacing guides, curriculum maps).
- **Utilize the ‘big ideas’ that should be taught to determine whether students are being taught the body of knowledge, the understandings and the skills expected.**
 - Identify the essential understandings – what students should learn in greater depth. In other words, know ‘covering everything but learning nothing’ does not work.
- **Expose and extend opportunities for all students to grade appropriate levels of text complexity in all types of texts, including informational in all content areas.**
 - Articulate language goals that are separate from and support content goals. Literacy - reading, writing and speaking are essential ‘learning tools’ across the curriculum (disciplinary literacy).
- **Engage all learners in content areas by fully integrating opportunities for all learners, including:**
 - Diverse learners to demonstrate core knowledge and skills.
 - English Learners to develop academic language to demonstrate mastery.
 - Use English and native language development in addition to content standards to differentiate for English learners.
 - Understand research and implement programs to develop native language literacy for English learners.
 - Advanced learners to extend core knowledge and skills.
- **Distinguish qualitatively and quantitatively between ‘regular courses’ and ‘advanced courses’ (e.g. AP (<http://apcentral.collegeboard.com/home>), gifted (<https://docs.google.com/a/cps.edu/viewer?a=&pid=sites&scid=Y3BzLmVkdXrY3xneDoyYjIiNGI4MmY3YTlxYTgz>), etc.)**
- **Integrate academic and social emotional learning.**
- **Reach outside of the classroom for real world (or simulated) application. For example,**
 - Incorporate web capabilities for interactivity and information sharing.
 - Integrate field-based learning through partnerships with city institutions (e.g. museums (<https://sites.google.com/a/cps.edu/kc/home/teachers/museum-resources>)), colleges, universities, and community based organizations.

Evidence, Measures, and Standards

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

Instructional Materials:

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

The descriptors in both the 4 or 2 category do not accurately describe YCCS’s use of instructional materials. This is a stretch area for the campuses. Teachers routinely choose a wide variety of instructional materials. Textbooks and supplemental materials abound. Teacher made materials, such as worksheets need to be created and aligned with higher levels of Blooms Taxonomy more frequently, thereby increasing student’s ability to think at a high level and teachers to teach at a higher level as well. Teachers are challenged to find appropriate reading materials at high cognitive levels that are accessible to very low level readers. However, some of the campuses are compiling in school libraries, in an attempt to increase teacher resources.

Guide for Instructional Materials

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

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> Ambitious instruction Supportive Environment
CPS Framework for Teaching	<ul style="list-style-type: none"> 1a. Demonstrating Knowledge of Content and Pedagogy 1b. Demonstrating Knowledge of Students 1c. Selecting Learning Objectives 1d. Designing Coherent Instruction
CPS Performance Standards for School Leaders	A3. Allocates Resources to Support Student Learning, Prioritizing Time

Rigorous Student Tasks:

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

Score

1 2 3 4

YCCS's internal walk-through data shows this area to be an area of improvement. Campus teachers have improved their student engagement by using TAPS (Together, Alone, Pairs, Small Groups) planning and the yearly system walk-through data shows classrooms using multiple modes of instruction during a class period. Our aim is to increase instructional rigor. According to data from an external evaluation, approximately 46% of classrooms showed evidence of application, 32% showed evidence of synthesis, and 24% showed evidence of evaluation when using Blooms Taxonomy as an evaluation measure. Materials in half of the campuses showed more dire rigor levels with half of the campuses have no higher level skills in their teacher-made materials. Teachers are dip sticking during class, however teachers are working to dipstick at higher levels of thinking (i.e. synthesis, evaluation, etc.). Real world PBL units are increasing the level of rigor in classrooms. 2.5 at this time.

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

Evidence, Measures, and Standards

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

Transitions, College & Career Access & Persistence:

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

Score

1 2 3 4

YCCS students are not only provided with post-secondary information, they are walked through the college application process from student essays and personal statements to FAFSA forms. In addition, all campuses provide college tours, college fairs, and career investigation. Alternative Education Plans (AEP) for each student enrolled and senior student transition plans are created and implemented to plan for post-secondary success. Each campus has a large number of post-secondary and career interest experiences for students enrolled at their campus. Campuses routinely encourage high performing students to enroll in dually enrolled coursework at the City Colleges. In addition, YCCS has assisted campuses in identifying students who can score high enough on the COMPASS entry exam to enter into dually enrolled college-credit bearing courses. A third of YCCS campuses have backwards mapped the COMPASS assessment and provided adjustments to their Tier I program to prepare students for success on the COMPASS. This has yet to grow to 100% scale. All students participate in college and career ready assessments: EPAS, pre-/post-ACT assessments, COMPASS assessments.

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

Evidence, Measures, and Standards

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

Expectations for depth & breadth of Quality Teaching

3 of 3 complete

Instruction:

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

Score

1 2 3 4

This area rates a 2.6. YCCS has its own skills-based (including critical thinking skills) curriculum framework. All campuses have developed year-long scope and sequence maps that are aligned to the framework, which is aligned to the Common Core and other Illinois State Standards. The maps are completed down to the unit level. However, because the individual campuses are small, there may only be one teacher in a discipline or teaching a specific course. For this reason, individual teachers often create their curriculum maps without the support of grade level colleagues/peers. They do not rely on the scope and sequence of instructional materials; instead, the teachers mostly construct their own units to meet the needs of their students. Text is often not a grade level complexity as 80% of YCCS students come in reading below the 8th grade level. There is a mixture of fiction and non-fiction texts used. Differentiation of materials is not strong as teachers struggle to find content materials on one topic with many different reading needs in their classrooms.

Guide for Instruction

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

Evidence, Measures, and Standards

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

Multi-Tiered System of Support:

The school is characterized by full implementation a system of academic and social emotional (SEL) supports for all students. Every day, in all classrooms, all teachers provide: Universal instruction in the core curriculum - academic & SEL (Tier 1) to all students; additional targeted academic and SEL supports (Tier 2) where needed; and deep and intense supports (Tier 3) based on individual

Score

1 2 3 4

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.

There is evidence of both the 2 and 4 levels. YCCS requires each campus to use a universal screener and progress monitor, which are the STAR Reading and Math assessments. This allows campuses to place at-risk students in interventions at in-take. In-take interventions occur at each of our campuses. Campuses use a variety of pre-packaged programs to create interventions for their students, including READ180, Carnegie Math--Bridge, Achieve3000, AVENTA with the supplemental A+ program. Campus interventions include multiple interventions like push-in support and small group and individual tutoring. Our goal is to monitor for effectiveness and make adjustments for individual students as their progress is monitored. We are striving to build stronger PLCs to support RTI and its components at each campus. Campuses are experimenting with schedules and structures with which to fully implement RtI. Many campuses have learned what does not work, and are changing strategies based on the data that they have observed.

Guide for Multi-Tiered System of Support

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

Evidence, Measures, and Standards

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

Balanced Assessment & Grading:

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

Score

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Assessments are directly related to looking at classroom and individual student data. The STAR Reading and Math assessment will provide immediate access to diagnostic data and progress monitoring after each assessment takes place. The majority of campuses take the assessment 3 times per year, but others, include the SPED students take the STAR assessment as a more frequent progress monitor. Teacher teams have been working on both curriculum and assessment in the following ways: first, teams of YCCS teachers are working on streamlining exit level competencies to anchor our competency-based system. They are also creating performance-based exhibitions of learning with rubrics. Approximately 15 campuses are developing interdisciplinary projects, units, and/or courses using PBL that tie to their campus themes. Individual teachers and schools will continue this work through the next school year to further develop YCCS exit level assessment for our competency-based system. Special needs populations will have access to the same curriculum and assessment and processes that are used for the general education students.

Guide for Balanced Assessment & Grading

- **Use multiple measures (i.e. a range of assessment types and at multiple points in time) to supplement district-centralized assessments with other formative assessments to provide a more comprehensive picture of student learning.**
- **Use screening, diagnostic, and progress monitoring assessment to correctly identify specific gaps and monitor improvement, especially for students receiving Tier 2 and 3 services, in addition to Tier 1 core instruction. (also see MTSS and Instruction)**
- **Make assessments accessible to students, including diverse learners and English Learners through employing features of universal design (<http://www.udlcenter.org/aboutudl/udlcurriculum>) and use of accommodations and, where needed, modifications.**
 - Provide accommodations in presentation (i.e. how assessment text and tasks are presented to students), response (i.e. how students provide their answers), and/or setting/timing (i.e. scheduling/location of assessment).
- **Utilize assessments that reflect the key shifts in literacy and mathematics in teacher created or selected assessments.** (see Rigorous Student Tasks)
- **Utilize assessments that measure the development of academic language for English learners.**
- **Have access to and analyze school-wide, teacher team, and classroom assessment data to determine instructional effectiveness and subsequent learning needs**
- **Improve and promote assessment literacy.**
 - Work together on building common assessments within a department, course, or grade level team.
 - Invest resources in helping teachers evaluate and improve the quality of formative assessments. For example, use the Assessment Design Toolkit (<http://www.csai-online.org/spotlight/assessment-design-toolkit>).
 - Use common protocols and calibrate on scoring and grading in teacher teams.
 - Analyze quality and alignment of assessments and tasks to ensure they meet the expectations of the standards and embed various levels of complexity.
- **Have a grading system that clearly, accurately, consistently, and fairly communicates learning progress and achievement to students, families, postsecondary institutions, and prospective employers.**
 - Ensure that students, families, teachers, counselors, advisors, and support specialists have the detailed information they need to make important decisions about a student's education.

- Measure, report, and document student progress and proficiency:
 - Against a set of clearly defined cross-curricular and content-area standards and learning objectives collaboratively developed with staff.
 - Separately from work habits, character traits, and behaviors, so that educators, counselors, advisors, and support specialists can accurately determine the difference between learning needs and behavioral or work-habit needs, academic mindsets and behaviors (CCSR).
- Ensure consistency and fairness in the assessment of learning, and assignment of scores and proficiency levels against the same learning standards, across students, teachers, assessments, learning experiences, content areas, and time.
- Ensure grades are not used as a form of punishment, control, or compliance.

Evidence, Measures, and Standards

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

Expectations for Quality & Character of School Life

6 of 6 complete

Culture for Learning:

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

Score

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YCCS campuses continue to develop a strong, positive culture that serves several beneficial functions, including fostering effort and productivity, building commitment and helping students and teachers identify with the school, amplifying energy and motivation of staff members and students, focusing attention and daily behavior on what is important and valued. YCCS campuses have worked at developing school culture in ways that will further engage each student in a world-class educational experience. Our campuses will continue to provide a culture of educational engagement by promoting a welcoming culture, in which conditions for learning are present, and provide opportunities for staff and students to examine how their behaviors affect themselves, others, and our world,

Guide for Culture for Learning

- **Create a culture that reflects a shared belief in the importance of learning and hard work.**
 - Use strategies to reinforce and cultivate student curiosity.
 - Make learning goals relevant to students, and inspire students to stay committed to their learning goals.
 - Consistently communicate the expectation that all students can achieve at high levels.
 - Utilize strategies to encourage daily and timely attendance.
- **Convey high learning expectations for all students and develop structures that enable practice and perseverance for each individual student.**
 - Clearly display school-wide expectations for academic and personal success throughout the building.
 - Set high expectations according to grade-appropriate learning objectives.
 - Differentiate expectations so all students stretch to not only meet but exceed personal learning goals.
 - Recognize high levels of student achievement. All students receive recognition.
 - Encourage student resilience and hard work.
 - Ensure students feel safe to share misunderstandings and struggles.

- **Encourage students to take ownership and pride in their work where students assume responsibility for high-quality work by persevering, initiating improvements, addressing critiques, making revisions, adding detail and/or helping peers.**
 - Students self-assess (e.g. checking own work before giving to teacher) to develop a reflective habit of mind essential for improvement. This ensures students take responsibility for their own learning, focuses attention on criteria for success, and increases effort and persistence.
- **Provide students frequent, informative feedback.**
 - Tell/show students what they have done well (through positive reinforcement) and what they need to do to improve, including clarifying criteria and goals.
 - Give feedback on the task, the processes used to complete the task, and on the student's ability to self-regulate their own learning.
- **Develop academic mindsets and behaviors.**
 - Teach a growth mindset that over time with effort and practice, students can learn and succeed.
 - Encourage students' sense of belonging to the school and classroom community (see Relational Trust).
 - Employ strategies including ongoing monitoring and support of students' academic behaviors.
 - Praise effort and process. For example, "Good job, that must have taken a lot of effort" instead of, "Good job. You must be really smart."

Evidence, Measures, and Standards

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

Relational Trust:

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

Score

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Due to the small school structure of all YCCS campuses and community-based nature of each school, relationships between student, community, and the campus are strong. Each campus has built its own unique but strong culture that builds relationships. In addition, campuses have academic/social mentors that assist them in reducing the barriers for success for each individual students. Pre-/summer programs at many of our schools assist the students in their transition back to high school and build school relationships. This is an exemplary area for the charter.

Guide for Relational Trust

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

Evidence, Measures, and Standards

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

Student Voice, Engagement, & Civic Life:

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

Score

1 2 3 4

Students at YCCS campuses are very much a part of each campus' community. Students at all campuses engage in projects in the community, voter registration drives, and community service volunteer work. This sense of community teaches students to give back to their communities. Approximately 40% of the campuses have routine PBL performances and exhibitions to which parents and the community are invited. Each campus has developed a strong, inviting campus--YCCS own internal evaluation data shows this to be uniformly true.

Guide for Student Voice, Engagement, & Civic Life

Students...

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

Evidence, Measures, and Standards

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

Safety & Order:

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

Score

1 2 **3** 4

YCCS campuses have a strong focus on school safety, that supports student learning by creating and promoting a physically, emotionally, socially, and academically secure climate for students, staff, and visitors. Each campus has a presence of security that monitor the hallways and classrooms. This helps create a learning environment which has a positive impact on behavior. YCCS campuses all have a Dean of Students and mentors that focus on attendance/drop-out rates, and ultimately, academic achievement.

Guide for Safety & Order

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

Evidence, Measures, and Standards

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

Restorative Approaches to Discipline:

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

Score

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

RTI for behavioral interventions has always been strong at YCCS campuses. It is the nature of what we do: take dropouts, re-engage them, and teach them behaviors that will make them successful at school. RTI structures continue to evolve into one that will be able to be clearly and cleanly monitored. Each of the schools is quite welcoming to the students. The reason YCCS rate a 3 instead of a 4 is because of attendance, retention, and the multiple barriers of students who have been historically truant and dropped out.

Guide for Restorative Approaches to Discipline

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

Evidence, Measures, and Standards

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

Parent Partnership:

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

Score

This is a very intricate indicator for YCCS campuses. Because our students are adults (17-21 years of age) and have been failing in school for some time, parental involvement in the educational process is extremely limited. Nonetheless, each campus carefully invites parents to be part of the NCLB planning process and have parents come to the planning meetings and have parent input into the overall school improvement plan of each campus. A handful of parents actually attend at each campus. Each campus hosts at least two open houses/report card pick up nights as well. Administrators, student advisors and mentors, and teachers all call home routinely. Parents have access to Power-Grade as well.

Guide for Parent Partnership

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

Evidence, Measures, and Standards

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

School Excellence Framework Priorities

Score Framework dimension and category

Area of focus 0= Not of focus

2 Culture of & Structure for Continuous Improvement: Instructional Leadership Team

1	2	3	4	5	0
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2	Culture of & Structure for Continuous Improvement: Leadership & Collective Responsibility	1	2	3	4	5	⊗
2	Expectations for depth & breadth of Quality Teaching: Multi-Tiered System of Support	1	2	3	4	5	⊗
2	Expectations for depth & breadth of Student Learning: Instructional Materials	1	2	3	4	5	⊗
2	Expectations for depth & breadth of Student Learning: Rigorous Student Tasks	1	2	3	4	5	⊗
2	Expectations for Quality & Character of School Life: Parent Partnership	1	2	3	4	5	⊗
3	Culture of & Structure for Continuous Improvement: Aligned Resources	1	2	3	4	5	⊗
3	Culture of & Structure for Continuous Improvement: Professional Learning	1	2	3	4	5	⊗
3	Expectations for depth & breadth of Quality Teaching: Balanced Assessment & Grading	1	2	3	4	5	⊗
3	Expectations for depth & breadth of Quality Teaching: Instruction	1	2	3	4	5	⊗
3	Expectations for depth & breadth of Student Learning: Curriculum	1	2	3	4	5	⊗
3	Expectations for Quality & Character of School Life: Culture for Learning	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	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	⊗
4	Expectations for Quality & Character of School Life: Student Voice, Engagement, & Civic Life	1	2	3	4	5	⊗

Goals

Required metrics (Highschool)

2 of 13 complete

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
My Voice, My School 5 Essentials Survey	(Blank)	(Blank)	(Blank)	(Blank)
National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments	(Blank)	(Blank)	(Blank)	(Blank)
African-American National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments	(Blank)	(Blank)	(Blank)	(Blank)
Hispanic National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments	(Blank)	(Blank)	(Blank)	(Blank)

(Blank)	(Blank)	(Blank)	(Blank)	(Blank)
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English Learner National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments

(Blank)	(Blank)	(Blank)	(Blank)	(Blank)
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Diverse Learner National School Growth Percentile on the EXPLORE, PLAN and ACT Assessments

(Blank)	(Blank)	(Blank)	(Blank)	(Blank)
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National School Attainment Percentile on the EXPLORE, PLAN and ACT Assessments

(Blank)	(Blank)	(Blank)	(Blank)	(Blank)
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Freshmen On-Track Rate

(Blank)	(Blank)	(Blank)	(Blank)	(Blank)
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4-Year Cohort Graduation Rate

(Blank)	(Blank)	(Blank)	(Blank)	(Blank)
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1-Year Dropout Rate

Strategies for reengaging students continues to be a priority for YCCS campuses and resources are specifically designated for these efforts. Alternate schedules, student support services, and reengagement curricula will be implemented this year to improve student stabilization.	(Blank)	(Blank)	88.00	90.00
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College Enrollment Rate

(Blank)	(Blank)	(Blank)	(Blank)	(Blank)
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College Persistence Rate

(Blank)	(Blank)	(Blank)	(Blank)	(Blank)
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Average Daily Attendance Rate

Attendance strategies that have produced increased annual attendance rates in previous years will be continued in the next school year. In addition, data management processes for monitoring individual student attendance rates will be expanded to more intensively and frequently track student progress.	(Blank)	71.20	72.00	74.00
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Custom metrics

5 of 5 complete

	2014-2015 Actual	2015-2016 Actual	2016-2017 Goal	2017-2018 Goal
STAR Average Growth Percentile (Reading)				
The use of STAR pre-test data and student growth projections has produced increased reading skill growth rates in previous years. Additional efforts will be made to target individual student skill gaps and to incorporate reading skills into core course instruction.	(Blank)	(Blank)	57.00	59.00
STAR Average Growth Percentile (Math)				
The use of STAR pre-test data and student growth projections has produced increased math skill growth rates in previous years. Additional efforts will be made to target individual student skill gaps and to incorporate math skills into core course instruction.	(Blank)	(Blank)	57.00	59.00

STAR Percent Making Growth Target (Reading)

The use of STAR pre-test data and student growth projections has produced increased reading skill growth rates in previous years. Additional efforts will be made to target individual student skill gaps and to incorporate reading skills into core course instruction.

(Blank)

(Blank)

67.00

69.00

STAR Percent Making Growth Target (Math)

The use of STAR pre-test data and student growth projections has produced increased math skill growth rates in previous years. Additional efforts will be made to target individual student skill gaps and to incorporate math skills into core course instruction.

(Blank)

(Blank)

58.00

60.00

Credit Attainment Rate

Deliberate efforts have been made to create credit recovery opportunities for students throughout the school year which produced increased credit attainment rates. In addition, a greater emphasis will be placed on strategic reteaching and providing students with multiple opportunities to demonstrate mastery.

(Blank)

(Blank)

45.00

50.00

Strategies

Strategy 1

If we do...

Continue the development of literacy and numeracy instructional expertise and campus plans that would both develop T1 support classes and assist content area teachers in scaffolding grade level materials for students well below grade level.

...then we see...

Each campus build and use the expertise of reading and math specialist to create a plan for literacy and numeracy instruction.

...which leads to...

Pedagogically sound and measurable framework for T1 support classes and interventions so that all students could meet their growth goal.

Tags:
Literacy framework

Area(s) of focus:
4

Action step

Create a Literacy Plan and Numeracy Plan for each campus by Spring 2016 and implement by Fall 2017.

Responsible

Campus Principal, literacy and numeracy specialists, and SI Representatives

Timeframe

Feb 1, 2016 to Sep 29, 2017

Evidence for status

Individual Literacy Units.

Status

On-Track

Literacy coach

Create a Literacy Framework for YCCS by Fall Semester 2016

YCCS Consultant and SI Representatives

Jul 1, 2015 to Sep 30, 2016

Develop a working Learning Ecosystems document.

Completed

Liiteracy support

Create RtI plan for developmental reading and numeracy at each campus. by Spring Semester 2016 and implemented by Fall Semester 2017

Campus Principal, literacy and numeracy specialists, and SI Representatives

Aug 1, 2016 to Aug 31, 2017

Tired Intervention System.

Completed

Reading strategies

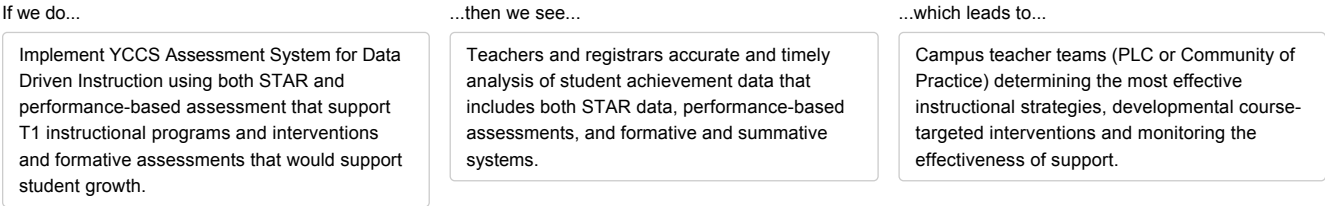
Continue Awareness and implementation of professional development for The Socratic Seminar throughout the 2016-2017 school year	SI Representatives	Jun 1, 2016 to Jun 30, 2017	Teaching staff utilize this process throughout the instructional process.	On-Track
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Professional development

Create an online Intervention Bank by Fall Semester 2016	YCCS Consultant and SI Representatives	Jul 1, 2016 to Nov 30, 2016	Create a bank of instructional interventions.	Postponed
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Instruction strategy

Strategy 2



Tags:
Math framework

Area(s) of focus:
4

Action step ?	Responsible ?	Timeframe ?	Evidence for status ?	Status
Provide additional training for all teachers on using STAR data to inform daily instruction by the end of the Fall Semester 2016	School Improvement Representatives	Aug 29, 2016 to Dec 30, 2016	Teacher developed student instructional groups based on individual skill sets.	On-Track

Teacher training

Develop and implement early, mid, and late high school level performance assessments for the exhibitions of learning in all core content areas by the end of Spring Semester 2017.	School Improvement Representatives and Campus Clusters	Aug 15, 2016 to Jun 30, 2017	Teacher work teams are developing assessments for each core course.	On-Track
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Assessment design

Develop levels of rigor for exhibition performances, student exemplars in campus cluster groups with all core content area teachers by the end of the summer 2017	School Improvement Representatives and Campus Clusters	Oct 3, 2016 to Apr 28, 2017	Teacher campus cluster groups will develop standers for each core course.	Not started
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Academic rigor

Troubleshoot and refine current exhibition rubrics via the cluster/teacher work and competency-teacher groups by the end of summer 2017	School Improvement Representatives and Campus Clusters	Sep 12, 2016 to Jun 30, 2017	Teacher campus cluster groups will develop rubrics for each core course.	On-Track
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Aligned assessments

Create formative assessment systems for competencies in all campuses and classrooms by the end of Spring Semester 2017	School Improvement Representatives and CAMPUS Clusters	Apr 4, 2016 to Jan 27, 2017	Teacher campus cluster groups will develop assessments for each core course.	On-Track
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Assessment policy

Develop a Student Data Management System for Competency-based program by the end of Spring Semester 2017	Chief Instructional Officer	Jun 27, 2016 to Dec 30, 2016	Campus work teams review of various Management Systems.	On-Track
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Student data analysis

Develop and Implement COMPASS assessments for all students reading and computing at the 10th grade level or above by the end of Spring Semester 2017	Model Development Coordinator	Sep 12, 2016 to Jan 27, 2017	All eligible students will be tested.	Not started
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College readiness

Align curriculum of all campuses to the YCCS competencies by Spring 2017	Chief Instructional Officer	Jul 11, 2016 to May 26, 2017	Teacher campus cluster groups will align campus curriculum for each core course.	Behind
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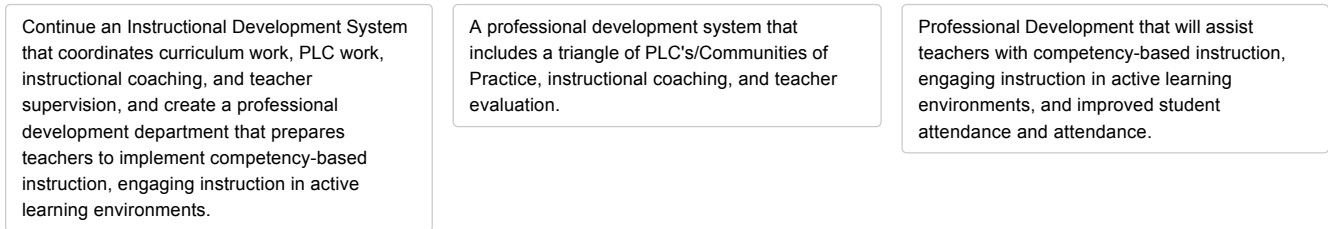
Curriculum alignment

Strategy 3

If we do...

...then we see...

...which leads to...



Tags:

Professional development plan

Area(s) of focus:

3

Action step	Responsible	Timeframe	Evidence for status	Status
Provide PD for teacher evaluation by the end of Spring 2017	Director of New Teaching for New Learning	Jul 11, 2016 to Jun 30, 2017	Teaching staff develop and understanding of the evaluation process.	On-Track

Teacher training

Continue to provide PD for data use at the classroom level and the creation of performance based assessments via the cluster structure in Fall Semester 2016	School Improvement Representatives	Sep 5, 2016 to Jan 27, 2017	Teacher campus cluster groups will review data to develop performance assessments.	On-Track
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Data analysis

Create and administer a needs assessment for professional development for CBE and instruction.	School Improvement Representatives	Sep 5, 2016 to Oct 28, 2016	Needs assessment administered.	Not started
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Teacher capacity

Provide curriculum development training for Competency based education.	Director of New Teaching for New Learning	Sep 5, 2016 to Dec 30, 2016	Improved competency based instruction.	Not started
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Competency

Strategy 4

If we do...

...then we see...

...which leads to...

Create a strong RtI Process for attendance and home/school connection for attendance so that Stabilization increases.	Stronger campus RtI process for attendance and work with agencies to strengthen the home school connection for attendance intervention.	Improved student attendance and overall stabilization.
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Tags:
Attendance plan

Area(s) of focus:
3

Action step ⓘ	Responsible ⓘ	Timeframe ⓘ	Evidence for status ⓘ	Status
Monitor attendance and retention on a weekly basis to support interventions throughout each campus.	School Improvement Representatives	select	An overall increase in student attendance.	On-Track

Student attendance

Create strong behavioral intervention system at all campuses by the end of Spring Semester 2017	Principals and School Improvement Representatives	Aug 22, 2016 to Jun 30, 2017	A decrease in act of student misconduct	On-Track
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Behavioral interventions

Action Plan

District priority and action step	Responsible	Start	End	Status
+ Create a Literacy Plan and Numeracy Plan for each campus by Spring 2016 and implement by Fall 2017. Tags: Literacy framework, Literacy coach	Campus Principal, literacy and numeracy specialists, and SI Representatives	Feb 1, 2016	Sep 29, 2017	On-Track
+ Create a Literacy Framework for YCCS by Fall Semester 2016 Tags: Literacy framework, Liiteracy support	YCCS Consultant and SI Representatives	Jul 1, 2015	Sep 30, 2016	Completed
+ Create RtI plan for developmental reading and numeracy at each campus. by Spring Semester 2016 and implemented by Fall Semester 2017 Tags: Literacy framework, Reading strategies	Campus Principal, literacy and numeracy specialists, and SI Representatives	Aug 1, 2016	Aug 31, 2017	Completed

District priority and action step	Responsible	Start	End	Status
<p>✦ Continue Awareness and implementation of professional development for The Socratic Seminar throughout the 2016-2017 school year Tags: Literacy framework, Professional development</p>	SI Representatives	Jun 1, 2016	Jun 30, 2017	On-Track
<p>✦ Create an online Intervention Bank by Fall Semester 2016 Tags: Literacy framework, Instruction strategy</p>	YCCS Consultant and SI Representatives	Jul 1, 2016	Nov 30, 2016	Postponed
<p>✦ Provide additional training for all teachers on using STAR data to inform daily instruction by the end of the Fall Semester 2016 Tags: Math framework, Teacher training</p>	School Improvement Representatives	Aug 29, 2016	Dec 30, 2016	On-Track
<p>✦ Develop and implement early, mid, and late high school level performance assessments for the exhibitions of learning in all core content areas by the end of Spring Semester 2017. Tags: Math framework, Assessment design</p>	School Improvement Representatives and Campus Clusters	Aug 15, 2016	Jun 30, 2017	On-Track
<p>✦ Develop levels of rigor for exhibition performances, student exemplars in campus cluster groups with all core content area teachers by the end of the summer 2017 Tags: Math framework, Academic rigor</p>	School Improvement Representatives and Campus Clusters	Oct 3, 2016	Apr 28, 2017	Not started
<p>✦ Troubleshoot and refine current exhibition rubrics via the cluster/teacher work and competency-teacher groups by the end of summer 2017 Tags: Math framework, Aligned assessments</p>	School Improvement Representatives and Campus Clusters	Sep 12, 2016	Jun 30, 2017	On-Track
<p>✦ Create formative assessment systems for competencies in all campuses and classrooms by the end of Spring Semester 2017 Tags: Math framework, Assessment policy</p>	School Improvement Representatives and CAMPUS Clusters	Apr 4, 2016	Jan 27, 2017	On-Track
<p>✦ Develop a Student Data Management System for Competency-based program by the end of Spring Semester 2017 Tags: Math framework, Student data analysis</p>	Chief Instructional Officer	Jun 27, 2016	Dec 30, 2016	On-Track
<p>✦ Develop and Implement COMPASS assessments for all students reading and computing at the 10th grade level or above by the end of Spring Semester 2017 Tags: Math framework, College readiness</p>	Model Development Coordinator	Sep 12, 2016	Jan 27, 2017	Not started
<p>✦ Align curriculum of all campuses to the YCCS competencies by Spring 2017 Tags: Math framework, Curriculum alignment</p>	Chief Instructional Officer	Jul 11, 2016	May 26, 2017	Behind
<p>✦ Provide PD for teacher evaluation by the end of Spring 2017 Tags: Professional development plan, Teacher training</p>	Director of New Teaching for New Learning	Jul 11, 2016	Jun 30, 2017	On-Track
<p>✦ Continue to provide PD for data use at the classroom level and the creation of performance based assessments via the cluster structure in Fall Semester 2016 Tags: Professional development plan, Data analysis</p>	School Improvement Representatives	Sep 5, 2016	Jan 27, 2017	On-Track
<p>✦ Create and administer a needs assessment for professional development for CBE and instruction. Tags: Professional development plan, Teacher capacity</p>	School Improvement Representatives	Sep 5, 2016	Oct 28, 2016	Not started
<p>✦ Provide curriculum development training for Competency based education. Tags: Professional development plan, Competency</p>	Director of New Teaching for New Learning	Sep 5, 2016	Dec 30, 2016	Not started
<p>✦ Monitor attendance and retention on a weekly basis to support interventions throughout each campus. Tags: Attendance plan, Student attendance</p>	School Improvement Representatives			On-Track

District priority and action step	Responsible	Start	End	Status
<p>✚ Create strong behavioral intervention system at all campuses by the end of Spring Semester 2017</p> <p>Tags: Attendance plan, Behavioral interventions</p>	Principals and School Improvement Representatives	Aug 22, 2016	Jun 30, 2017	On-Track

Fund Compliance

Supplemental General State Aid(SGSA)

My school receives SGSA funds

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

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

NCLB Program

NCLB Schoolwide Program

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

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

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

Non-title school that does not receive any Title funds

Parent Involvement in Targeted Assistance and Schoolwide Programs

I verify that the statement below is correct

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

Parent Plan

Parent Involvement Policy

Complete

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

Youth Connection Charter School (YCCS) will notify parents of the policy in an understandable and uniform effort and, to the extent practical, in a language the parents understand. Additionally, as the campuses revise their plans, parents will be invited to participate in activity and budget revisions. Parents will be notified in writing at least 2 weeks prior to the meetings taking place. The policy will be made available to the local community and updated periodically to meet the changing needs of parents and the school.

The school will hold an annual meeting at a time convenient to parents during the first month of school to inform them of the school's participation in NCLB, Title I programs and to explain the Title I requirements and their right to be involved in the Title I programs. The school will also offer a number of additional parental involvement meetings, including school PAC meetings, at different times and will invite all parents of children participating in the NCLB, Title I program to these meetings, and encourage them to attend. Please describe how this will be accomplished. Please list the projected date of your Title I Annual Meeting and your

Title I PAC Organizational Meeting

In carrying out the parental involvement requirement, the school will provide full opportunities for the participation of parents with limited English proficiency, parents with disabilities, and parents of migratory children; including providing information and school reports required in an understandable and uniform format. In September and throughout the month, YCCS and its campuses will hold meetings at a time convenient for parents during the first month of school to inform them of the school's participation in the NCLB meeting, address parents concerning the compact/policy, introduce parents to post secondary processes, dual enrollment at the City Colleges of Chicago or vocational training programs. Parents will be provided with information on scholarships for different colleges/university, dual enrollment, and how to prepare students for post-secondary success. In October of the school year, we will establish effective communication between school and parents using Powerschool. During the month of November, parents will be provided with information, resources and training to assist them in working to improve student achievement (i.e. literacy training and use of technology to foster parent involvement). Activities during the months of December and January will further engage parents.

Schools will provide parents information in a timely manner about its Title I program, including a description and explanation of the curriculum, the academic assessment tools used to measure children's progress, and the proficiency levels students are expected to meet. Please describe how this will be accomplished.

YCCS' mission is to advocate, develop, and provide world-wide education to students at risk and high school dropouts in collaboration with the alternative school community. YCCS plans to meet individual needs of students through programming committed to academic excellence, human development, cultural enrichment programs, and social equity. YCCS prepares students for quality life experiences, technological literacy, graduation, vocational and post-secondary education and competitive employment by keeping vocational and post-secondary preparation at the forefront of curriculum development and the implementation of effective educational strategies to enhance student achievement.

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

As parents request meetings to formulate suggestions and participate in school level activities, school leadership will review the school calendar to determine available dates to respond to parents' requested meeting and will plan to conduct those meetings with 10-15 days.

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.

The school will provide each parent an individual student report explaining academic performance at the school level and state assessments in math, language arts, and reading during report card pick up. However, in the case of state assessments, results from the Illinois State Board of Education (ISBE) will be sent to parent via mail 5 days after receiving the data from ISBE.

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.

YCCS will provide parents with a certified letter at the beginning of the year when their child has been assigned to, or taught by, a teacher who is not "highly qualified" as defined in the Title I. However, YCCS will continue to ensure all teachers are highly qualified according to NCLB Title I.

Schools will assist parents of participating NCLB Title I children in understanding: the state's academic content standards; the state's student academic achievement standards; the state and local academic assessments including alternate assessments; the requirements of Title I, Part A; how to monitor their child's progress; and how to work with educators. Please describe how this will be accomplished.

Parents will be informed of academic achievement standards, state and local academic assessments during workshops to be held at least twice per year during parent report card pick up. These workshops will be scheduled on the days of report card pick up to accommodate parents' work schedule. They will be informed of these workshops when informational packets and school handbooks are sent home at the beginning of the school year. Parents will be reminded of the workshops at least 2 weeks prior to report card pickup.

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

Parents will receive training on how to access and utilize Powerschool, a student management system, to view real time student information regarding attendance, homework completion, grades, and behavior reports their students. YCCS also plans to conduct a series of family literacy and other relevant topics for the purpose of promoting effective communication between parent/student and between parent school.

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

YCCS will immediately respond by arranging school meetings at a variety of times, or by conducting in-home or phone conferences between parents and school staff who are unable to attend conferences at school in order to maximize parental involvement and participation in their children's education.

Schools will, to the extent feasible and appropriate, coordinate and integrate parent programs and activities with Head Start, Reading First, Early Reading First involvement, Even Start, Home Instruction Programs for Preschool Youngsters, the Parents as Teachers Program, public preschool, and other programs, to further encourage and support parents in more fully participating in their children's education. Please describe how this will be accomplished.

N/A. YCCS is a Charter High School.

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

To ensure that information related to the school is sent to parents in understandable and uniform formats, YCCS will make certain that information is translated in both English and Spanish for those parents and students where English is not their primary language. Additionally, if parents require a translator, YCCS will accommodate the parent by providing him/her with an interpreter.

Policy Implementation Activities

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

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

YCCS is a charter that does not have an LSC, but YCCS administration and board will monitor the CIWP.

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.)

YCCS' mission is to advocate, develop, and provide world-class education to students at risk and high school dropouts in collaboration with the alternative school community. YCCS plans to meet individual needs of students through program committed to academic excellence, human development, cultural programs, enrichment, and social equity. YCCS prepares students for quality life experiences, technological literacy, graduation, vocational and post secondary education and competitive employment by keeping post secondary preparation at the forefront of curriculum development and the implementation of effective educational strategies to enhance student achievement.

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.

YCCS and its campuses will have semester meetings with parents to pick up report cards and discuss student achievement. Additionally, staff will be responsible to have bimonthly calls to parents when an issue has been identified with a particular student.

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

Through Powerschool, YCCS is able to provide real time data on attendance, homework completion, special assignments and behavior reports to parents. YCCS will provide training at its 19 campuses so parents can learn how to access the information with is available 24/7. Traditional phone calls, school and home visits will also be utilized as appropriate.

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

Staff will be available for parent conferences when the need arises. Conferences will be scheduled to accommodate the parent's schedule when possible. Staff is available before school starts, during school hours and after school hours.

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

YCCS will provide parents with opportunities to volunteer at monthly workshops and before, during and after school hours. Volunteers at extracurricular activities will also be encouraged (chaperoning, coaching, group sponsor, etc)

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

Parents will receive training on using Powerschool, a student management system to access real time information on attendance, homework completion, grades and behaviors for their students. Traditional methods of face-to-face meetings, home visits and phone calls will also be utilized as appropriate.

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

Staff will meet with parents at the individual campuses during parent nights and report card pick up days to discuss how to best address students' strengths and weaknesses. Mailings and phone calls and school/home visits will also be used to address performance and attendance issues.

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).

YCCS will provide services through community based organizations to assist students who are having truancy or attendance problems. The different campuses will also access services available through their parent organizations to address counseling needs, shelter and other emergency issues, and through weekly meetings between advisors and students to discuss current patterns of achievements and attitudes towards school performance.

Parent Budget

Complete

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

YCCS campuses will have monthly or bi-monthly meetings to address any parent concerns. In between the set times, there is an "open-door" policy where parents are encouraged to speak particular issues with students, staff or administration. The overall arching goal of the parental meetings is to keep the parents informed and involved in the processes and programs that affect their children both behaviorally and academically. A special emphasis will be via consultants geared to parents on assisting on how to help students close the achievement gap, the use of positive reinforcement, and social media safety. Other topics, as needed through special circumstances through the year will also be prioritized as goals.

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

Account(s)	Description	Allocation
51130, 52130	Teacher Presenter/ESP Extended Day For Teacher presenter, ESP Extended Day, please remember to put money on the benefits line. Non-Instructional pay rate applies.	\$ Amount .00
53405	Supplies In addition to supplies for parent program, please use this account to also purchase books for parents only. Use this account for equipment with a per unit cost of less than \$500.	\$ 1000 .00
53205	Refreshments Allocation CAN NOT EXCEED 25% of the Parent Budget. Refreshments must be used for Title 1 PAC meetings, trainings and workshops.	\$ Amount .00
54125	Consultants For Parent Training Only. Consultant must have a CPS vendor number and paid with a Purchase Order after service is rendered (NO CHECKS ARE ALLOWED)	\$ 27113 .00
54505	Admission and Registration Fees, Subscriptions and memberships For Parents use only.	\$ Amount .00
54205	Travel Buses for Parents use. Overnight Conference travel- schools must follow the CPS Tracel Policy. The CPS Parent Overnight Travel Approval Form and Conference Travel Form must be completed.	\$ Amount .00
54565	Reimbursements Allocation CAN NOT EXCEED 25% OF THE Parent Budget. All Parent Reimbursements related to Title 1 Parent Involvement must be paid from this account. Receipts must be clear unaltered and itemized. School must keep all receipts.	\$ Amount .00
53510	Postage Must be used for parent involvement programs only.	\$ Amount .00
53306	Software Must be educational and for parent use only.	\$ Amount .00
55005	Furniture and Equipment Must have a parent room or a secure place to keep furniture/equipment. Cannot be placed in the main office or where staff and students have access too. To by used only by parents.	\$ Amount .00

