John H Hamline Elementary School / Plan summary

2018-2020 plan summary

Team

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Team meetings

Date	Participants	Topic
03/05/2018	Olson, Lightfoot, Hernandez	CIWP Training
03/09/2018	Olson, Ortega, Saldivar, Montoya, Lightfoot, Ruscitti, Tressler, Gomez, Rivera, Hernandez	School Excellence Framework
03/23/2018	Olson, Montoya, Lightfoot, Ruscitti, Tressler, Hernandez	Goals and Priorities
04/06/2018	Olson, Ortega, Saldivar, Montoya, Lightfoot, Ruscitti, Rivera, Hernandez	Strategies
04/13/2018	Olson, Saldivar, Montoya, Lightfoot, Ruscitti, Tressler, Rivera, Hernandez	Strategies
04/19/2018	Olson, Ortega, Saldivar, Montoya, Ruscitti	Strategies
10/10/2018	Olson, Ramirez, Khurana, Lightfoot, Suarez Nieto, Rice	Elementary Summit Alignment

School Excellence Framework

Culture of & Structure for Continuous Improvement   4 of 4 complete

Leadership & Collective Responsibility:

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

Score

1 **2** 3 4

> Growth mindsets and positive dispositions among the staff have grown considerably during the SY 2017-2018 school year. Moreover, 50% of the staff was hired within the past two years. New-to-Hamline PLC and mentoring program are well-established and provide additional support for new staff and first-year teachers. Partnerships with The James Dyson Foundation, Bit Space, and Loyola University Chicago have begun to cultivate a STEAM oriented culture and climate at Hamline Elementary. High expectations for record keeping, communication with families, and professionalism are established, although there has been push-back from some teachers. Empowered Schools grant from the US Department of Education will provide additional resources and supports for instructional leadership and development over the next three years (2018-2021). The mission and vision statement at Hamline does not reflect recent changes in school leadership, school-wide culture for learning, and distributive leadership model.
>
> Five Essentials (SY 2016-2017)
> - Effective Leaders = 28th %ile
> - Program Coherence = 44th %ile
> - Teacher-Principal Trust = 17th %ile
> - Collective Responsibility = 30th %ile
> - Collaborative Teachers = 38th %ile
> - School Commitment = 19th %ile
>
> CPS Performance Standards for School Leaders: Competencies A.1, A.2, A.5, and D.4
> - Basic and Basic (SY 2016-2017)
> - Proficient and Distinguished (SY 2017-2018)

Guide for Leadership & Collective Responsibility

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

Evidence, Measures, and Standards

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

Instructional Leadership Team:

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

Score

1   2   **3**   4

The composition and structure of the Hamline Leadership Team was adjusted over the past two school years. The ILT and Network 8 Teacher Leaders (N8TL) teams were combined at both the Network and school levels. Leadership Team meetings are well-structured, agenda-driven, and aligned to school, Network, and District instructional goals.

Five Essentials (SY 2016-2017)
- Effective Leaders = 28th %ile
- Program Coherence = 44th %ile
- Collaborative Teachers = 38th %ile

ILT Effectiveness Rubric
- Team Purpose = 3.2
- Meeting Frequency = 3
- ILT Composition = 4
- Shared Leadership = 2
- Norms and Trust = 4
- Equity of Voice = 4
- Agendas and Use of Time = 2.3
- Data Driven = 2.2
- Action Items = 2
- Process for Monitoring Action Items = 1
- Powerful Practice = 2
- Learning Cycles = 2
- Pre-Learning Walk = 3
- Professional Reading = 3
- Safe Practice = 2
- Peer Observations and Feedback = 1
- Post-Learning Walk = 3.5
- Cycle Closer = 3.2

CPS Performance Standards for School Leaders: Competencies A.1 and A.2
- Basic (SY 2016-2017)
- Proficient (SY 2017-2018)

Guide for Instructional Leadership Team

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

Evidence, Measures, and Standards

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

NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING

✓ Instructional Leadership Team Planning Tools
✓ PLC and Mentoring Coaching Resources

Professional Learning:

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

Score

1 **2** 3 4

> Teachers engage in weekly collaborative grade level team meetings via Principal-directed professional learning tied to ILT learning cycles. Additionally, teacher also participate in monthly 90-minute flex day professional learning sessions. New-to-Hamline PLC and mentoring program are well-established and provide additional support for new staff and first-year teachers. Instructional Effectiveness Coaches from the Network and District provide additional coaching supports for novice and developing teachers. All staff received training from No Bully and many participated in a session on Creating Affirming Learning Environments, facilitated by the Illinois Safe Schools Alliance. Teachers participate in all Network level professional learning workshops. LBS1 Teachers and Bilingual Teachers participate in paid, bi-weekly professional learning sessions.
>
> Five Essentials (SY 2016-2017)
> - Effective Leaders = 28th %ile
> - Quality Professional Development = 33rd %ile
> - Collaborative Teachers = 38th %ile
>
> CPS Performance Standards for School Leaders: Competencies B.2 and B.6
> - Basic (SY 2016-2017)
> - Proficient (SY 2017-2018)

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

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

The master schedule was significantly redesigned in SY 2016-2017 to ensure that the needs of diverse learners and English learners are at the core of the design. Teacher retention was 48% after SY 2016-2017. 50% of the staff was hired within the past two years. LRE 1 has increased from 43% to 57% during SY 2017-2018. Well-established protocols are in place for hiring and staffing. Hamline Elementary is part of the CPS Opportunity Schools cohort, which provides additional supports for hiring and retention.

Community Partnerships
- The Resurrection Project
- Back of the Yards Neighborhood Council
- Peace and Education Coalition
- Project for Nonviolence Chicago
- Sit. Stay. Read.
- Reading in Motion
- The James Dyson Foundation
- Bit Space
- Loyola University Chicago
- Northeastern Illinois University
- Roosevelt University
- Illinois State University
- John Marshal Law School Restorative Justice Project
- Dancing with Class
- Mindful Practices
- After School All-Stars
- No Bully
- Playworks
- Fresh Fruit and Vegetable Program
- Kids First Chicago
- Golden Apple
- Teach for America
- Communities in Schools
- UNION Impact Center

Five Essentials (SY 2016-2017)
- Effective Leaders = 28th %ile
- Collaborative Teachers = 38th %ile

CPS Performance Standards for School Leaders: Competencies A.3 and B.4
- Basic (SY 2016-2017)
- Proficient (SY 2017-2018)

Guide for Aligned Resources

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

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Schedules ✓ Teacher retention rates ✓ Staff exit interviews/surveys (data on reasons for leaving school or district) ✓ Candidate interview protocol documents ✓ List of community-based organizations that partner with the school and description of services ✓ Evidence of effectiveness of the services that community-based organizations provide ✓ Budget analysis and CIWP
Measures	✓ Five Essentials
Five Essentials	Effective Leaders, Collaborative Teachers
MTSS Framework	Shared Leadership, Curriculum & Instruction, Family & Community Engagment
CPS Framework for Teaching	4a. Reflecting on Teaching & Learning 4e. Demonstrating Professionalism
CPS Performance Standards for School Leaders	A3. Allocates Resources to Support Student Learning, Prioritizing Time B4. Hires and Retains Highly Effective Teachers
NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING	
✓ Aligning Resources with Priorities: Focusing on What Matters Most ✓ Instructional Supports ✓ Strategic Source Vendor List ✓ CPS Instructional Time Guidelines: Elementary School Overview ✓ CPS Instructional Time Guidelines: High School Overview ✓ CPS Instructional Block Guidance: K-2 Literacy ✓ CPS Instructional Block Toolkits: Math	

Expectations for depth & breadth of Student Learning

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

50% of teachers at Hamline Elementary are in the first five years of their teaching career. As a matter of practice, teachers collaborate as grade level bands to co-plan, develop, and refine horizontally aligned curricula. Vertical alignment exists at only the most basic level (e.g., standards mapped out by academic year). Teacher knowledge of content is proficient overall, but knowledge of pedagogy and research-based methodology remains less than proficient for most. Students are mainly compliant with regard to assigned tasks, but are not observed to be authentically engaged in learning. Differentiation for individual learners, including implementation of IEP accommodations and modifications, as well as English learner accommodations, remains a significant area of growth for a majority of teachers. Academic rigor is often observed to be below grade level, both in unit plans as well as in instructional texts and learning tasks. While the Second Step SEL curriculum exist and is formally built into the master schedule, it is implemented inconsistently, especially at the middle school level.

Five Essentials (SY 2016-2017)
- Effective Leaders = 28th %ile
- Program Coherence = 44th %ile
- Collaborative Teachers = 38th %ile
- Ambitious Instruction = 39th %ile

CPS Performance Standards for School Leaders: Competencies B.1 and C.1
- Basic and Proficient (SY 2016-2017)
- Proficient and Distinguished (SY 2017-2018)

Guide for Curriculum

- ○
  - **Align units of instruction (horizontally/vertically) to scope and sequence maps and pace units and lessons appropriately.**
  - Focus so units can be adequately addressed in the time available.
  - Examine formative data to determine mastery and pace. Discuss how much time it takes to adequately address the essential elements, and the viability of documents that articulate essential content and timing of delivery (e.g. pacing guides, curriculum maps).
- ○ **Utilize the 'big ideas' that should be taught to determine whether students are being taught the body of knowledge, the understandings and the skills expected.**
  - Identify the essential understandings – what students should learn in greater depth. In other words, know 'covering everything but learning nothing' does not work.
- ○ **Expose and extend opportunities for all students to grade appropriate levels of text complexity in all types of texts, including informational in all content areas.**
  - Articulate language goals that are separate from and support content goals. Literacy - reading, writing and speaking are essential 'learning tools' across the curriculum (disciplinary literacy).
- ○ **Engage all learners in content areas by fully integrating opportunities for all learners, including:**
  - Diverse learners to demonstrate core knowledge and skills.
  - English Learners to develop academic language to demonstrate mastery.
    - Use English and native language development standards in addition to content standards to differentiate instruction and assessments for English learners, to ensure meaningful access to content, regardless of English language proficiency.
    - Understand research and implement programs to develop native language literacy for English learners.
  - Advanced learners to extend core knowledge and skills.
- ○ **Integrate academic and social emotional learning.**
- ○ **Connection to real world, authentic application of learning. For example,**
  - Provide opportunities for meaningful project-based learning.
  - Integrate field-based learning through partnerships with city institutions (e.g. museums), colleges, universities, and community based organizations.
- ○
  - Curriculum is culturally relevant/sustaining and provides opportunities to explore and celebrate students' communities, culture, history, and language.
  - Curriculum is tailored to the strengths, needs, and interests of each student.

Evidence, Measures, and Standards

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

NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING
✓ CPS Content Frameworks: Math, Science, Social Science, and Literacy ✓ CPS Literacy Scope and Sequence ✓ CPS Math Scope and Sequence Guidance ✓ Digital Citizenship Curriculum ✓ K-12 Financial Literacy Guide ✓ Personal Finance 3.0 Course ✓ Physical Education Scope & Sequence ✓ Health Education Scope & Sequence ✓ Interdisciplinary African & African American Studies Curriculum ✓ Interdisciplinary Latino and Latin American Studies Curriculum

Instructional Materials:

Score

1   2   **3**   4

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)

Teachers have access to a wide variety of instructional materials and resources, including books, manipulatives, technology, and digital instruction applications. Each teacher manages a leveled library in their classroom and may exchange and rotate books stored in leveled library resource rooms. Libraries exist in both buildings, but are not staffed or operated. There is a 1:1 student to Chromebook or laptop ratio for 3rd to 8th grade and 1:3 student to iPad ratio for pre-K to 2nd grade. Each classroom has a projector and most classrooms also have a document camera and interactive technology. Digital instructional applications include (e.g., ST Math, Achieve 3000, Imagine Learning, etc.).

50% of teachers at Hamline Elementary are in the first five years of their teaching career. Differentiation for individual learners, including implementation of IEP accommodations and modifications, as well as English learner accommodations, remains a significant area of growth for a majority of teachers. Teacher knowledge of content is proficient overall, but knowledge of pedagogy and data-driven instructional strategies remains less than proficient for most.

Five Essentials (SY 2016-2017)
- Ambitious Instruction = 39th %ile
- Supportive Environment = 34th %ile

CPS Performance Standards for School Leaders: Competency A.3
- Basic (SY 2016-2017)
- Proficient (SY 2017-2018)

Guide for Instructional Materials

Instructional materials (including technology) are…..

- **Aligned to curricular plans and expectations of the standards.**
- **Varied and flexible.**
  - Are selected and adapted based on learning objectives and learner needs.
  - Include a variety of quality media, manipulatives and supplies to achieve valued learning outcomes.
- **Intentionally planned by identifying or adapting appropriate tools (including technology) for specific instructional needs.**
  - Student outcomes and developmental appropriateness determine when and who will use the materials.
  - Materials are updated/upgraded in response to new information and understandings.
- **Equitably available and accessible to all teachers and students.**
  - Teachers and students have available a variety of high quality, standards-aligned instructional materials and resources.
  - Materials are in English and native language for English learners.
  - Reference and resource materials are readily available and circulated throughout the school.
- **Include multimedia and embedded, just-in-time supports (e.g. hyperlinked glossaries, background information, and on-screen coaching) – for conveying conceptual knowledge.**
  - Students interact with instructional materials to engage all modalities in the learning process.
  - Technology is integral to students learning experiences.
  - Units and lessons include grade-appropriate levels of texts and other materials so every student can access the content/skills.
- **Include tools and supports needed to access, analyze, organize, synthesize, and demonstrate understanding in varied ways – for learning and expression of knowledge.**

- The needs of the students at different performance levels are met by using a variety of instructional materials that allow students to draw on all of their learning capacities.
- The teacher models effective use of various materials.
- Students understand that materials are a means to acquire language, knowledge, and competencies.
- Technology enhances students' higher order, creative thinking and problem solving.
- Materials connect subject area content to real life applications.
- **Include alternative pathways including choice of content, varied levels of support and challenge, and options for recruiting and sustaining interest and motivation – for engaging and learning.**
  - Students make choices about instructional materials as part of learning.
  - Materials address the needs of the total child: cognitive, linguistic, social, emotional, physical, and aesthetic.
  - Consumables are often non-print supplies that promote active, hands-on learning.

Evidence, Measures, and Standards

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

✓ Universal Design for Learning Guidelines 2.0
✓ UDL PD Modules
✓ CPS Integrated Library System (S.O.A.R.)

Rigorous Student Tasks:

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

> Collaborative analysis of student work is not yet an established practice at Hamline Elementary. 50% of teachers at Hamline Elementary are in the first five years of their teaching career. Differentiation for individual learners, including implementation of IEP accommodations and modifications, as well as English learner accommodations, remains a significant area of growth for a majority of teachers. Teacher knowledge of content is proficient overall, but knowledge of pedagogy and data-driven instructional strategies remains less than proficient for most.
>
> Five Essentials (SY 2016-2017)
> - Ambitious Instruction = 39th %ile
> - English Instruction = 44th %ile
> - Math Instruction = 46th %ile
> - Academic Press = 35th %ile
> - Quality of Student Discussion = 30th %ile
>
> CPS Performance Standards for School Leaders: Competency B.1
> - Basic (SY 2016-2017)
> - Proficient (SY 2017-2018)

Guide for Rigorous Student Tasks

- **Begin with the belief that all students can learn. (see *Culture for Learning*)**
  - Convey high learning expectations for all students and develop structures that enable practice and perseverance for each individual student.
  - Create an environment where students assume responsibility for high-quality work by persevering, initiating improvements, addressing critiques, making revisions, adding detail and/or helping peers.
  - Communicate the necessity of attendance and engagement everyday in order to succeed.
- **Plan and assign tasks that are cognitively challenging for individual students and require students to provide evidence of their reasoning.**
  - Align tasks with standards-based learning objectives that reflect the depth of knowledge expectations.
  - Tasks are Integrative to draw on multiple standards.
  - Teach for Robust Understanding in Mathematics (TRU Math). Engage students with important mathematical ideas, not simply receiving knowledge, requiring students to engage in productive struggle.
- **Tasks reflect the key shifts in literacy.**

- **Complexity**: Tasks reward close reading of complex text; Focus on comprehension of academic language, not obscure vocabulary.
- **Evidence**: Cite evidence from text and write to sources, not decontextualized prompts.
- **Knowledge (non-fiction)**: Tasks embed reading and writing across disciplines with a variety of literary and informational complex texts and tasks and demonstrate comprehension through speaking, listening.
  - ○ **Tasks reflect the key shifts in mathematics.**
    - **Focus**: Tasks reflect a curricular and instructional focus on the major work in (e.g. operational fluency and number sense in K-2).
    - **Coherence**: Multi-grade progressions stress key beginnings (e.g. ratios in 6th grade) and key end points (e.g. fluency with multiplication in 3rd);
    - **Rigor**: Problems require construction of mathematical reasoning and critiques of other possible solutions.
  - ○ **Provide opportunities for students to create authentic work for real audiences (beyond the teacher) to motivate them to meet standards and engage in critique and revision.**
  - ○ **Examine student work to identify and showcase the qualities of strategic thinking that are both rich in content and relevant for students.**
    - Analyze models with students to build a vision of quality.
    - Use protocols to collectively reflect regularly on the level of cognitive demand asked of students across the school, particularly priority group students, to think strategically as speakers, listeners, readers, and writers.
    - Analyze student work samples as part of professional learning to best support students' attainment of quality work and standards.

Evidence, Measures, and Standards

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

A strong emphasis is placed on Elementary On-Track as a measure of student readiness for success in high school and beyond. Students conduct visits to local high schools and are encouraged to explore their high school options via shadow visits and investigation days. Hamline Elementary has hosted high school fairs and held a Family STEM Night in which The James Dyson Foundation, Bit Space, and Loyola University Chicago engaged students, families, and teachers in interactive and hands on activities related to STEM education and careers. The school counselor is provided formal opportunities to engage middle school students and their families in workshops related to the high school application and selection process.

Five Essentials (SY 2016-2017)
- Ambitious Instruction = 39th %ile
- Supportive Environment = 34th %ile

CPS Performance Standards for School Leaders: Competencies C.1
- Proficient (SY 2016-2017)
- Distinguished (SY 2017-2018)

Guide for Transitions, College & Career Access & Persistence

- ○ **TRANSITIONS - Have structures and processes in place to ensure successful transitions (e.g. into school , grade to grade, school to school, school to post-secondary).**
  - Mitigate the adverse effects experienced by some students in transition – such as arriving part-way through the school year – that can cause students to fall behind or become disengaged from school.
  - Monitor the progress of English learners after transition from services.
  - Provide programs and interventions that help students as they move from middle school through Freshmen year, including but not limited to: High School Investigation Days, CTE recruitment fairs, Freshmen Connection program (where budget allows), and a robust Freshmen Orientation program.

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

Evidence, Measures, and Standards

Expectations for depth & breadth of Quality Teaching

Instruction:

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

Score

1 **2** 3 4

50% of teachers at Hamline Elementary are in the first five years of their teaching career. Planning for small group instruction has been an area of focus over the past two years, and has been implemented with varying degrees of fidelity. Instructional strategies from Teach Like a Champion were studied and practiced throughout SY 2017-2018. Knowledge of students and use of student data to inform planning for instruction is inconsistent across the faculty. Techniques for questioning and discussion are a significant area of growth for a majority of teachers, with most Q&D being either low-level and/or teacher-directed. Similarly, use of assessment during instruction and, subsequently, responding to students' real-time needs is an area considerable growth for a majority of teachers.

Peer observations and learning walks have been limited to mentors and members of the Leadership Team. Differentiation for individual learners, including implementation of IEP accommodations and modifications, as well as English learner accommodations, remains a significant area of growth for a majority of teachers. Academic rigor is often observed to be below grade level, both in unit plans as well as in instructional texts and learning tasks. While the Second Step SEL curriculum exist and is formally built into the master schedule, it is implemented inconsistently, especially at the middle school level.

Five Essentials (SY 2016-2017)
- Effective Leaders = 28th %ile
- Ambitious Instruction = 39th %ile
- English Instruction = 44th %ile
- Math Instruction = 46th %ile
- Academic Press = 35th %ile
- Quality of Student Discussion = 30th %ile
- Supportive Environment = 34th %ile

CPS Performance Standards for School Leaders: Competencies B.1 and B.2
- Basic (SY 2016-2017)
- Proficient (SY 2017-2018)

Guide for Instruction

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Evidence of best practices (flexible grouping, cognitively demanding tasks, open-ended questions) ✓ Informational observations, peer observations, learning walks ✓ Lesson studies
Measures	✓ SQRP Attainment and Growth ✓ REACH observation trends (de-identified)
Five Essentials	Ambitious Instruction Effective Leaders Supportive Environment
MTSS Framework	Curriculum & Instruction
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
NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING	
✓ CPS Framework for Teaching with Critical Attributes	
✓ CPS Framework for Teaching Professional Learning Modules	
✓ CPS Framework for Teaching Professional Learning Opportunities	
✓ Special Education Addendum	
✓ English Language Learner Addendum	

CPS SCHOOL EXCELLENCE FRAMEWORK   10

Balanced Assessment & Grading:

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

Score

1   **2**   3   4

All students in grades K to 8th are cyclically examined using standardized District-wide assessments (e.g., TRC, DIBELS, NWEA, ACCESS, PARCC, etc.). While teachers within the same grade level band are encouraged to co-plan in the development and implementation of a common curricula, it is unclear if there are consistent common unit and module assessments outside of the Engage New York curriculum for mathematics.

Grade level teams met before the start of SY 2017-2018 to develop and adopt common categories, weights, and expectations in alignment with the CPS grading policy guidelines. Administration has checked for consistency and alignment of Gradebooks on a quarterly basis. The school grading policy is available to all staff in the Team Handbook and has been referenced by administration on multiple occasions.

Differentiation in assessment for individual learners, including diverse learners and English learners, remains a significant area of growth for a majority of teachers, both in planning and implementation. Moreover, design of multiple measures or pathways of assessment are not evident for most teachers at Hamline. Students' Elementary On-Track rates are regularly provided to teachers in grades 3rd to 8th for use in planning of MTSS classroom interventions.

Five Essentials (SY 2016-2017)
- Ambitious Instruction = 39th %ile
- English Instruction = 44th %ile
- Math Instruction = 46th %ile
- Academic Press = 35th %ile
- Quality of Student Discussion = 30th %ile

CPS Performance Standards for School Leaders: Competency B.1
- Basic (SY 2016-2017)
- Proficient (SY 2017-2018)

Guide for Balanced Assessment & Grading

- **Use multiple measures (i.e. a range of assessment types and at multiple points in time) to supplement district-centralized assessments with other formative assessments to provide a more comprehensive picture of student learning.**
- **Use screening, diagnostic, and progress monitoring assessment to correctly identify specific gaps and monitor improvement, especially for students receiving Tier 2 and 3 services, in addition to Tier 1 core instruction.** (also see *MTSS* and *Instruction*)
- **Make assessments accessible to students, including diverse learners and English Learners through employing features of** universal design **and use of accommodations and, where needed, modifications.**
  - Provide accommodations in presentation (i.e. how assessment text and tasks are presented to students), response (i.e. how students provide their answers), and/or setting/timing (i.e. scheduling/location of assessment).
- **Utilize assessments that reflect the key shifts in literacy and mathematics in teacher created or selected assessments.** (see Rigorous Student Tasks)
- **Utilize assessments that measure the development of academic language for English learners.**
- **Have access to and analyze school-wide, teacher team, and classroom assessment data to determine instructional effectiveness and subsequent learning needs**
- **Improve and promote assessment literacy.**
  - Work together on building common assessments within a department, course, or grade level team.
  - Invest resources in helping teachers evaluate and improve the quality of formative assessments. For example, use the Assessment Design Toolkit.
  - Use common protocols and calibrate on scoring and grading in teacher teams.

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS	
Suggested Evidence	✓ Examples of a variety of teacher created and teacher selected assessments ✓ Units and lesson plans with formative and summative assessments embedded in a long term plan ✓ Evidence of assessment data analysis for the purpose of planning ✓ Assessment calendar ✓ Examples of gradebooks ✓ School's grading policy ✓ Grade distribution reports (course success rates)
Measures	✓ SQRP Attainment and Growth
Five Essentials	Ambitious Instruction
MTSS Framework	Curriculum & Instruction
CPS Framework for Teaching	1c. Selecting Learning Objectives 1e. Designing Student Assessment 3d. Using Assessment in Instruction 4a. Reflecting on Teaching & Learning 4b. Maintaining Accurate Records
CPS Performance Standards for School Leaders	B1. Implements Curricular Scope and Sequence and Reviews Instructional Practices
Now What? Materials to Support Improvement Planning	
✓ CPS Balanced Assessment Framework & Assessment Models ✓ Assessment Design Toolkit ✓ Teacher Made Assessment Basics ✓ Grading principals and guidelines ✓ Great Schools Partnership --Grading + Reporting	

Multi-Tiered System of Supports:

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

Score

1   **2**   3   4

While much time and consideration has been allocated to the learning and practice of strong and research-based Tier 1 strategies for instruction and SEL, Tier 2 and Tier 3 interventions remain in the initial stages of development and implementation. Universal SEL instruction and strategies are available via the Second Step curriculum, but there is great inconsistency in fidelity of implementation, especially in the middle school grades.

Academic and SEL differentiation for individual learners, including diverse learners and English learners, remains a significant area of growth for a majority of teachers, both in planning and implementation. Personal Learning Plan (PLP) goals and Tier 3 intervention strategies remain weak, overall. On-Track rates are regularly provided to teachers in grades 3rd to 8th for use in planning of MTSS classroom interventions, however, development of SMART goals and use of progress monitoring is inconsistent. Although a Behavioral Health Team (BHT) and MTSS Team meet regularly, they do not engage all teachers in the planning and monitoring of targeted student supports.

Communication with families has been a major initiative in SY 2017-2018, however, only about 70% of teachers regularly communicate and/or document such communications in Student Logger. While issues related to student conduct and behavior have improved significantly over SY 2017-2018, pockets of bullying behaviors and other instances of seriously disruptive or chronic misconduct persist, especially in the intermediate and middle school grades.

Student attendance has grown by over +1.2% in SY 2017-2018 compared with the previous year and is essentially on par with SY 2015-2016. That said, approximately 50 students have attendance rates below 90%.

Five Essentials (SY 2016-2017)
- Ambitious Instruction = 39th %ile
- English Instruction = 44th %ile
- Math Instruction = 46th %ile
- Academic Press = 35th %ile
- Quality of Student Discussion = 30th %ile
- Collaborative Teachers = 38th %ile
- Supportive Environment = 34th %ile

CPS Performance Standards for School Leaders: Competency B.3
- Basic (SY 2016-2017)
- Proficient (SY 2017-2018)

Guide for Multi-Tiered System of Supports

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

Evidence, Measures, and Standards

EVIDENCE, MEASURES, AND STANDARDS

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

Culture for Learning:

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

Score

1 2 **3** 4

> Establishing an authentic culture for learning was the first learning cycle of SY 2017-2018 with over 20 hours of professional learning time dedicated to ensuring robust Tier 1 implementation. Students' Elementary On-Track rates are regularly provided to teachers in grades 3rd to 8th for use in planning of MTSS classroom interventions. Student attendance has grown by over +1.2% in SY 2017-2018 compared with the previous year and is essentially on par with SY 2015-2016. That said, approximately 50 students have attendance rates below 90%.
>
> Communication with families has been a major initiative in SY 2017-2018. That said, only about 70% of teachers regularly communicate and/or document such communications in Student Logger. While issues related to student conduct and behavior have improved significantly over SY 2017-2018, pockets of bullying behaviors and/or other instances of seriously disruptive and/or chronic misconduct persist, especially in the intermediate and middle school grades.
>
> Five Essentials (SY 2016-2017)
> - Ambitious Instruction = 39th %ile
> - Collaborative Teachers = 38th %ile
> - School Commitment = 19th %ile
> - Quality of Student Discussion = 30th %ile
>
> CPS Performance Standards for School Leaders: Competency C.1
> - Proficient (SY 2016-2017)
> - Distinguished (SY 2017-2018)

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
MTSS Framework	Curriculum & Instruction
CPS Performance Standards for School Leaders	C1. Creates a Culture that Supports Social Emotional Learning and Effective Effort
Now What? Materials to Support Improvement Planning	
✓ Teaching Adolescents: The Role of Non-cognitive Factors in Shaping School Performance ✓ Framework for Teaching Companion Guide p. 50 ✓ Social Emotional Learning Supports (cps.edu/sel) ✓ ASCA Mindsets & Behaviors	

Relational Trust:

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

Score

1   2   **3**   4

There has been a strong emphasis on cultivating and maintaining high levels of relational trust among faculty and staff at Hamline Elementary, especially given that 50% of the staff is new-to-Hamline within the past two years. New-to-Hamline PLC and mentoring program are well-established and provide additional support for new staff and first-year teachers. 90-day interviews were conducted with new staff. Additionally, exit interviews have been conducted with staff who have transferred out retired, or resigned.

Administration hosts coffees with the Principals monthly for parents and quarterly for staff. Time has been dedication to discussion of inclusion and equity, especially with regard to diverse learners, English learners, and LGBTQ+ students.

Five Essentials (SY 2016-2017)
- Collaborative Teachers = 38th %ile
- Teacher-Teacher Trust = 47th %ile
- Teacher-Principal Trust = 17th %ile
- Teacher-Parent Trust = 47th %ile
- Student-Teacher Trust = 45th %ile
- Supportive Environment = 34th %ile

CPS Performance Standards for School Leaders: Competency D.2 and E.1
- Basic and Distinguished (SY 2016-2017)
- Proficient and Distinguished (SY 2017-2018)

Guide for Relational Trust

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

Evidence, Measures, and Standards

Student Voice, Engagement, & Civic Life:

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

Score

1 **2** 3 4

> MVMS response rates were 99% for students and 91% for staff in SY 2016-2017; and 100% for students and 84% for staff in SY 2017-2018. After school instruction, music, basket, and soccer programs were active in SY 2016-2017, with many more after school programs added in SY 2017-2018. New staff have been the main players in increased club and sport sponsorship.
>
> Students have not formed student-led or student voice organizations. While the 8th grade elected class officers, the positions are mostly ceremonial. More formal and informal structures for engaging students need to be developed and implemented. A school-wide civics culture is nonexistent.
>
> Five Essentials (SY 2016-2017)
> - Supportive Environment = 34th %ile
>
> CPS Performance Standards for School Leaders: Competency D.3
> - Basic (SY 2016-2017)
> - Distinguished (SY 2017-2018)

Guide for Student Voice, Engagement, & Civic Life

Study politics

- Teachers teach about the structure and function of government as well as local, national, and international political structures and power dynamics.
- Teachers invite students to reflect on their own role in the political landscape, engage in analyses of power, and identify strategies they can use to utilize civic power as an individual and as a member of a community.
- **Become informed voters and participants in the electoral process**
    - Students learn about the history and structures of the local and national voting process and ballot issues and candidates.
    - The school supports non-partisan engagement in all parts of the electoral process, including voter education, voter mobilization and registration.
    - There are a variety of school/classroom activities or simulations that support student voter preparation and participation in the electoral process.

- **Engage in discussions about current and controversial issues**.
    - Students prepare for discussions, learn about issues that matter to them through deliberation, evaluate evidence from a range of sources, consider competing views, develop arguments, and deepen their viewpoints.
    - With teachers' support, students learn how to engage in and lead respectful and productive democratic discussions where everyone expresses their viewpoints, shares evidence, and listens to one another.
    - Teachers teach how to find different points of view online and instruct how to engage in respectful, informed, and productive online dialogue.
- **Explore their identities and beliefs**
    - Teachers design learning experiences that enable students to explore how their identities influence their lived experiences and their perspectives.
    - Students are encouraged to learn about and understand the perspectives of those who have different identities and beliefs.
    - School staff reflect on their own identities and consider how that impacts their role and support of teaching and learning with youth.
- **Exercise student voice**
    - Students can participate on multiple decision/policy making bodies and their perspectives are regularly included in decisions at their school.
    - Student Voice Committee represents the diversity of the school, addresses school-based issues, and regularly gathers input from their peers to inform and impact school policy and decisions.
    - Teachers respond to and integrate students' lived experiences, perspectives, and interests in class.
    - Authentically **interact with civics leaders**
    - Students learn about community, city, state, and national civic leaders and their roles in civil society.
    - School staff support engagement with civic leaders by inviting them into classrooms/the school and identifying face-to-face or online avenues for students to share their feedback and perspectives with civic leaders.

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

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

- Experience a **Schoolwide civics cultur**
    - School leaders articulate a commitment to and vision for the importance of civic learning; students are civic leaders in the school.
    - Schools integrate civic learning across the curriculum, including projects that address relevant issues in their schools and communities.
    - School staff have professional development, collaboration time, and curriculum resources to infuse civic learning across disciplines.
    - Systems and structures exist where students are invited to participate in shaping school's policies, goals, instruction, and climate.

Evidence, Measures, and Standards

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

Safety & Order:

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

Score

1   2   **3**   4

A constant and sustained focus on safety has been the foundation for all school-wide routines, procedures, and policies for the past two years. A new student uniform policy was initiated in SY 2017-2018 in order to reduce the presence of any gang-related colors and/or symbols and to provide a sense of unity and culture among the student body. Security checks of student bags and persons has continued for 4th to 8th grades in the main building, which includes use of a metal detector archway. Arrival and dismissal procedures have been enhanced to ensure maximal student safety. Improvements to both physical plants, including enhanced internal and external lighting, flooring, internal camera installation, re-keying, and the abatement of hazardous materials has addressed decades of deferred maintenance. While additional work on facilities improvements is still needed, the most pressing safety and security concerns have been addressed.

Major emphasis has been given to classroom learning environments, restorative practices, and strategies for addressing classroom management and student conduct. Strong Tier 1 strategies are in place to establish and sustain high expectations for teachers, students, and members of the school community. The staff has engaged in professional development with regard to restorative practices, preventing and interrupting bullying behaviors, creating affirming environments for LGBTQ+ students, safety care for diverse learners, and several hours of professional learning and practice with key classroom management and instructional strategies from Teach Like a Champion.

Additionally, partnerships have been formed with the Back of the Yards Neighborhood Council, the Peace and Education Coalition, the Project for Nonviolence Chicago, and the UNION Impact Center to provide a safe space for after-school open gym and indoor soccer. During the winter months of SY 2017-2018, community activities occurred 6 out of 7 days a week.

Five Essentials (SY 2016-2017)
- Supportive Environment = 34th %ile
- Safety = 25th %ile

CPS Performance Standards for School Leaders: Competency D.3
- Basic (SY 2016-2017)
- Distinguished (SY 2017-2018)

Guide for Safety & Order

- **Ensure students and adults feel physically, socially, intellectually, and emotionally safe throughout the school.**
- **Provide clear procedures for reporting and responding to safety concerns.**
- **Manage efficient and orderly transitions between activities.**
    - Manage classroom routines and procedures to maximize instructional time.
    - Orchestrate the environment so students contribute to the management of classroom routines (e.g. transitions) without disruption of learning).
    - Arrival, dismissal, and other school-wide transitions are safe, efficient, and orderly.
- **Provide a framework for positive behavior throughout the school based on shared values and expectations.**
    - Have shared expectations for positive behavior. (See Restorative Approaches to Discipline)
- **Teach, model, and reinforce (by all staff members) clear behavior expectations for all areas of the school.**
    - All adults use active supervision (move, scan, and interact) in all settings.
- **Have a voice and take informed action.**
    - Students are included in key conversations about their learning experience and work with the principal and staff to identify issues and implement solutions. (e.g. student voice committee).
    - Students initiate and lead some school improvement initiatives.
    - Students participate in democratic decision-making at the school level.
    - Students identify and research issues of relevance and work together to propose/advocate for solutions.
- **Emphasize proactive, instructive, and restorative approaches to student behavior and minimize punitive consequences through policies and procedures. (See Restorative Approaches to Discipline)**
    - Adults correct misbehavior in ways that reinforce established expectations and cause minimal disruption to learning.
- **Clarify criteria for office referrals versus classroom managed behavior.**

Evidence, Measures, and Standards

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

Restorative Approaches to Discipline:

Score

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

Student Behavior (CPS Dashboard) - Fighting among students decreased 97% from SY 2016-2017 to SY 2017-2018 to its lowest point in the past 4 years. Overall student misconduct and infractions has also decreased in SY 2017-2018 compared with SY 2016-2017, especially for the most seriously disruptive conduct. Suspensions have accounted for fewer than 25% of consequences in SY 2017-2018. Moreover, parity of suspensions for race/ethnicity and gender has improved over the past four years.

Hamline Elementary partners with the John Marshall Law School Restorative Justice Project as well as No Bully to train, promote, and practice health habits for conflict resolution and cultivation of positive peer-to-peer relationships.

Five Essentials (SY 2016-2017)
- Supportive Environment = 34th %ile

CPS Performance Standards for School Leaders: Competency D.3
- Basic (SY 2016-2017)
- Distinguished (SY 2017-2018)

Guide for Restorative Approaches to Discipline

- **PROACTIVE - Reinforce positive student behavior with clear expectations, routines, and procedures.**
  - A team meets regularly to organize systems that support a restorative environment.
  - Develop, reinforce, and model shared agreements and clear, positively stated expectations.
  - Well-managed routines and transitions maximize instructional time.
  - Engage families as partners.
  - Contact families frequently to inform them of positive student behavior and progress.
  - Vary acknowledgements and provide both short and long term opportunities for reinforcement for all students.
- **INSTRUCTIVE - Integrate universal SEL skills instruction and core content.**
  - Intentionally teach competencies outlined in SEL Standards. Use discipline as opportunity to teach these skills.
  - Use a Multi-tiered System of Supports (MTSS) for social, emotional, and behavioral growth.
    - Use data to determine which behaviors should be retaught or more heavily reinforced.
  - Explicitly teach expected behavior and positively reinforce consistently school-wide.
  - Avoid power struggles with students by offering choices. Redirect students privately and respectfully.
- **RESTORATIVE - Employ a discipline system that guides students to take ownership, resolve conflict, and learn from their actions.**
  - Support all staff to engage in restorative conversations and respond to behavior incidents in ways that de-escalate conflict, reteach expectations, build social & emotional skills, repair relationships, and cause minimal disruption to learning.
  - Support staff in understanding the impact of trauma on student behaviors and using trauma-sensitive approaches to discipline.
  - Identify clear disciplinary procedures for classroom-managed behaviors and office-managed behaviors. Develop a continuum of interventions and logical consequences that address the root cause of behavior and align to MTSS processes.
  - Ensure discipline systems minimize the use of punitive responses, including removing students from the classroom or school community.
  - Respond equitably to students in all subgroups. Implement processes that address and meet the needs of students who are impacted by behavior incidents.
  - Designate an administrator, such as a dean or restorative practices coordinator, responsible for leading centrally-managed response to behaviors using consistent, restorative processes.
  - Provide opportunities for students to take responsibility for repairing harm caused by their actions, generate solutions, and resolve conflicts with peers or staff.

Evidence, Measures, and Standards

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

NOW WHAT? MATERIALS TO SUPPORT IMPROVEMENT PLANNING
✓ CPS Restorative Practice Guide & Toolkit
✓ Guideline for Effective Discipline

Parent and Family Partnership:

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

Score

1   2   **3**   4

Communication with families has been a major initiative in SY 2017-2018, however, only about 70% of teachers regularly communicate and/or document such communications in Student Logger. Through a partnership with The Resurrection Project, parents have been trained to serve as mentors in classrooms at Hamline Elementary. Family events, such as Family Literacy Night, the Winter Carnival, Family STEM Night, and Day of the Child have increased opportunities for families and community members to engaged with faculty and staff at Hamline.

Improvements to both physical plants, including enhanced internal and external lighting, flooring, internal camera installation, re-keying, and the abatement of hazardous materials has addressed decades of deferred maintenance. While additional work on facilities improvements is still needed, the most pressing safety and security concerns have been addressed. Additionally, care has been taken to paint and restore common areas, including hallways, the front office, entryways, the multipurpose room, community rooms, and auditorium. Work is currently in process to refurbish the auditorium, library, and community room in the main building.

The parent handbook was completely revised and translated into English and Spanish in the first quarter of SY 2017-2018. Coffee with the Principals and Coffee with the Counselor events are held monthly to share information and respond to parents' concerns.

Five Essentials (SY 2016-2017)
- Involved Families = 45th %ile
- Teacher-Parent Trust = 47th %ile
- Parent Involvement = 48th %ile
- Parent Influence = 39th %ile

CPS Performance Standards for School Leaders: Competency D.1
- Basic (SY 2016-2017)
- Distinguished (SY 2017-2018)

Guide for Parent and Family Partnership

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

Evidence, Measures, and Standards

School Excellence Framework Priorities

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

Goals

Required metrics (Elementary)   18 of 18 complete

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
National School Growth Percentile - Reading					
10% growth per year	66.00	60.00	70.00	80.00	90.00
National School Growth Percentile - Math					
10% growth per year, using SY 2015-2016 as baseline	39.00	18.00	40.00	50.00	60.00
% of Students Meeting/Exceeding National Ave Growth Norms					
5% growth per year, using SY 2015-2016 as baseline	51.90	44.80	55.00	60.00	65.00
African-American Growth Percentile - Reading					
5% growth per year	(Blank)	(Blank)	70.00	75.00	80.00
Hispanic Growth Percentile - Reading					
5% growth per year	66.00	60.00	70.00	75.00	80.00
English Learner Growth Percentile - Reading					
5% growth per year	54.00	70.00	75.00	80.00	85.00
Diverse Learner Growth Percentile - Reading					
5% growth per year	(Blank)	(Blank)	70.00	75.00	80.00
African-American Growth Percentile - Math					
5% growth per year	(Blank)	(Blank)	70.00	75.00	80.00
Hispanic Growth Percentile - Math					
5% growth per year, using SY 2015-2016 as baseline	40.00	18.00	40.00	45.00	50.00
English Learner Growth Percentile - Math					
5% growth per year, using average of SY 2015 to 2017 as baseline	70.00	31.00	50.00	55.00	60.00
Diverse Learner Growth Percentile - Math					
5% growth per year	(Blank)	(Blank)	70.00	75.00	80.00
National School Attainment Percentile - Reading (Grades 3-8)					
10% growth per year	13.00	19.00	25.00	35.00	45.00
National School Attainment Percentile - Math (Grades 3-8)					

10% growth per year	14.00	14.00	25.00	35.00	45.00

National School Attainment Percentile - Reading (Grade 2)

5% growth per year, using SY 2015-2016 as baseline	24.00	4.00	30.00	35.00	40.00

National School Attainment Percentile - Math (Grade 2)

5% growth per year, using SY 2015-2016 as baseline	31.00	10.00	30.00	35.00	40.00

% of Students Making Sufficient Annual Progress on ACCESS

10% growth per year, using SY 2015-2016 as baseline	28.80	(Blank)	35.00	45.00	55.00

Average Daily Attendance Rate

1% gain per year, using SY 2015-2016 as baseline	94.70	93.40	95.00	96.00	97.00

My Voice, My School 5 Essentials Survey

Moderately Organized, Organized, Well Organized	(Blank)	(Blank)	(Blank)	(Blank)	(Blank)

Custom metrics   2 of 2 complete

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
Teacher Retention					
Retention of quality, growth-mindset teachers is critical to the stability, morale, and continuity of professional development of the school faculty.	48.60	95.00	95.00	95.00	95.00
Grades 3-8 On Track					
The percent of students in grades 3-8 who have an attendance rate of 95% or greater and earned a C or higher in reading and math.	50.40	65.00	70.00	75.00	80.00

Strategies

Strategy 1

If we do...	...then we see...	...which leads to...
Provide time and support for teachers to collaboratively develop unit plans, learn how to meaningfully integrate social-emotional learning, and design relevant and real-world performance tasks	Units of instruction that are cohesive and aligned to scope and sequence maps, intentionally integrated with social-emotional learning, and reflective of a framework for 21st century learning	Increased growth and attainment for reading and mathematics, higher rates of student attendance, and learning that is connected to real-world and authentic applications

Tags:
21st century skills, Scope and sequence, Social emotional learning, Real world application

Area(s) of focus:
1

Action step	Responsible	Timeframe	Status
Middle School Responsive Classroom training for teachers in grades 6th to 8th as well as enrichment teachers	Principal	Jul 24, 2018 to Jul 27, 2018	Completed

Responsive classroom

Elementary Responsive Classroom training for teachers in grades kindergarten to 5th	Principal	Jul 24, 2018 to Jul 27, 2018	Not started

Responsive classroom

Extended day bucket for teacher after-school and summer planning of units	Assistant Principal	Jun 25, 2018 to Jun 29, 2018	Completed

Scope and sequence, Unit plans

Extended day bucket for teacher summer planning of aligned, common performance tasks	Assistant Principal	Jun 11, 2018 to Jun 15, 2018	Completed

Assessments, Performance tasks

Professional development on the framework for 21st century learning skills	Principal and Assistant Principal	Aug 28, 2018 to Aug 31, 2018	Not started

Professional development, 21st century skills

Strategy 2

If we do...	...then we see...	...which leads to...
Develop effective lesson plans, establish routines for independent practice, and aggressively monitor student learning	A range of effective pedagogical approaches suitable to students learning, student-centered learning and discourse, and integrated formative assessment	Increased growth and attainment for reading and mathematics, higher quality of student discussion, and greater academic press

Tags:
Lesson plans, Formative assessment, Student centered, Check for understanding, Independent practice, Academic press, Questioning & discussion

Area(s) of focus:
2

Action step	Responsible	Timeframe	Status
Provide professional development on data-driven planning and preparation	Assistant Principal	Aug 28, 2018 to Aug 31, 2018	Not started

Data driven instruction, Planning for instruction, Domain 1, Data driven culture

Provide professional development on aggressive monitoring	Assistant Principal	Aug 28, 2018 to Aug 31, 2018	Not started

Monitioring protocols

Provide professional development on techniques for student questioning and discussion	Assistant Principal	Aug 28, 2018 to Aug 31, 2018	Not started

Student discourse, Questioning & discussion, Question and discussion techniques

Strategy 3

If we do...	...then we see...	...which leads to...
Develop an assessment tool to inform interventions, adopt of portfolio of Tier 2 and Tier 3 supports, and plan a learning cycle focused on multi-tiered systems of support	A menu of available interventions in use, progress monitoring that tracks effectiveness of interventions, and classrooms that are student-centered with student agency	Increased growth and attainment for reading and mathematics, higher rates of student attendance, and improved an elementary on track rate

Tags:
MTSS, Progress moniorting, Tier 2 & 3, Multi-tiered support systems, Student centered, Student agency

Area(s) of focus:
3

Action step	Responsible	Timeframe	Status
Identify and purchase research-based Tier 2 and Tier 3 interventions	Principal and PPLC	Jul 2, 2018 to Jul 13, 2018	On-Track

Tier 2 & 3

Plan a three-part PD fr GLE before start of MTSS interventions cycles	Principal	Jul 9, 2018 to Jul 20, 2018	Completed

MTSS, Learning cycle

Provide professional development on Tier 2 and Tier 3 interventions	Principal and ILT	Aug 28, 2018 to Aug 31, 2018	On-Track

Professional development, Tier 2 & 3

Identify an MTSS assessment tool	Principal and ILT	Oct 1, 2018 to Oct 5, 2018	On-Track

MTSS, Assessment tools

Use 5-Star Students as a token economy to promote students' on-time daily attendance	Principal and Technology Coordinator	Aug 20, 2018 to Sep 4, 2018	Not started

Attendance, Attendance interventions, Attendance incentives

Provide teachers, students, and parents with attendance reports and menu of interventions	Principal, ILT, and PAC	Aug 20, 2018 to Sep 4, 2018	Completed

Attendance plan, Attendance data

Strategy 4

If we do...	...then we see...	...which leads to...
Focus on key shifts in literacy and mathematics, identify depth of knowledge (DOK) expectations, and use protocols to collaboratively analyze student work	Tasks that are cognitively challenging for individual students, opportunities for students to create authentic work for real-world audiences, collegial examination of student work	Increased growth and attainment for reading and mathematics, higher quality of student discussion, and more authentic student engagement in learning

Tags:
Depth of knowledge, Student engagement, Differentiation, Student work protocol, Student discourse, Real world application

Area(s) of focus:
4

Action step	Responsible	Timeframe	Status
Provide professional development on key shifts in literacy and mathematics	Assistant Principal and ILT	Nov 5, 2018 to Nov 16, 2018	Not started

Professional development, Literacy, Common core state standards, Mathematics

Provide professional development on depths of knowledge (DOK)	Assistant Principal and ILT	Nov 19, 2018 to Nov 30, 2018	Not started

Depth of knowledge

Adopt protocols to regularly and collectively examine student work	Assistant Principal and ILT	Dec 3, 2018 to Dec 21, 2018	Not started

Student work protocol

Strategy 5

If we do...	...then we see...	...which leads to...
Collaboratively revise the school vision statement, implement a distributive leadership model via Empowered Schools, and utilize multi-classroom leaders	A collective sense of purpose, situational leadership, a coherent instructional program, and an effective prioritization of time and effort	Increased growth and attainment for reading and mathematics, greater teacher effectiveness, shared accountability, and an improved teacher retention rate

Tags:
Collective responsibility, Teacher leadership, Time management, Mission and vision, Distributive leadership, Priorities, Coherence

Area(s) of focus:
5

Action step	Responsible	Timeframe	Status
Design a master schedule that allows for instructional coaches	Assistant Principal	Mar 5, 2018 to May 5, 2018	Completed

Instructional Coaching, Master schedule

Hire multi-classroom leaders via Empowered Schools for middle school mathematics and primary bilingual education	Principal and School Design Team	Apr 11, 2018 to May 5, 2018	Completed

Mathematics, Bilingual education, Distributive leadership

Collaboratively revise the school vision statement	Senior Leadership Ensemble	Nov 5, 2018 to Nov 16, 2018	Not started

Collaboration, Mission and vision

Professional development for MCLs	MCLs	Jul 2, 2018 to Aug 24, 2018	Completed

Professional development

Action Plan

Strategy 1

COMPLETED Extended day bucket for teacher after-school and summer planning of units"

Jun 25, 2018 to Jun 29, 2018 - Assistant Principal

Status history

Jun 30

COMPLETED Jun 30, 2018
Evidence
Aligned unit plans

COMPLETED Middle School Responsive Classroom training for teachers in grades 6th to 8th as well as enrichment teachers"

Jul 24, 2018 to Jul 27, 2018 - Principal

Status history

Jun 30

COMPLETED	Jun 30, 2018

Evidence
Teacher participation

NOT STARTED	Elementary Responsive Classroom training for teachers in grades kindergarten to 5th"

Jul 24, 2018 to Jul 27, 2018 - Principal

Status history

Jun 30

NOT STARTED	Jun 30, 2018

Evidence
Teacher participation

COMPLETED	Extended day bucket for teacher summer planning of aligned, common performance tasks"

Jun 11, 2018 to Jun 15, 2018 - Assistant Principal

Status history

Jun 30

COMPLETED	Jun 30, 2018

Evidence
Aligned and common assessments

NOT STARTED	Professional development on the framework for 21st century learning skills"

Aug 28, 2018 to Aug 31, 2018 - Principal and Assistant Principal

Status history

Jun 30

NOT STARTED	Jun 30, 2018

Evidence
Teacher participation

Strategy 2

NOT STARTED	Provide professional development on data-driven planning and preparation"

Aug 28, 2018 to Aug 31, 2018 - Assistant Principal

Status history

Jun 30

NOT STARTED	Jun 30, 2018

Evidence
Quality of Stage 3 learning plans

NOT STARTED	Provide professional development on aggressive monitoring"

Aug 28, 2018 to Aug 31, 2018 - Assistant Principal

Status history

Jun 30

NOT STARTED	Jun 30, 2018

Evidence

Teachers' observed aggressively monitoring

NOT STARTED	Provide professional development on techniques for student questioning and discussion"

Aug 28, 2018 to Aug 31, 2018 - Assistant Principal

Status history

Jun 30

NOT STARTED	Jun 30, 2018

Evidence

Quality of student discussion

Strategy 3

ON-TRACK	Identify and purchase research-based Tier 2 and Tier 3 interventions"

Jul 02, 2018 to Jul 13, 2018 - Principal and PPLC

Status history

Jun 30

ON-TRACK	Jun 30, 2018

Evidence

Tier 2 and 3 materials

ON-TRACK	Provide professional development on Tier 2 and Tier 3 interventions"

Aug 28, 2018 to Aug 31, 2018 - Principal and ILT

Status history

Jun 30

ON-TRACK	Jun 30, 2018

Evidence

Teacher participation

ON-TRACK	Identify an MTSS assessment tool"

Oct 01, 2018 to Oct 05, 2018 - Principal and ILT

Status history

Jun 30

ON-TRACK	Jun 30, 2018

Evidence

Roll-out of MTSS assessment tool

COMPLETED	Plan a three-part PD fr GLE before start of MTSS interventions cycles"

Jul 09, 2018 to Jul 20, 2018 - Principal

Status history

Jun 30

COMPLETED | Jun 30, 2018
Evidence
Professional learning calendar

NOT STARTED | Use 5-Star Students as a token economy to promote students' on-time daily attendance"

Aug 20, 2018 to Sep 04, 2018 - Principal and Technology Coordinator

Status history

Jun 30

NOT STARTED | Jun 30, 2018
Evidence
Technology apparatus in place

COMPLETED | Provide teachers, students, and parents with attendance reports and menu of interventions"

Aug 20, 2018 to Sep 04, 2018 - Principal, ILT, and PAC

Status history

Jun 30

COMPLETED | Jun 30, 2018
Evidence
Calendar for report distribution

Strategy 4

NOT STARTED | Provide professional development on key shifts in literacy and mathematics"

Nov 05, 2018 to Nov 16, 2018 - Assistant Principal and ILT

Status history

Jun 30

NOT STARTED | Jun 30, 2018
Evidence
Teacher participation

NOT STARTED | Provide professional development on depths of knowledge (DOK)"

Nov 19, 2018 to Nov 30, 2018 - Assistant Principal and ILT

Status history

Jun 30

NOT STARTED | Jun 30, 2018
Evidence
Teacher participation

NOT STARTED | Adopt protocols to regularly and collectively examine student work"

Dec 03, 2018 to Dec 21, 2018 - Assistant Principal and ILT

Status history

Jun 30

NOT STARTED	Jun 30, 2018

Evidence

Review of Student Work Protocol

Strategy 5

COMPLETED	Hire multi-classroom leaders via Empowered Schools for middle school mathematics and primary bilingual education"

Apr 11, 2018 to May 05, 2018 - Principal and School Design Team

Status history

Jun 30

COMPLETED	Jun 30, 2018

Evidence

Hired MCLs

COMPLETED	Design a master schedule that allows for instructional coaches"

Mar 05, 2018 to May 05, 2018 - Assistant Principal

Status history

Jun 30

COMPLETED	Jun 30, 2018

Evidence

Master schedule

NOT STARTED	Collaboratively revise the school vision statement"

Nov 05, 2018 to Nov 16, 2018 - Senior Leadership Ensemble

Status history

Jun 30

NOT STARTED	Jun 30, 2018

Evidence

Vision statement

COMPLETED	Professional development for MCLs"

Jul 02, 2018 to Aug 24, 2018 - MCLs

Status history

Jun 30

COMPLETED	Jun 30, 2018

Evidence

MCL participation

Fund Compliance

Supplemental General State Aid(SGSA)

☑ My school receives SGSA funds

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

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

ESSA Program

◉ ESSA Schoolwide Program

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

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

○ ESSA Targeted Assistance Program Title I funded staff participate in the school's general professional development and school planning activities. Title I

funded staff assume limited duties that are assigned to similar personnel including duties beyond the classroom, or that do not benefit Title I students, as long as the amount of time spent on such duties is the same proportion of the total work time with respect to similar staff.

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

Parent Involvement in Targeted Assistance and Schoolwide Programs

☑ I verify that the statement below is correct

Every Student Succeeds Act (ESSA), the reauthorization of the Elementary and Secondary Act of 1965 continues a legislative commitment to parental involvement. Central features of prior reauthorizations, such as school-parent compacts, parent involvement policies, and the parent involvement funding formula remain unaltered. However, the ESSA reauthorization represents a notable shift in the role of parental involvement in the schools. It includes new provisions increasing parental notification requirements, parental selection of educational options, and parental involvement in governance. It envisions parents as informed and empowered decision makers in their children's education.

Parent and Family Plan

Parent and Family Engagement Policy   Complete

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

> We will work with parents to periodically assess implementation of parent programs, school-wide goals and expectations as well as fund compliance with budgeting for Title I funds. We will hold meetings on a monthly basis for parents to receive this information along with feedback sessions. Parents are also surveyed for their input at My School My Voice.

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

> We will hold an annual and organizational meeting on September 28, 2018 to discuss the right of participation at the school level and programming provided. There will be monthly meetings held to that will offer education courses for social emotional support at home; health education; literacy and the child; and attendance initiatives. Further, there will be literacy, math and science nights which will occur in the first semester of the school year. We will offer an Open House in September to set the expectations for the year. Information is shared with the parents through our newsletter and robo calling system. The PAC chairperson and assigned designee encourage involvement while also keeping a list of those in attendance for meetings.

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

We will respond to suggestions after review from the monthly meetings and address concerns according to priority, alignment to our theories of action, and parental and community engagement. There will be no more than a 48 hours turn-around to respond to questions, concerns or suggestions. We encourage parents to also be actively involved in the decision process.

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.

Parents will receive information on state assessments at all points in the year (beginning, middle, and end of year) for TRC and NWEA. Parents will receive PARCC scores in the fall. Parents will also receive information in the fall report card pick up and through teacher correspondence and counselor meetings.

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.

Under ESSA, Chicago Public Schools is required to: (1) inform parents annually in a language they understand that they have the right to request information about the qualifications of their children's teachers and their assistants; (2)inform parents if their child is taught a core academic subject for 20 or more consecutive days by a teacher who does not meet the Highly Qualified standards as established in ESSA; and (3)upon request, provide parents a letter describing the credentials of teachers and their assistants who instruct their children in any subject. In order to fulfill these obligations, the Certification Compliance Team will conduct its annualy review of teacher and paraprofessional credentials within the context of their teaching assignments to determine their adequacy against ESSA standards. As a result of this process, teachers and paraprofessionals will receive one of the following ESSA status: (1) HQ=Highly Qualified; (2) NHO=Not Highly Qualified; (3)NC=Non Core Subject Assignment/Teacher; (4) NP=No Program (5)NR=Not Rated (because teacher did not meet the 20-consecutive-day condition. The Certification Compliance Team will: (1) compile and analyze data on teacher and paraprofessionals credentials and their teaching assignments between the 1st and 31st of October and complete this by November; (2) generate various reports describing and/or summarizing the ESSA statuses of teachers and paraprofessionals by November; (3) produce and distribute notification letters to teachers and paraprofessionals informing them of their ESSA status and if NHQ, their right to appeal; (4) conduct appeal sessions with NHQ teachers and NHQ paraprofessionals between November and December; (5) produce and distribute final NHQ-status letters to the appropriate parents beginning January; (6) generate close of audit reports describing and/or summarizing the final outcomes of the audit by January; (7) produce final ESSA list.

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

This will be accomplished through the monthly PAC meetings as well as planned parent workshops held at Hamline throughout the school year. Teachers will also meet with parents to discuss goals set with students. The counselor also holds targeted sessions for students transitioning to high school and middle school.

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

This will be accomplished through the monthly PAC meetings as well as planned parent workshops held at John Hamline Elementary throughout the school year. Parent workshops will focus on technology usage and development as well as workshops based in core content areas.

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

Staff at Hamline Elementary will receive professional development during grade level meetings and during designated professional development days regarding the value and utility of contributions by parents. Staff will receive PD on how to reach out, communicate, and work with parents as equal partners in the education of their children and in how to implement parent programs and build ties with parents. Staff will contribute to workshops dedicated to parental involvement and increased support of students. The counselor also works with external partners in educating parents on how to be better involved with school.

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

To the greatest extent possible, we will coordinate and integrate parent programs and activities at the Hamline Elementary Head Start program as well as parent program and activities for the parents of students in grades K through 8. External partnerships help to foster this involvement to the greatest extent possible.

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

All information related to the school and parent programs, meetings and other activities will be sent to parents in English and Spanish: the primary languages of the families that attend Hamline Elementary. We will also strive to ensure that students whose families speak a home language other than English or Spanish receive communication in their home language to the greatest extent possible.

Policy Implementation Activities

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

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

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

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

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

n/a

School-Parent Compact   Complete

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

We are committed to providing all students with the tools for academic achievement and to ensure high school, college, and career readiness. The following priorities will be our focus: Cultivating a safe, orderly, and positive school environment; Ensuring rigorous classroom instruction that is aligned to the Common Core State Standards; Conduct a thorough review of our standards-based curriculum at each grade level; Implement a strategic and actionable framework for Multi-Tiered Systems of Support (MTSS); Engage faculty and staff in relevant and meaningful professional learning.

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.

We will have Parent-Teacher Conferences and Report Card Pick Up during the months of November and April. Additionally, teachers will meet with parents during Open House to express goals for the year.

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

We will provide parents with frequent reports on their children's progress during the following weeks of the school year: 5th Week, 15th Week, 25th Week, and 35th Week. Classroom newsletters will also be a priority for informing parents on student's progress. Information sessions with the counselor will also act as a form of communication for those expectations.

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

Parents will have access to the Hamline Elementary faculty and staff during Parent-Teacher conferences for Report Card Pickup days and during the school year on Monday through Friday by appointment during non-instructional time.

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

Hamline Elementary parents will have opportunities to volunteer and participate in their children's classes through consultation with classroom teachers and administration as necessary. Parents are welcome to chaperon during field trips.

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

Hamline Elementary parents will support their children's learning by: Having high expectations for their child; Making sure their child goes to school every day and on time; Making sure their child's homework is completed and returned to the teacher; Communicating with their child's teacher regularly; Volunteering in their child's classroom; Volunteering in their child's school; Volunteering to help with school programs; Monitoring what their child watches on television; Participating in school workshops for parents; Working with other parents on volunteer projects such as fund-raising; Participating as appropriate, in decisions relating to their child's education; Promoting positive use of their child's extracurricular time.

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

Hamline Elementary parents will consult with the school by: Attending the Annual meeting for information of the schools participation in the Title I program, to explain the Title I requirements and the right of parents to be involved in the Title I program; Attending the monthly PAC meetings; If they have children in bilingual program, attending the monthly BAC meetings; Attending any other parent meetings during the school year; Staying informed about their child's education by promptly reading all notices from the school and/or the Chicago Public Schools either received by their child or by mail and responding, as appropriate, in a timely manner; Communicating with the school and/or with the Chicago Public Schools by responding to the aforementioned notices, as appropriate, in a timely manner-Serving to the greatest extent possible, on policy advisory groups or advisory groups.

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).

Hamline Elementary students will assure academic achievement by: Coming to school every day and on time; Being prepared to complete assigned class work, projects and homework; Asking for help when needed; Reading at least 20 minutes every day outside of school time; Giving parents/guardian all notices and information received from school everyday; Meeting all classroom and school requirements; Participating in setting instructional goals with the classroom teacher and self. Students will also adhere to school-wide expectations and classroom rules.

Parent Budget   Complete

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

We will work with parents to periodically assess implementation of parent programs, school-wide goals and expectations as well as fund compliance with budgeting for Title I funds. We will hold meetings on a monthly basis for parents to receive this information along with feedback sessions. Parents are also surveyed for their input at My School My Voice.

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

Account(s)	Description	Allocation

| 51130, 52130 | **Teacher Presenter/ESP Extended Day**
For Teacher presenter, ESP Extended Day, please remember to put money on the benefits line. Non-Instructional pay rate applies. | $ 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. | $ 500 .00 |

| 53205 | **Refreshments**
Allocation CAN NOT EXCEED 25% of the Parent Budget. Refreshments must be used for Title 1 PAC meetings, trainings and workshops. | $ 500 .00 |

| 54125 | **Consultants**
For Parent Training Only. Consultant must have a CPS vendor number and paid with a Purchase Order after service is rendered (NO CHECKS ARE ALLOWED) | $ 1000 .00 |

| 54505 | **Admission and Registration Fees, Subscriptions and memberships**
For Parents use only. | $ 500 .00 |

| <p>54205</p> **Travel**
Buses for Parents use. Overnight Conference travel- schools must follow the CPS Travel Policy. The CPS Parent Overnight Travel Approval Form and Conference Travel Form must be completed. | | $ 33 .00 |

| <p>54565</p> **Reimbursements**
Allocation CAN NOT EXCEED 25% OF THE Parent Budget. All Parent Reimbursements related to Title 1 parent and family engagement must be paid from this account. Receipts must be clear unaltered and | | $ 250 .00 |

itemized. School must keep all receipts.

<p>53510</p Postage**
Must be used for parent and family engagement 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.

$ | 1000 | .00