Woodlawn Community Elementary School / Plan summary

2018-2020 plan summary

Team

Name	Role	Email	Access
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Team meetings

Date	Participants	Topic

02/28/2018	Pamela Roberts, Renee Salahuddin, LoWanda C. Bell, Tiffany Holmes, Clemeekia Grier, Victoria Bowens	SEF Review
03/14/2018	Tiffany Holmes, Renee Salahuddin, Clemeekia Grier, Shirley Peacock, Pamela Roberts, LoWanda C. Bell, Joi Jeter, Carisa Johnson	Framework Prioritization & Goal Setting
03/21/2018	Joi Jeter, Tiffany Holmes, Pamela Roberts, Victoria Bowens, Clemeekia Grier, Renee Salahuddin	Goal Setting
03/28/2018	LoWanda C. Bell, Victoria Bowens, Tiffany Holmes, Carisa Johnson, Joi Jeter, Jeter	Goal Setting & Strategies
04/11/2018	LoWanda C. Bell, Tiffany Holmes, Renee Salahuddin, Pamela Roberts, Joi Jeter, Victoria Bowens, Shirley Peacock	Strategies & Action Steps
04/19/2018	Tiffany Holmes, Joi Jeter, Pamela Roberts, Victoria Bowens, Shirley Peacock, Clemeekia Grier	Fund Compliance & Parent Involvement
04/25/2018	LoWanda C. Bell, Tiffany Holmes, Clemeekia Grier, Pamela Roberts, Renee Salahuddin, Joi Jeter, Carisa Johnson	Checking/Proofing

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

> this year we worked as a team to write our vision and missions for instruction. We've had teachers to plan and present more of our in- school training's. Our younger teachers are beginning to step into more leadership roles.

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

> ILT team meets monthly with a revolving focus on instruction,data, SEL, and attendance. Data discussions and planning are meant to drive instruction. Meetings focus and action plans are shared with teachers at teacher team meetings.

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

Evidence, Measures, and Standards

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

Professional Learning:

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

Score

1   2   3   **4**

> Woodlawn teachers have participated in a range of professional development sessions this year. They have attended district summits, network TLI's, after school ELA / Math PD, USTEM PD(Math Collaborative Coaching Cycles and Science), and EIE PD. All Pd is aligned to and supports CIWP goals and objectives. Teachers have monthly opportunities to plan, observe, and provide feedback to each other.

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**

> All classes have schedules that reflect maximum use of instructional time. Additional time is scheduled on a monthly basis for intervention and enrichment.Teachers are allowed to review all materials before purchase and selection is a shared decision. We make sure to select instructional materials that meet district guidelines and that are aligned with our school vision for instruction. We developed strong relationships with external partners. They work with us on securing additional resources when needed.

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

> Teachers follow pacing guides and curriculum maps that are aligned to CCSS. Data is collected on an on-going basis and is used to help drive instruction. Planning is done with every student in mind and adjustments are made as needed.

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

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:

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

Score

1   2   3   **4**

> Materials selection is done as a shared activity. We choose materials that not only are district approved, but that are aligned with our instructional goals. Our materials have embedded small group and differentiated task. Students are able to access materials in hard back form as well as digitally.

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

> This is an area of development for us.Teachers have high expectations, but that does not always translate over to how instruction is delivered. We are still transitioning from the teacher being the main person speaking.Teachers have received PD on GRR but have not fully adopted the practice. Our school focus has been on Agency, Authority, and Identity.

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:

Score

1 2 3 **4**

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)

> Students participate in a range of activities that support academic preparation. We have annual career day, College week, and an annual middle/high school fair. There are yearly sessions where former graduates (high school and college) return to speak with students. Several of our former students volunteer. WCS partners with Kennedy King College and with Men of Omega Psi Phi which provides opportunities for students to obtain college and career knowledge, mindsets and the skills needed for academic planning and goal setting.

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

3 of 3 complete

Instruction:

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

Score

1 **2** 3 4

> Instruction is an area of improvement for us. We are working to refine instructional techniques which support best practices. The current practices are in place:Small and RIT band groups for ELA and math, objectives and essential questions posted and discussed, exit slips, use of question stems, and a range of questioning.

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 18

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

> Teachers use TRC/DIBELS, NWEA, teacher-created,and instructional material embedded assessments. Benchmark assessments are given, but on an inconsistent basis.

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

> TRC and NWEA are our systems of assessment and progress monitoring. Teachers use these tools to determine student progress and needs for supports. Interventions and supports are provided to students but there is no one system of documentation used. We are in the process of creating tools to further support teachers and students.

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

> Our school practices the virtues of MA'AT. Everyday begins with a unity circle, which prepares students for the day ahead. Students are taught in all areas that they are expected to grow and learn each day. There are school-wide expectations for all aspects of learning; classroom structures, hall structures, lunch and prep structures. There are on-going celebrations for students who meet/exceed learning and behavioral targets. All students know what is expected and all building adults reinforce those expectations.

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

> 5Essential data shows that we are well developed in all areas. Students know that they can trust teachers and admin as well. We have incorporated SEL instruction in weekly and daily lessons. All students receive monthly restorative sessions that focus on personal development, building relationships, and having a sense of self and community. Students know that they are safe and feel comfortable reaching out for support.

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

> After-school program offer a variety of programming. Students are informally surveyed to determine what type of programs they need or want. Extra-curricular activities include ballet, hip hop, reading and literature, math, and choir. We have over 100 students participating on a weekly basis.

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

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

> 5Essentials data indicates that students feel safe in the school. Structures and procedures are evident in every room and throughout the building. We use CHAMPS as a classroom management system. Several of the CHAMPS procedures are utilized in other areas of the school. All adults take responsibility for all students. There is a collective effort to monitor students during morning circle, assemblies, and other group/school activities.

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

Restorative Approaches to Discipline:

The school is characterized by having and implementing policies and procedures that emphasize proactive, instructive, and restorative approaches minimizing punitive consequences. Discipline practices primarily focus on shaping behavior as opposed to punishing behavior. The school only uses out-of-school suspension as a last resort and utilizes a systems-change approach to bring about a more restorative culture. The school is also characterized by strong and consistent school and classroom climates. The

Score

1   2   **3**   4

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.

> All students are aware of behavioral expectations. Virtues are recited and practiced daily. Teachers use Second Step as an instructional tool.

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:

Score

1 2 **3** 4

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.

Parents know that they are welcome and that we an open door policy. We work hard to address issues or concerns immediately. All issues are addressed within 24-48 hours. Our PAC host quarterly parent workshops. Workshops focus on homework help, understanding academic/behavioral expectations, and Common Core Standards. Our monthly calendar provides updates and important information.

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	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 ⊘
3	Culture of & Structure for Continuous Improvement: Instructional Leadership Team	1 2 3 4 5 ⊘
3	Culture of & Structure for Continuous Improvement: Leadership & Collective Responsibility	1 2 3 4 5 ⊘
3	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 ⊘
3	Expectations for Quality & Character of School Life: Safety & Order	1 2 3 4 5 ⊘
3	Expectations for Quality & Character of School Life: Student Voice, Engagement, & Civic Life	1 2 3 4 5 ⊘
4	Culture of & Structure for Continuous Improvement: Aligned Resources	1 2 3 4 5 ⊘
4	Culture of & Structure for Continuous Improvement: Professional Learning	1 2 3 4 5 ⊘
4	Expectations for depth & breadth of Student Learning: Instructional Materials	1 2 3 4 5 ⊘
4	Expectations for depth & breadth of Student Learning: Transitions, College & Career Access & Persistence	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					

Based on a review of our data, we had a decline in our reading growth percentile. We think this decline was due to the fact that we focused on Math as a school during the 2017-2018 School Year. To increase student performance within literacy, we will do the following: 1) Provide PD to teachers with an emphasis on implementing lessons designed to increase comprehension, fluency and word knowledge; 2) Use NWEA and TRC data to develop understanding of student's instructional needs; 3) Provide extended day after school programs; 4) Increase the amount of non-fiction leveled reading material to increase student capacity; 5) Provide reading instruction intervention to students significantly below achievement levels; and 6) Obtain and utilize Stride Academy for additional practice at each students level.	83.00	68.00	68.50	69.00	70.00

National School Growth Percentile - Math

According to our data, we had a significant increase in our math growth percentile. We partnered with the UofC to provide PD to teachers. With their assistance we will do the following: 1) Build teacher capacity with Agency, Authority and Identity; 2) Provide PD on problem solving strategies and small group instruction in math concepts utilizing scaffolded instruction; 3) Identify and apply instructional strategies to align with student RIT scores; 4) Provide additional support within extended day programs to meet the needs of low achieving math students; 5) Implement Bluestreak for 1st-3rd grades; 6) Provide teacher level support of data analysis to identify target skills and standards for re-teaching in order to meet student growth targets; 7) student goal setting worksheets and 8) Continue to utilize Compass Learning for the 2017-2018 School Year to target students with differentiated math activities and provide NWEA test preparation lessons based on student's personal overall RIT scores; 9) Purchase and implement Stride Academy for the 2018-2019 School Year so students can be better prepared for the NWEA test by practicing differentiated math skills and complete custom assignments and quizzes created by their teachers.	50.00	91.00	70.00	90.50	90.00

% of Students Meeting/Exceeding National Ave Growth Norms

According the the data, we has a small increase in the percent of students meeting/exceeding national average growth norms. To increase the percent of students meeting/exceeding, teachers will attend all Network and District TLI's and Math PLC's focusing on Guided Reading, Math Talks and MARS Tasks. Coaching and feedback will continue from both the ISL's and the Administration. Monthly vertical session will continue for both Reading and Math. During these meetings, teachers will share best practices, review data, and plan lessons and assessments.	58.10	59.50	60.00	59.75	60.00

African-American Growth Percentile - Reading

Based on a review of our data, we had a decline in our reading growth percentile. We think this decline was due to the fact that we focused on Math as a school during the 2017-2018 School Year. To increase student performance within literacy, we will do the following: 1) Provide PD to teachers with an emphasis on implementing lessons designed to increase comprehension, fluency and word knowledge; 2) Use NWEA and TRC data to develop understanding of student's instructional needs; 3) Provide extended day after school programs; 4) Increase the amount of non-fiction leveled reading material to increase student capacity; 5) Provide reading instruction intervention to students significantly below achievement levels; and 6) Obtain and utilize Stride Academy for additional practice at each students level.	83.00	68.00	68.50	69.00	70.00

Hispanic Growth Percentile - Reading

N/A	(Blank)	(Blank)	0.00	0.00	0.00

English Learner Growth Percentile - Reading

N/A	(Blank)	(Blank)	0.00	0.00	0.00

Diverse Learner Growth Percentile - Reading

N/A	(Blank)	(Blank)	0.00	0.00	0.00

African-American Growth Percentile - Math

According to our data, we had a significant increase in our math growth percentile. We partnered with the UofC to provide PD to teachers. With their assistance we will do the following: 1) Build teacher capacity with Agency, Authority and Identity; 2) Provide PD on problem solving strategies and small group instruction in math concepts utilizing scaffolded instruction; 3) Identify and apply instructional strategies to align with student RIT scores; 4) Provide additional support within extended day programs to meet the needs of low achieving math students; 5) Implement Bluestreak for 1st-3rd grades; 6) Provide teacher level support of data analysis to identify target skills and standards for re-teaching in order to meet student growth targets; 7) student goal setting worksheets and 8) Continue to utilize Compass Learning for the 2017-2018 School Year to target students with differentiated math activities and provide NWEA test preparation lessons based on student's personal overall RIT scores; 9) Purchase and implement Stride Academy for the 2018-2019 School Year so students can be better prepared for the NWEA test by practicing differentiated math skills and complete custom assignments and quizzes created by their teachers.	50.00	91.00	50.00	90.50	90.00

Hispanic Growth Percentile - Math

N/A	(Blank)	(Blank)	0.00	0.00	0.00

English Learner Growth Percentile - Math

N/A	(Blank)	(Blank)	0.00	0.00	0.00

Diverse Learner Growth Percentile - Math

N/A	(Blank)	(Blank)	0.00	0.00	0.00

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

Based on the NWEA data, we had a decline in our reading attainment percentile. We think this decline was due to the fact that we focused on Math as a school during the 2017-2018 School Year. To increase student performance within literacy, we incorporated High Quality Tier 1 Instruction schoolwide. Balanced Literacy was implemented, with a greater understanding. Teachers exposed students to complex texts from multiple genres. Small groups were developed based on data and the centers were differentiated, with Compass Learning being a mandatory part of center time.	48.00	41.00	55.00	55.50	70.00

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

Based on the NWEA data, we are slowly increasing the percent of students meeting attainment. We set the goal of 28% because we felt that by implementing the Network 9 Guided Math Menu of Instruction, we would meet, or even exceed our goal. With assistance from the UofC and the ISL's from Network 9, teachers received PD involving Agency, Authority and Identity, Mars Tasks, Three Acts and various Math Games. In addition, teachers observed teaching in each others' classroom and debriefed after each lesson. Teachers participated in Vertical Planning sessions monthly. During these sessions, they reviewed and planned lessons. Mandatory Compass Learning was incorporated in all classrooms for a minimum of 20 minutes each day during Small Group Instruction/Center Time.	14.00	20.00	28.00	30.00	40.00

National School Attainment Percentile - Reading (Grade 2)

Based on the NWEA data, we more than doubled the percent of students reaching attainment. We set the goal of 50% because we incorporated High Quality Tier 1 Instruction in second grade, with the teacher attending Network 9 PD and receiving one on one training from the Network 9 ISL. Balanced Literacy was implemented, with a greater understanding. With assistance from the ISL, small groups were developed based on data and the centers were differentiated, with Compass Learning being a mandatory part of center time.	18.00	37.00	50.00	38.50	40.00

National School Attainment Percentile - Math (Grade 2)

Text					
Based on the NWEA data, we increased the percent of students meeting attainment. We set the goal of 50% because we felt that by implementing the Network 9 Guided Math Menu of Instruction, we would meet, or even exceed our goal. With assistance from the UofC and the ISL's from Network 9, the second grade teacher\ received PD involving Agency, Authority and Identity, Mars Tasks, Three Acts, Small Group Instruction, and Planning with Data. In addition, she observed teaching in other teacher's classrooms. She participated in Vertical Planning sessions with 3rd-6th grade monthly. During these sessions, she reviewed and planned lessons. Mandatory Compass Learning was incorporated in the second grade classroom for a minimum of 20 minutes each day, per student, during Small Group Instruction/Center Time. Bluestreak was purchased and implemented to strengthen all students' basic skill levels.	3.00	41.00	50.00	55.50	70.00

% of Students Making Sufficient Annual Progress on ACCESS

N/A	(Blank)	(Blank)	0.00	0.00	0.00

Average Daily Attendance Rate

According to the data, we decreased by one tenth of a point in attendance. To combat this, we implemented an Attendance Plan that incorporated several things: 1) Weekly incentives for students having perfect attendance from Fridays through Thursdays; 2) Monthly incentives for students with perfect attendance for the previous month; 3) Monthly incentives for classrooms with the best attendance for the month; 4) Parent conferences for students with excessive absences and students trending lower than 95%; and 5) Calls home each time a student is absent. Incentives include: Field Trips, Free Out of Uniform Days, Movies & Popcorn Afternoons/Parties and Extra Recess Time. Also this year, bicycles were donated by a school partner for every student with perfect attendance for the year. For the 2018-2019 School Year, we will build new incentives into the Attendance Plan. We will use student surveys to determine which incentives we will incorporate.	95.40	95.30	96.00	95.65	96.00

My Voice, My School 5 Essentials Survey

Woodlawn Community School continues to be Well Organized for improvement according the the results from the 2017-2018 school year. To maintain this level we will utilize the results to continue our work developing learning plans that ensure we improve student outcomes. Also, while we are Well Organized, we had some areas of concern. Although strong, we will focus on strengthening Effective Leaders, Involved Families and Parent-Teacher Partnerships.	(Blank)	(Blank)	(Blank)	(Blank)	(Blank)

Custom metrics
6 of 6 complete

	2016-2017 Actual	2017-2018 Actual	2017-2018 SQRP Goal	2018-2019 SQRP Goal	2019-2020 SQRP Goal
OSS per 100 (all students)					
The number of out-of-school suspensions per 100 students shows the number of reported incidents that result in a OSS for every 100 students at the school. This helps account for schools of different sizes when considering how frequently students are suspended, and makes it possible to make school level comparisons. The rate is calculated by taking the number of incidents that result in an out-of-school suspension and dividing it by the total number of enrolled students and then multiplying that figure by 100. The goal is to reduce this metric by at least 7% annually for SY16-20.	0.00	0.00	0.00	0.00	0.00
OSS per 100 (Diverse Learners students only)					

The number of out-of-school suspensions per 100 students for diverse learners shows the number of reported incidents for diverse learners that result in a OSS for every 100 diverse learners at the school. This helps account for schools of different sizes when considering how frequently diverse learners are suspended, and makes it possible to make school level comparisons of diverse learner suspension rates. The rate is calculated by taking the number of incidents that result in an out-of-school suspension for diverse learners and dividing it by the total number of enrolled diverse learners and then multiplying that figure by 100. The goal is to reduce this metric by at least 14% annually for SY16-20.	0.00	0.00	0.00	0.00	0.00

OSS per 100 (African American students only)

The number of out-of-school suspensions per 100 students for African American shows the number of reported incidents for African American that result in a OSS for every 100 students at the school. This helps account for schools of different sizes when considering how frequently students are suspended, and makes it possible to make school level comparisons. The rate is calculated by taking the number of incidents that result in an out-of-school suspension for diverse learners and dividing it by the total number of enrolled African American students and then multiplying that figure by 100. The goal is to reduce this metric by at least 7% annually for SY16-20.	0.00	0.00	0.00	0.00	0.00

% of Group 3 Misconducts Routed to OSS

This metric indicates the number of times (reported as a percent) a school assigns an out-of-school suspension to a student for their involvement in a Group 3 incident from the Student Code of Conduct. Whenever possible, interventions and consequences that do not exclude the student from their regular educational schedule should be attempted. The rate is calculated by taking the number of Group 3 incidents that result in an out-of-school suspension and dividing it by the total number of Group 3 incidents and then multiplying that figure by 100. The goal is reduce this metric by at least 60% for SY18-19 and another 40% for SY19-20.	0.00	0.00	0.00	0.00	0.00

Serious Misconducts (Group 4-6) per 100

The number of serious misconducts per 100 students shows the number of reported SCC Group 4, 5, or 6 incidents reported for every 100 students at the school. This helps account for schools of different sizes when considering how frequently serious misconducts occur at the school, and makes it possible to make school level comparisons. This can be one indicator of how well schools are implementing social and emotional learning curriculum and integrating SEL into core academic instruction. Misconducts classified as Groups 4-6 include moderate, serious, or illegal behaviors. The rate is calculated by taking the number of Group 4, 5, and 6 misconduct codes assigned to students and dividing it by the total number of enrolled students and then multiplying that figure by 100. NOTE: This number may be higher than anticipated as sometimes multiple Group 4, 5, and 6 violations of the Student Code of Conduct may be assigned to a signal incident. The goal is to reduce this metric by at least 5% for SY16-17 and 10% annually for SY17-20.	0.54	0.47	0.52	0.47	0.42

3-8 On Track

To ensure students are prepared to succeed in high school, Network 9's goal is for each elementary school to increase their 3-8 On Track Rate 30% to the 2020 SY.	*(Blank)*	67.00	70.00	81.00	85.00

Strategies

Strategy 1

If we do...	...then we see...	...which leads to...
Genuinely listen and value the opinions of others during work and social discourse that take place across the school community	the willingness of the school community to extend themselves beyond what their formal role requires	authentic sharing of ideas, thoughts, and instructional practices, and improved achievement successes for all students.

Tags:
Collaboration

Area(s) of focus:
1

Action step	Responsible	Timeframe	Status
Plan and have team sharing sessions which provides opportunities for teachers and staff to express concerns and share ideas on improving work relationships.	Administration	Jun 19, 2018 to Aug 31, 2018	Not started

5 essentials, Adult social and emotional learning

Plan and have team building activities to take place throughout 18-19 school year.	Administration	Jun 18, 2018 to Jun 21, 2019	Not started

Adult social and emotional learning

Meet during the school year to determine, instructional materials and strategies, create assessment plans, and plan for school activities and initiatives.	Administration	Jun 1, 2018 to Jun 21, 2019	Not started

Assessment policy, Instrucitonal practices

Strategy 2

If we do...	...then we see...	...which leads to...
provide opportunities for students to create authentic work, wok collaboratively, and learn through struggle..	increased motivation on the parts of students to understand, meet and exceed expectations	40% or more of students in grades 3-6 meeting growth and attainment expectations.

Tags:
3c

Area(s) of focus:
2

Action step	Responsible	Timeframe	Status
Teachers will create weekly learning task and activities which allow students demonstrate their ability to analyze, synthesize, and/or evaluate new instructional content.	Teachers and teacher leaders	Sep 4, 2018 to Jun 21, 2019	Not started

Rigorous tasks, Rigorous instruction

Implement a student work review protocol and schedule.	Administration Teacher leaders	Jul 16, 2018 to Jul 31, 2018	Not started

Rigorous tasks, Collaboration

Strategy 3

If we do...	...then we see...	...which leads to...
have teachers that utilize scientifically based instructional practices with a focus on	teachers quickly recognizing problematic areas and adjusting the instructional approach to	improvement in teacher instruction evidenced by a 15% increase on student scores on

| differentiated instruction and grouping | resolve them, analyzing errors, providing corrective feedback, | weekly, monthly, and quarterly assessments. |

Tags:

Area(s) of focus:
3

Action step	Responsible	Timeframe	Status
Teachers will continue cycles of professional development and collaborative coaching.	Administration.	May 7, 2018 to Jun 21, 2019	On-Track

Professional development

| Continue cycle of Guided Reading professional developement | Administration | Aug 20, 2018 to Jun 21, 2019 | Not started |

Guided reading

| Align Guided Reading with Reading Street instructional series | Admin Teacher leaders ISL Support | Jun 20, 2018 to Aug 31, 2018 | Not started |

Strategy 4

If we do...	...then we see...	...which leads to...
Implement a system of grading that is utilized school-wide, uses grade weights appropriate for each grade level or band, is comprehensive of all areas of learning, and that provides opportunities for students to improve grades utilize a balanced assessment system which includes formative, benchmark, and summative assessments	teachers using more performance based grading, students understanding how and what they are graded on, and students taking more ownership of their work teachers using multiple sources of data to plan for and implement instruction	at least a 10% increase in students being and remaining on track. a 15% increase in students NWEA and/or TRC/DIELS scores

Tags:
3d

Area(s) of focus:
4

Action step	Responsible	Timeframe	Status
Ensure that school-wide grading scale is fair to students and aligned to school goals, objectives, and CIWP.	Teachers and administration	Aug 13, 2018 to Aug 31, 2018	Not started

Balanced grading and assessment

| Create and/or work with external partners to create interim assessments. Develop a schedule of implementation. | Teachers and administration | Aug 13, 2018 to Aug 31, 2018 | Not started |

Balanced grading and assessment

Action Plan

Strategy 1

NOT STARTED

Plan and have team sharing sessions which provides opportunities for teachers and staff to express concerns and share ideas on improving work relationships."

Jun 19, 2018 to Aug 31, 2018 - Administration

Status history

May 16

NOT STARTED

May 16, 2018
Evidence
End of Year Schedule Schedule of activities

NOT STARTED

Plan and have team building activities to take place throughout 18-19 school year."

Jun 18, 2018 to Jun 21, 2019 - Administration

Status history

May 16

NOT STARTED

May 16, 2018
Evidence
Activities to be planned

NOT STARTED

Meet during the school year to determine, instructional materials and strategies, create assessment plans, and plan for school activities and initiatives."

Jun 01, 2018 to Jun 21, 2019 - Administration

Status history

May 16

NOT STARTED

May 16, 2018
Evidence
Assessments plan and schedule Instructional materials selection

Strategy 2

NOT STARTED

Teachers will create weekly learning task and activities which allow students demonstrate their ability to analyze, synthesize, and/or evaluate new instructional content."

Sep 04, 2018 to Jun 21, 2019 - Teachers and teacher leaders

Status history

May 16

NOT STARTED

May 16, 2018
Evidence
Lesson plans Student work

NOT STARTED

Implement a student work review protocol and schedule."

Jul 16, 2018 to Jul 31, 2018 - Administration Teacher leaders

Status history

May 16

NOT STARTED

May 16, 2018
Evidence

Protocol and schedule

Strategy 3

ON-TRACK Teachers will continue cycles of professional development and collaborative coaching."

May 07, 2018 to Jun 21, 2019 - Administration.

Status history

May 16

ON-TRACK May 16, 2018
Evidence
Professional development schedule. Collaborative Coaching schedule

NOT STARTED Continue cycle of Guided Reading professional developement"

Aug 20, 2018 to Jun 21, 2019 - Administration

Status history

May 16

NOT STARTED May 16, 2018
Evidence
Full guided reading implementation in all classes.

NOT STARTED Align Guided Reading with Reading Street instructional series"

Jun 20, 2018 to Aug 31, 2018 - Admin Teacher leaders ISL Support

Status history

May 16

NOT STARTED May 16, 2018
Evidence
Guided reading and reading street alignment materials

Strategy 4

NOT STARTED Ensure that school-wide grading scale is fair to students and aligned to school goals, objectives, and CIWP."

Aug 13, 2018 to Aug 31, 2018 - Teachers and administration

Status history

May 16

NOT STARTED May 16, 2018
Evidence
Summer planning sessions

NOT STARTED Create and/or work with external partners to create interim assessments. Develop a schedule of implementation."

Aug 13, 2018 to Aug 31, 2018 - Teachers and administration

Status history

NOT STARTED   May 16, 2018
Evidence
Interim assessments assessment schedule

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.

> WCS will involve parents in the joint development and periodic review and revision of the NCLB, Title I school parental involvement plan and policy by working closely with the Parent Advisory Council to ensure learning among all stakeholders: students, parents, teachers and community members. The WCS Parent Advisory Council holds monthly meetings which are announced to the school community through our monthly calendar and through reminder notices that are posted at all entry doors and distributed to all students. The PAC sponsors various workshops and presentations on a variety of topics, aligned with the CIWP, addressing the needs of the parents.

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

WCS will notify parents about the Annual Meeting date and time through email blasts, the school marquee, flyers sent home and posted on the entries and parent bulletin board. The flyers will explain the Title I requirements and their right to be involved in the Title I programs. At the Organizational Meeting we will determine the dates and times that our monthly meetings will be held. Our Annual Meeting will take place September 25, 2018.

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.

The WCS Parent Advisory Council will host monthly meetings for parents to present concerns. From the concerns, solutions will sought immediately to ensure all voices continue to be heard.

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.

WCS will provide parents with a Report Card every 10 weeks and a Progress Report every five weeks. These reports will provide parents with a description of their child's progress and performance during that period of time.

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.

All teachers staffed at WCS meet the "Highly Qualified" requirements of Title I Regulations. If a situation arises that a Not Highly Qualified teacher has to temporarily cover a class, the parents of the affected students will be notified in writing.

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.

WCS schedules workshops and meetings to discuss understanding of the CCSS, how to help their child with homework, and the various assessments used in CPS/the State. Parents will be informed about data and how to determine their child's level of performance on the specific assessments. Furthermore, parents will be encouraged to meet with their child's teacher to address any questions or concerns they may have.

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.

WCS will work with the PAC and LSC members to plan workshops for families to increase parental involvement. Parents will participate with the CIWP committee and in workshops, along with their children to master the content of the workshops. WCS will host mini workshops during Report Card Pick Up to teach parents how to access Parent Portal.

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.

The WCS administration, ILT, and entire staff will participate in workshops targeting increasing parental involvement. With ideas from the entire staff, WCS will continuously look for ways to increase parental contribution in pursuing the WCS mission.

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.

WCS involves all parents and guardians, including Head Start/Pre-K, in all of our meetings and events. Parents are strongly encouraged to participate on the PAC and LSC committees and regularly attend the monthly meetings, along with participating in all of our school wide events. The WCS administration will continue to promote parent initiatives and continue to support the Early Childhood Department.

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.

WCS sends out monthly calendars, with notes on the back, detailing important information happening during the month. The calendars go home on the first school day of each month. The information is also placed on the WCS Website. All communication is sent out in English.

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.)

WCS will provide high quality curriculum and instruction in a supportive and effective learning environment that enables all students to meet the State's student academic achievement standards. Our mission is to develop all children into becoming independent learns and courageous and powerful leaders. Through creative teaching, technology, parental and community involvement, the practive of the Virtues of Ma'at, Nguzo Saba, Nane and Afrocentric Rites of Passage, we enable students to become thinkers who are capable of creating healthy and purposeful lives as global citizens.

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.

Every year, during the month of August, two Orientation meetings are held. One meeting is held during the morning hours and one is held in the evening. At the beginning of the school year, during the month of September, an Open House is held. In October, a State of the School address is presented. In November and April, the CPS regularly scheduled teacher-parent conferences will be conducted at Report Card Pick-Up.

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

Teachers, administration and parents will participate in on-going conferences to discuss the academic progress and individual students on an on-going basis. In addition, Report Cards/Progress Reports are provided to parents to inform them of their child's academic standing.

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

The start of the school day and classroom instruction coincides with the start of the teacher work day. As a result, parents are encouraged to meet with the teachers by appointment before 8:30. Teachers are also available for conferences during their daily preparatory periods.

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.

Parents are allowed to volunteer after they have completed the CPS Volunteer Application process. Once the parent has been cleared by safety and security they become actively involved in the school. Many opportunities exist for parents to volunteer, including in class, during lunch/recess, hall monitors, etc. Parents are valued as an integral part of the educational process at WCS.

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

Parents will support their children's learning by attending meetings and conferences scheduled throughout the year. They are asked to check homework assignments and monitor them for accuracy and completion. Parents are asked to bring their child to school daily and on time. Furthermore, parents are encouraged to partner with the school to ensure their child maintains the proper behavior etiquette.

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

Parents are asked to participate in decisions relating to the education of their child by attending monthly LSC and PAC meetings. Parents are asked to complete the My Voice, My School survey in April to provide input and feedback about the school performance.

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

Students are informed about their own level of performance on an on-going basis during data meetings with teachers. Students are reminded that they share the responsibility for improved student academic achievement by maintaining good grades, participating in extra-curricular activities, being present in school daily and being a model citizen.

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.

Goals of the WCS Parent Advisory Council includes the following: 1) Provide a welcoming environment for families and to invite them to participate as equal partners in their child's education; 2) Assist parents in acquiring the necessary information, knowledge, and skills to support their children's education at home and at school; 3) Engage parents in the school's volunteer program so they can participate in supporting school-wide, classroom, and parent involvement activities; and 4) Assist parents with making sure the school understands and responds to parent concerns and/or complaints to ensure child's educational needs are met. PAC will offer three workshops with the following training topics throughout the 2018-2019 school year to parents: 1) Understanding CCSS; 2) Social and Emotional Necessities for Parents; 3) Social and Emotional Necessities for Children.

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.	$ 154 .00
53205	**Refreshments** Allocation CAN NOT EXCEED 25% of the Parent Budget. Refreshments must be used for Title 1 PAC meetings, trainings and workshops.	$ 301 .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)	$ 500 .00
54505	**Admission and Registration Fees, Subscriptions and memberships** For Parents use only.	$ Amount .00
54205 **Travel**	Buses for Parents use. Overnight Conference travel- schools must follow the CPS Travel Policy. The CPS Parent Overnight Travel Approval Form and Conference Travel Form must be completed.	$ 250 .00
54565 **Reimbursements**	Allocation CAN NOT EXCEED 25% OF THE Parent Budget. All Parent Reimbursements related to Title 1 parent and family engagement must be paid from this account. Receipts must be clear unaltered and itemized. School must keep all receipts.	$ Amount .00
53510 **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.	$	Amount	.00