APPENDIX B

Lorain City School District
3-Year Academic Recovery Plan
Curriculum & Instruction

Overarching Goals

Implement a district, building and community approach to address academic needs by closing gaps (performance, attendance, graduation) through a defined restructuring transformation plan for improving student performance for all learners – regular education, special education, English Language Learners, at-risk students, gifted education - in order to impact the outcomes and results of student achievement. Rigorous uniform curriculum (what is taught) → using high impact relevant best practices (what is delivered) → is aligned to Common Core New Learning Standards (what is written) → and tracking, analyzing and informing instruction (what is assessed).

Accountability Components

Lorain City SD will reach a designation no lower than Continuous Improvement in the statewide accountability system as measured and calculated by the Ohio Achievement Assessment, Ohio Graduation Test, Attendance Rate, Graduation Rate and the Value Added Calculation.

- Ohio Achievement Assessment: All subgroups will meet Adequate Yearly Progress (AYP) in reading and math with a Performance Index Score of not lower than 80 points as measured by the OAA.
- Ohio Graduation Test: All subgroups will meet Adequate Yearly Progress (AYP) in reading and math with a Performance Index Score of not lower than 80 points as measured by the OGT.
- Attendance Rate: All subgroups will meet attendance (93%) as measured by the district and Local Report Cards.
- Graduation Rate: All subgroups will meet the graduation rate (90%) as measured by the district and Local Report Cards.
- Performance Index: The achievement of every student will increase to 85.0 points. (Our current Performance Index is 80.0.)
- Value Added Calculation: All subgroups will meet expected growth for Value Added as measured by the district and Local Report Cards. (The current overall composite is Below Expected Growth which indicates less than one year of progress has been achieved.)
- Student Enrollment: Student enrollment will increase by 200 students.
- Special Education: The percentage of students identified for special education services will decrease to meet the state average of 15%.

Accountability Components will evolve with Ohio's Proposed Accountability System and Timeline.

Critical Areas of Academic Focus	Strategies	Progression	Timeline Implementation
Alignment of Standards Create an inviting and motivating student-centered learning environment that is grade level/subject area relevant with purposeful and meaningful plans based on the Common Core State Standards (CCSS)	Daily Student Awareness: I Can Statements	In Progress	August 2013
	Scope & Sequence with Pacing Guides and Timelines	In Progress	August 2013
	CCSS Key Vocab Words	In Progress	August 2013
	CCSS Power Verbs	In Progress	August 2013
Instructional Practices Implementation of effective research based, high impact practices and resources that are rigorous, relevant, provide stretch and are challenging and attainable to meet the academic need of all performance levels of learners.	Project Based Performance Tasks integrated within the four content areas.	In Progress	August 2013
	Tight Weekly & Daily Instructional Schedule for ES /MS: English Language Arts Blocks, Math Language Arts Blocks, time allocated for Science and Social Studies.	In Progress	August 2013
	Higher Level Questioning with Higher Level Responses	Planning Stage	August 2013
	Instructional leveling of students	Planning Stage	August 2013
	KG-2 Summer Programming	In Progress	June 2013
	After School Tutoring Math & ELA	Completed	✓
	Skill Building Initiative	Completed	✓
	Intervention Labs for Reading & Math for Tier I, II, III students	Planning Stage	August 2013
	RttT Instructional Coaches Modeling & Coaching Practices: (1)Extended Responses/Short Answers, (2) Scoring Camp, (3) KG-2 Writing Standards	In Progress	Ongoing
	Student Work: Aligned, grade level appropriate, modeled for expectation, grades with rubrics and written feedback	Planning Stage	August 2013
	Visual Cues on Essential Content Standards (posted as introduced)	Planning Stage	August 2013

#	Associates Degree (earned through LCS following a direct pathway)	Planning Stage	August 2013
#	Career Tech Courses (restructuring programming to align with High School 60-minute periods)	Planning Stage	August 2013
#	Comprehensive Schools: • Gifted Academy • Homogeneous Academy • STEM Academy • Arts Academy	Planning Stage Discussion Stage Discussion Stage Discussion Stage	August 2013 August 2014 August 2015 August 2016
Environment & Climate Creation of a district and safe school environment that is identified as a Professional Learning Community with rigorous relevant expectations.	School-wide Procedures	Planning Stage	August 2013
	Instructional Refocus Center	Planning Stage	August 2013
	Monthly Attendance Incentives	Planning Stage	
	Map Display (cafeteria): World, US, State, County	In Progress	July 2013
	Character Traits displayed in hallways and common areas.	Planning Stage	August 2013
	Learning Posters displayed near student water fountains/restrooms	Planning Stage	August 2013
	Early Warning System Program	Planning Stage	August 2013
Systems of Leadership using OIP Shared leadership to promote ownership and accountability from all stakeholders. Promote partnerships with families and the community to support student learning.	Daily Classroom Instructional Rounds followed with immediate feedback	In Progress	Ongoing
Systems of Leadership Using the Ohio Improvement Process, implement shared leadership to promote ownership and accountability from all	Leadership videos followed with discussion and feedback	Planning Stage	August 2013
	Leadership Book Club	Planning Stage	August 2013
	District Leadership Team	In Progress	Ongoing

stakeholders. Promote partnerships with families and the community to support student learning.	Building Leadership Team	In Progress	Ongoing
	Teacher Based Teams	In Progress	Ongoing
	Academic Instructional Coaches	Planning Stage	August 2013
	Academic Support Assistants	Planning Stage	August 2013
	Community Partnerships	In Progress	Ongoing
	Building Principal Leadership Binders	In Progress	August 2013
Job-Embedded Professional Development Investment in on-going Professional Development and Staff Training based on needs assessment, collected student data results, ODE Initiatives and staff horizontal articulation as well as vertical articulation.	Silver & Strong Modeling, Coaching (MS/HS)	In Progress	Ongoing
	CCSS Shift	In Progress	Ongoing
	Selected Reading Program	In Progress	May 31, 2013
	Scope & Sequence with Pacing Guides and Timelines	In Progress	August 2013
	CCSS I Can Statements, Power Verbs, Key Vocabulary	In Progress	August 2013
	Envision / Springboard Math	In Progress	August 2013
	Triumph Learning	In Progress	August 2013
	iPads	In Progress	August 2013
	Assessments: NWEA	In Progress	August 2013
	ODE Initiatives: CCSS, OTES, Third Grade Guarantee, SLO, OTES, OPES, eTPES, PARCC	In Progress	August 2013
	Formative Assessments / FIP Your School	Planning Stage	August 2013
	Computer: Study Island/PLATO, Keyboarding	In Progress	August 2013
	Instructional Shifts with Higher Level Thinking, Questioning and Responding (K-R-S-P Taxonomy) Knowledge, Reasoning, Skills, Practice	Planning Stage	August 2013
Data Driven Decisions Examination of student work and collected data to inform instructional delivery, determine	Data Room for viewing, reviewing and promoting creative dialogue with Data Charts	Planning Stage	August 2013

strategic decisions, plan professional development, adjust instructional practice, demonstrate progression and impacts on student growth.	Diagnostic Assessments (baseline) → Formative Assessments (daily/weekly) → Short Cycle Assessments (4.5 weeks) → Benchmark Assessments (quarterly) → OAA/OGT High Stakes (yearly)	In Progress	Ongoing
	Individual Goal Setting (Student Folders)	In Progress	Ongoing
	Embed data dialogue at building, classroom, and district level).	In Progress	Ongoing
	Pearson School Net IIS	In Progress	August 2013
Parent & Community Engagement Establish conditions that lead to and promote the involvement and engagement of community stakeholders.	Lorain County Community College	In Progress	Ongoing
	Stocker Foundation	In Progress	Ongoing
	North Point SLO Collaborative Project	In Progress	Ongoing
	District Leadership Team	In Progress	Ongoing
	Boys & Girls Club	In Progress	Ongoing
	Lorain County Early Childhood Group (Stocker Foundation)	In Progress	Ongoing
	Community/Parent Meetings	Planning Stage	August 2013

#

#

#

#

#

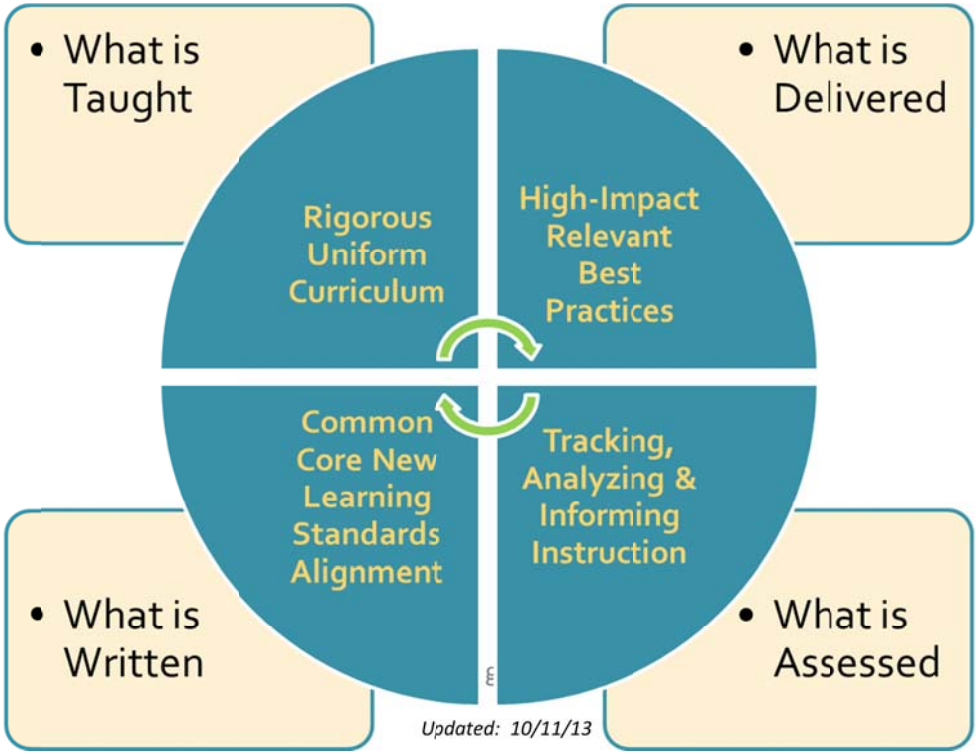
#

#

#

#

#

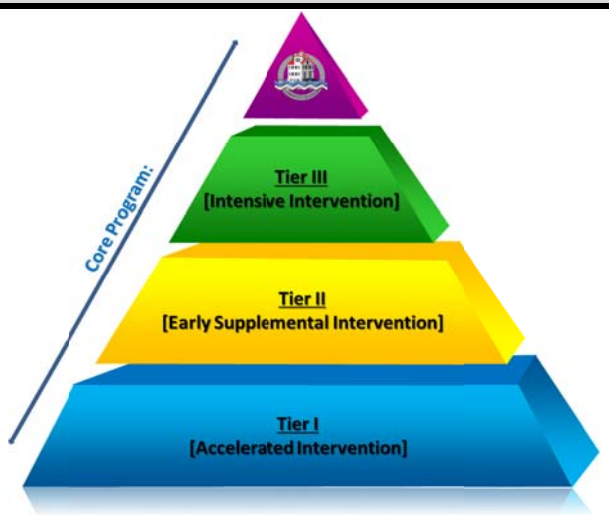


Focus #1: Alignment with Standards

Pacing Guidelines and Timelines		
Quarter #1	Early First Quarter	• OAA or OGT Vocabulary presented as objective is introduced. • I Can Statement displayed and introduced with the objective. Deconstructed into clear learning targets as objective is covered in detail • Short Cycle Assessment → End of the Early First, Early Second, Early Third, and Early Fourth Quarter. • Benchmark Assessment → End of the Late First, Late Second, Late Third, and Late Fourth Quarter • Professional Development • Instructional Coaches to support
	Late First Quarter	
Quarter #2	Early Second Quarter	
	Late Second Quarter	
Quarter #3	Early Third Quarter	
	Late Third Quarter	
Quarter #4	Early Fourth Quarter	
	Late Fourth Quarter	

Focus #2: Instructional Practices

1. **Support Systems**
   - Academic Instructional Coaches
   - Academic Support Assistants
   - Computer Programs
   - English Language Learner Programming (ELL)
   - Gifted Education
   - Instructional Refocus Center
   - Intervention Assistance Team (IAT)
   - Extended School Day
   - (After School Tutoring, Title I Tutors, Coaches, Before School Tutoring)
   - Pearson School Net IIS



2. **Balanced Assessment System**
   - NWEA (Northwest Evaluation Association)
   - Short Cycle
   - Formative
   - Diagnostic
   - High Stakes
   - District created assessments
     - vendor assessment banks: (reliable/valid)
       - Study Island
       - Pearson SchoolNet
       - Plato
       - Readiness (Triumph)

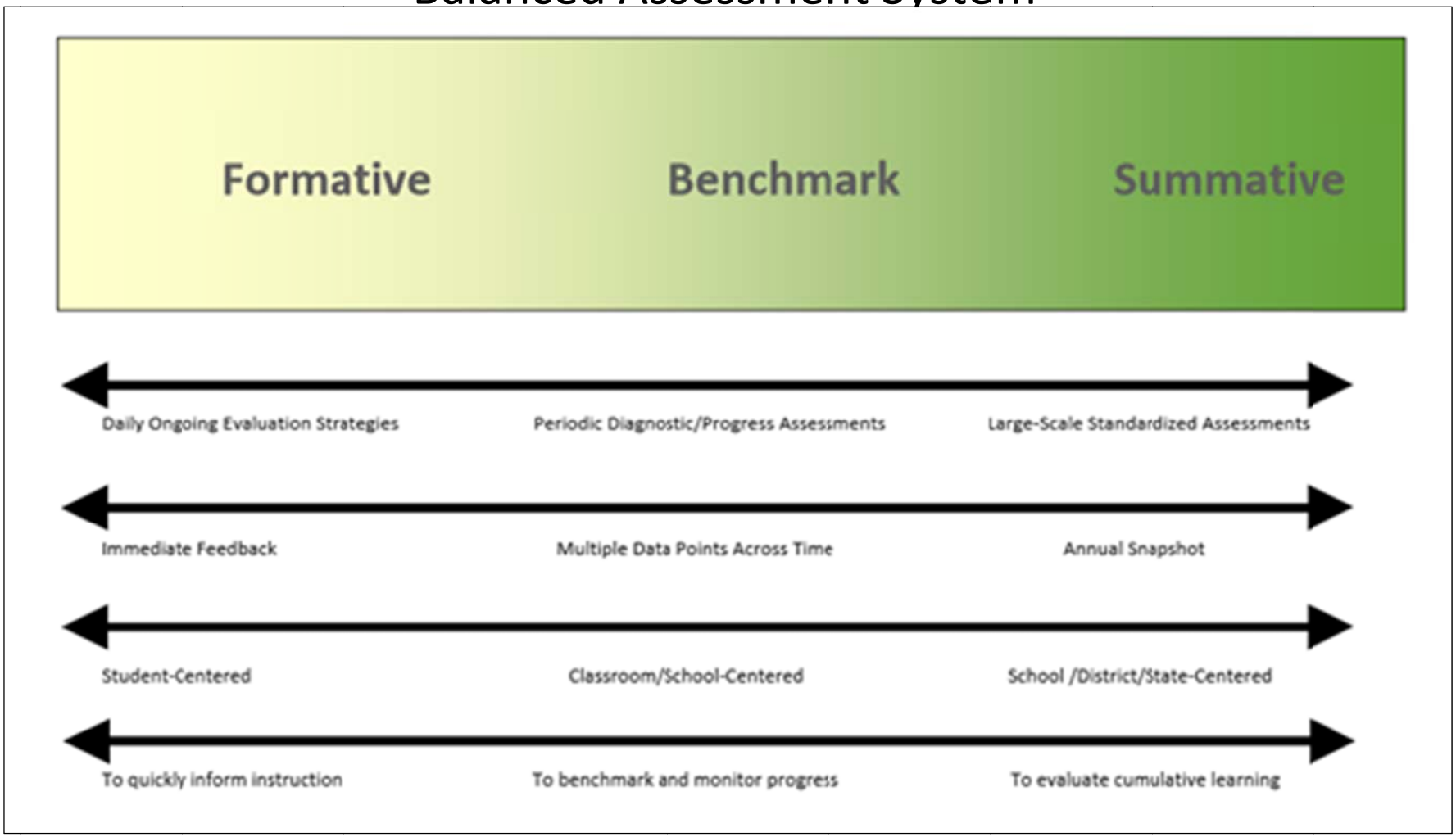
3. **Computer Technology**
   - Study Island
   - Plato
   - Keyboarding
   - Accelerated Reader
   - Pearson School Net IIS

4. **Daily Common Planning Times (minimum 2x week)**

5. **AVID (Advancement Via Individual Determination)** is a college readiness system for elementary through higher education that is designed to increase school wide learning and performance.

6. **Foundational Skills**
   - Manuscript, Grades K-1 (60 minutes per week)
   - Cursive, Grades 2-3 (60 minutes per week)

Balanced Assessment System



Focus #3: Environment & Climate

1. **Attendance**
   - Incentives Weekly, Monthly, Quarterly, Semester
   - Accountability
   - Balance and Checks (AM, PM Sweep)
   - Phone Calls
   - Daily Documentation
   - School Recognition 95%
   - Attendance Walls
     - School Buildings by homeroom/grade level
     - Central Office by schools
   - Uniformity of Attendance (Parent Letters)
   - Juvenile Court System Involvement & Support

2. **Safety & Behaviors**
   - School-wide Procedures and Safety Procedures
   - Adherence to district policies, procedures and initiatives consistent amongst buildings with no exceptions (Dress Code, Electronic Usage, Student Code of Conduct).
   - Instructional Refocus Center
   - Character Trait Building to encourage and motivate students to learn

3. **Building Focus Groups**
   - Academics
   - Attendance
   - Behavior Management

Focus #4: Systems of Leadership

1. **Academic Instructional Coaches**
   - Connect collected data to high-impact instructional strategies

- Testing Coordinators
- Create and Monitor Weekly Short Cycle Assessments (Math & Reading) that will serve as both formative (keeping track) and summative (making sure)
- Monitor Short Cycle Assessments, Quarterly Benchmark Assessments
- Interventions
- Create and Maintain a Data Wall in a Data Room
- Documentation of Score Results
- Instructional Differentiation
- Third Grade Guarantee

2. <u>Academic Support Assistants</u>

- Attendance/Tardies/Early Dismissals: Tracking, Home Contact, Afternoon Sweep, Daily Report to the Principal
- Instructional Refocus Center
- Go Between
- Supervision during Arrival, Dismissal and Critical Times
- Provide Coverage During IAT Meetings
- Peer Mediations
- Create and maintain an Attendance Wall

3. <u>Progress Monitoring and Instructional Oversight</u>

- Daily Teaching & Learning Instructional Classroom Rounds by principal
- School site visits approximately every 2-3weeks followed with immediate feedback by Curriculum Dept.
- Quarterly Review with Principals to discuss collected documentation
- Monthly Academic Leadership Meetings
- Survey Feedback Data to determine effectiveness of programming and levels of implementation
- Evaluate student progression through Comparison Data Trends

4. <u>Procedures, Policies & Plans</u>

- Adoption of Board Policies related to impact with Academic Recovery Plan
- District-wide Strategic Plan

5. <u>Collected Data Notebooks</u>

Binder #1

- Goals

- Seven Essentials of School Turnaround: Alignment with Standards, Instructional Practices, Environment & Climate, Systems of Leadership, Job-Embedded Professional Development, Data Driven Decisions, Parent & Community Engagement
- Content Areas: ELA, Math, Social Studies, Science, Writing, Fine Arts, Career Tech, Special Education
- ODE Initiatives, Non-Academic Attendance, Behavior Management, Board Policies, Budget

Binder #2

- Data Templates
- Quarter # 1 Assessment Data
- Quarter #2 Assessment Data
- Quarter #3 Assessment Data
- Quarter #4 Assessment Data
- OAA Trends / OGT Trends (three years)
- 30-Day Plan
- 90-Day Plan
- Samples of Student Work (Per grade level to tell a story)
- Instructional Rounds (Tracking logged/Feedback)

Focus #5: Job Embedded Professional Development

1. **August PD Master Calendar:**

▪ Modeling & Coaching (MS/HS Level)	Silver & Strong
▪ CCSS Instructional Shifts	Align, Assess, Achieve
▪ Selected Core Reading Program	Selected Rep
▪ Scope & Sequence with Pacing Guides and Timelines	Curriculum Writers
▪ CCSS I Can Statements, Power Verbs, Key Vocabulary	Consultants for Academic Practical Strategies
▪ Envision / Springboard Math	envision, Dee Filey Davis
▪ Skill Building Readiness for Common Core	Triumph Learning, Rochelle Cohn
▪ Ipads	Apple, Tech Dept.
▪ Assessments: NWEA	NWEA Kristy Smith
▪ ODE Initiatives:	Selected Rep
o CCSS, OTES, TGRG, SLO, OTES, OPES,	

- o eTPES, PARCC, Formative Assessments
- Computer: Study Island/PLATO, Edmentum, Mary Miracle
- Keyboarding Selected Rep
- Accelerated Reader Renaissance Learning Rep
- Higher Level Thinking, Questioning and Responding (KRSP) Align, Assess, Achieve
- Pearson School Net IIS Pearson, John-Paul

Focus #6: Data Driven Decisions

Assessment Timelines (Quarter #1)	Reading	Math	Other
August – September 2013 (first 2 weeks)	ODE Diagnostic	KRA-L ODE Diagnostic	
August - October 2013	Daily Formative Assessments	Daily Formative Assessments	
September 2013 (End of Early First Quarter)	Short Cycle	Short Cycle	
October 2013 (End of Late First Quarter)	Benchmark	Benchmark	
Ohio Graduation Test	State	State	State Science, Social Studies, Writing
Assessment Timelines (Quarter #2)	**Reading**	**Math**	**Other**
November - January 2014	Daily Formative Assessments	Daily Formative Assessments	
November 2013	Short Cycle	Short Cycle	

(End of Early Second Quarter)			
January 2014 (End of Late Second Quarter)	Benchmark	Benchmark	
Assessment Timelines (Quarter #3)	**Reading**	**Math**	**Other**
February - April 2014	Daily Formative Assessment	Daily Formative Assessments	
March 2014 (End of Early Third Quarter)	Short Cycle	Short Cycle	
Ohio Graduation Test	State	State	State (Science, SS, Writing)
April 2014 (End of Late Third Quarter)	Benchmark	Benchmark	
Assessment Timelines (Quarter #4)	**Reading**	**Math**	**Other**
April→June 2014	Daily Formative Assessment	Daily Formative Assessment	
May 2014 (End of Early Fourth Quarter)	Short Cycle	Short Cycle	
Ohio Achievement Assessments	State	State	State Science
June 2014 (End of Late Fourth Quarter)	Benchmark	Benchmark	

Focus #7: Parent& Community Support/ Engagement

1. Community/Parent Meetings
2. Partnerships with Local Businesses, Colleges, Agencies
3. Home Information Newsletters
4. Social-Emotional Support
5. Community Oriented Services
6. Teacher Adopt-a-Student
7. External Resources and Support for the Alternative Schools
8. Communication
    - Parent Newsletters/Notices
    - Positive Phone Calls/Postcards (Scheduling for one per student)
    - School Front Marquee (Parent Initiative)