



March 22, 2024

Dear Superintendent Weber:

Thank you for submitting the Imagine Sullivant Avenue Reading Achievement Plan. The Department appreciates your time and commitment in developing this comprehensive literacy plan. Ohio Governor Mike DeWine recently launched [ReadOhio](#), an exciting statewide effort to encourage improved literacy skills for all students, including the implementation of high-quality instructional materials and professional development aligned with the science of reading.

Your plan has been reviewed and is compliant with [Ohio Revised Code 3302.13](#). Below, the Department literacy experts have provided feedback highlighting the strengths of your plan and suggestions to bolster specific sections. Regional literacy specialists are available to support the implementation of your plan. Please reach out to your state support team or educational service center for implementation support.

Strengths of the Reading Achievement Plan:

- Consistent efforts in tracking fidelity of phonics curriculum and instruction.
- Meaningful coaching cycles are a focus this spring.
- Focus on screening and data interpretation with specific goals.

This plan will benefit from:

- Continue to work on improving tier 2 instruction and how to help students reach goals during seven-week cycle.
- Continue to create a sustainability plan as reading reaching receive new curriculum and dyslexia training.
- Continue to make incremental goals to improve your comprehensive MTSS.

The Reading Achievement Plan and this memo will be posted on the Department's [website](#). If Imagine Sullivant Avenue revises its Reading Achievement Plan and would like the revised plan to be posted to the Department's website, the request and the revised plan must be sent to readingplans@education.ohio.gov. If you have any questions, please email the same inbox.

On behalf of the Department of Education and Workforce and Director Dackin, thank you for all your efforts to increase literacy achievement for your students.

Sincerely,



Melissa Weber-Mayrer, Ph.D.
Chief of Literacy
Section for Literacy Achievement and Reading Success

READING ACHIEVEMENT PLAN

[Ohio law](#) requires each school district or community school that meets the following criteria, as reported on the past two consecutive report cards issued for that district or community school, to submit to the Ohio Department of Education a Reading Achievement Plan by Dec. 31.

1. The district or community school received a performance rating of less than three stars on the Early Literacy measure.
2. 51 percent or less of the district's or community school's students scored proficient or higher on Ohio's State Test for grade 3 English language arts.

The recommended length for Reading Achievement Plans encompassing grades Kindergarten through grade 3 should be 25 pages. Comprehensive Pre-K through grade 12 Reading Achievement Plans are expected to be longer than 25 pages. Section headings in the template marked with an asterisk are required by state law.

DISTRICT NAME: Imagine Sullivant Avenue

DISTRICT IRN: 009953

DISTRICT ADDRESS: 3435 Sullivant Avenue, Columbus, OH 43204

PLAN COMPLETION DATE: 12/13/2023

LEAD WRITERS: Lance Weber, Jennifer Lusby, Kelli Aler, Heather Carrick

OHIO'S LANGUAGE AND LITERACY VISION

Ohio Governor Mike DeWine recently announced the [ReadOhio initiative](#), an exciting statewide effort to encourage improved literacy skills for all ages that includes the implementation of curriculum aligned with the science of reading in Ohio's schools. The Governor also [released a video](#) to explain what the science of reading is and why it is important.

In addition, the Ohio Department of Education developed the [ReadOhio toolkit](#) to guide school leaders, teachers and families in this important work. The toolkit is filled with resources including the [Shifting to the Science of Reading: A Discussion Guide for School and District Teams](#), professional learning tools and practices for schools as they prepare for the start of the new academic year.

As described in [Ohio's Plan to Raise Literacy Achievement](#), Ohio's vision is for all learners to acquire the knowledge and skills to become proficient readers. The Ohio Department of Education and its partners view language and literacy acquisition and achievement as foundational knowledge that supports student success. To increase learner's language and literacy achievement, the Department is urging districts and schools to use evidence-based systems and high-quality instruction, select high-quality instructional materials and employ culturally responsive practices.

CULTURALLY RESPONSIVE PRACTICE*

“Culturally Responsive Practice” means an approach that recognizes and encompasses students’ and educators’ lived experiences, cultures and linguistic capital to inform, support and ensure high-quality instruction. In a Culturally Responsive environment, educators have high expectations of all students, demonstrate positive attitudes toward student achievement, involve students in multiple phases of academic programming, and support the unique abilities and learning needs of each student.

Cultural Commitments: Teachers at Imagine Sullivant are tasked with supporting a diverse population of students.

In response to our unique demographics, educators are committed to developing and implementing culturally responsive practices. As such, the following commitments will promote and support the establishment of a culturally responsive culture within the school and classroom communities:

- 1. Teachers and staff will hold all students to academic achievement expectations and support scholars in meeting and exceeding grade level standards and expectations:**
 - Teachers will develop and differentiate classroom instruction that supports underserved students.
 - Instructors, leadership, and support staff will sustain an environment that promotes growth mindsets and goal-oriented approaches to learning.
 - PBIS and Character Education programming will promote student ownership of learning, the development of problem-solving skills, citizenship, collaboration, and student voice and expression.
 - Counseling will be offered by our PBIS leader and NYAP to students to promote social-emotional development and wellbeing.

- 2. Teachers and staff will demonstrate knowledge of students’ cultures and promote the exploration and development of students’ academic, social, and emotional identities:**
 - Teachers will learn about students’ families, native and local cultures. Teachers will host and facilitate cultural discussions in the classroom to promote students’ sense of belonging in their classroom communities.

**Section headings marked with an asterisk are required by state law.*

- Our School supports staff with relevant training on cultural values, celebrations, and belief systems, so these components of culture can be integrated into our overall school community.
- Family events and diverse holiday celebrations will be planned to represent the cultures of our students and their families.

3. Teachers and staff will design instruction and activities that reflect and build upon the life experiences of students and their families:

- Teachers will select culturally-relevant classroom texts, resources, and practices that allow all students to connect to individual, community, national, and global identities.

4. Teachers and staff will design empathetic learning communities that support all students' abilities to care for themselves and others.

- Teachers will create consistent routines and expectations and tailor physical classroom set-ups with students' experiences in mind.

5. Teachers and staff will examine and reflect upon cultural identity and behaviors as related to classroom management, discipline and academic expectations:

- Teachers are committed to learning new teaching methods and will set goals related to growing in their own cultural competencies and responsiveness.

Please see the Department's [Culturally Responsive Practice program page](#).

SECTION 1: DISTRICT LEADERSHIP TEAM MEMBERSHIP, STAKEHOLDERS, DEVELOPMENT PROCESS AND PLAN FOR MONITORING IMPLEMENTATION*

SECTION 1, PART A: LEADERSHIP TEAM MEMBERSHIP AND STAKEHOLDERS*

Insert a list of all leadership team members, stakeholders, roles and contact information. The Department encourages districts and community schools include team members from the early childhood providers that feed into the district or school.

Name	Title/Role	Location	Email
Lance Weber	Principal	Imagine Sullivant	
Kelli Aler	Assistant Principal	Imagine Sullivant	
Jennifer Lusby	Instructional Coach	Imagine Sullivant	
Amanda Hanning	Title 1 Coordinator	Imagine Sullivant	

*Section headings marked with an asterisk are required by state law.

Name	Title/Role	Location	Email
Heather Carrick	Regional Academic Coach	Imagine Regional-Ohio	
Jennifer Keller	Regional Director	Imagine Regional-Ohio	

SECTION 1, PART B: DEVELOPING, MONITORING AND COMMUNICATING THE READING ACHIEVEMENT PLAN

Describe how the district leadership team developed the plan and how the team will monitor and communicate the plan.

Development of the Reading Achievement Plan: The 2023-2024 Reading Achievement Plan has been developed by Imagine’s regional and Sullivant leadership teams and educators in order to ensure allegiance to and alignment with the Ohio Department of Education’s early literacy initiatives.

To develop this plan, our team used state-issued resources and guidelines in addition to templates and models provided by the Ohio Department of Education and Workforce

The 2023-2024 Reading Achievement Plan set forth reflects existing and overarching action plans and goals established within our School Excellence Plan (SEP). In the ongoing development of our SEP, stakeholders, school leaders, and teachers collaborate to analyze performance measures, evaluate outcomes, monitor progress, and develop concrete action plans. School Excellence committee meetings occur monthly in order to ensure the plan is implemented and updated with fidelity.

SEP strategies are designed to increase academic achievement, promote social-emotional development, and provide parent and family support, resources, and opportunities for involvement. The initiatives also reflect professional development provided by ODE regarding language acquisition and development and Dyslexia awareness.

In addition to attending the state-supported PD and participating in regular School Excellence meetings, the BLT conducts formal data analysis sessions in order to: 1) analyze student performance and progress on Early Literacy benchmark assessments, 2) coordinate intervention and enrichment programming, and 3) plan for responsive Professional Development to build our capacity for delivering and implementing high-quality literacy instruction which reflects the Science of Reading shift. In data meetings, we deploy a 5 Why Template to better understand performance data.

As a result of the aforementioned data reviews, Imagine Sullivant’s early literacy action items have been established and include:

- Identification of foundational focuses reflecting Scarborough’s Reading Rope, encompassing phonological awareness, phonics, fluency, vocabulary, and comprehension development
- Deploying Science of Reading aligned instruction and intervention for students in Grades K-3 using Foundations and Heggerty programs and students in grade K-6 using McGraw Hill’s Open Court Reading.
- Working with a CKLA coach to support the implementation and teacher support of the new ELA program.
- Engaging in routine Benchmark testing and subsequent data analysis to develop responsive programming and support, including Title 1 instruction
- Providing ongoing and comprehensive professional development on early language and literacy acquisition and development.
- Coordinating the training and support of new teachers in delivering high-quality literacy instruction through routine walkthroughs, formal observations, and coaching cycles.

****Section headings marked with an asterisk are required by state law.***

Communication and Monitoring of Reading Achievement Plans: The goals and corresponding action steps outlined in this Reading Achievement Plan have been and will continue to be presented to staff and monitored during weekly data meetings.

Formal literacy development check-ins will take place in February 2024 during Professional Development and in subsequent training sessions as delineated in Section 5.

SECTION 2: ALIGNMENT BETWEEN THE READING ACHIEVEMENT PLAN AND OVERALL IMPROVEMENT AND EQUITY EFFORTS*

Describe how the Reading Achievement Plan is aligned to and supports the overall continuous improvement and equity efforts of the district or community school. Districts and community schools established under Chapter 3314. of the Revised Code that are required to develop or modify a local equitable access plan, an improvement plan or implement improvement strategies as required by section 3302.04, 3302.10, 3301.0715(G) or another section of the Revised Code shall ensure the plan required by this section aligns with other improvement and equity efforts.

Resources for Reading Achievement Plan Development: In creating this plan, we reviewed feedback from the State regarding our former Reading Achievement Plans, in addition to results and performance trends from the following current and historical data resources: Kindergarten Readiness Assessment (KRA), Renaissance Star/Early Literacy benchmark scores, Ohio English Language Proficiency Assessment (OELPA) results and Dyslexia screening reports. Imagine Sullivant's literacy initiatives represent a comprehensive approach to the development of foundational skills reflective of Scarborough's reading rope with overarching emphases on phonemic and phonological awareness leading to fluency and vocabulary gains.

Continuous Improvement Plan Alignment: The following strategies are already established at Imagine Sullivant in order to ensure the fidelity of this plan and the capacity for staff and educators to implement and track literacy development:

- Imagine Sullivant's leadership team conducts weekly data meetings with K-3 Reading instructors in order to review student work, discuss progress, and develop actionable strategies to improve outcomes.
- Imagine Sullivant uses evidence-based, standards and Science of Reading aligned Phonemic Awareness and Phonics programs: Foundations, Heggerty, McGraw Hill's Open Court Reading.
- K-3 instructors receive professional development regarding the effective use of Phonics programming listed above.
- Students performing below level are identified through Reading Improvement Plans (RIMPS). These plans are submitted by teachers for review and are shared with families with resources to encourage literacy development and growth at home.
- Title 1 staff members support early literacy initiatives by providing small group instruction to students identified as lacking phonics foundations.
- Instructional coaches provide daily feedback regarding early literacy instruction with an emphasis on using programs with fidelity, teaching with rate and repetition, and differentiating instruction to promote growth.
- Imagine Sullivant's leadership has established non-negotiable instructional practices and coaches use these guidelines to develop goals for instructional staff.
- Imagine Sullivant's educators and leadership team collaborate to engage in data review and analysis to determine if there's been student progress, inclusive of vulnerable populations.

**Section headings marked with an asterisk are required by state law.*

- Imagine Sullivant promotes staff collaboration through the establishment of committees, such as Curriculum Committees (whereby teachers review potential curriculums to implement), and a PBIS committee (whereby administrators and educational staff discuss behavioral patterns and best practices).
- Imagine Sullivant provides free after-school tutoring provided by teacher representatives in K-3 with a focus on foundational literacy development.
- To promote equity, Imagine Sullivant has assigned a Family Liaison to support the importance of positive school culture and climate to develop and maintain an environment that is conducive to teaching and learning as it relates to language and literacy instruction and intervention, especially for students in K-3.

SECTION 3: WHY A READING ACHIEVEMENT PLAN IS NEEDED IN OUR DISTRICT OR COMMUNITY SCHOOL*

SECTION 4 PART A: RELEVANT LEARNER PERFORMANCE DATA*

Insert **disaggregated** student performance data from sources that **must include**, but are not limited to:

- **The Kindergarten Readiness Assessment,**
- **Ohio’s State Test for English language arts assessment for grades 3-8,**
- **K-3 Reading diagnostics (include subscores by grade level),**
- **The Ohio English Language Proficiency Assessment (OELPA)**
- **The Alternate Assessment for Students with Significant Cognitive Disabilities and benchmark assessments, as applicable.**

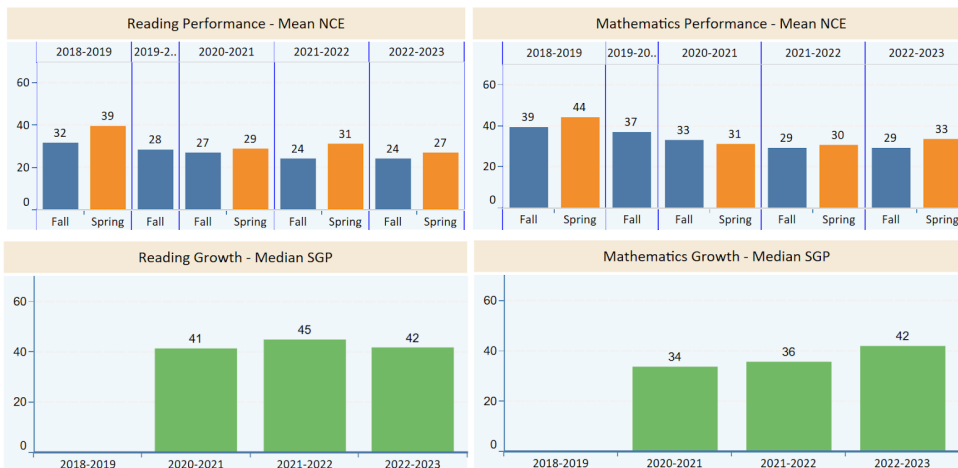


2022-2023 Academic Year
Imagine Academy at Sullivant School Profile
Developing Character. Enriching Minds
CONFIDENTIAL internal use only

3435 Sullivant Ave, Columbus, OH 43204, USA
 School URL: www.imaginesullivant.org Principal: Patrick O'Brien
 Grades Served: K to 6
 Authorizer: St. Aloysius Charter Expiration: 6/30/2025
 Executive Vice President: Amy Buttke Regional Director: Jennifer Keller
 Enrollment 2022- 2023 = 276 Students



[Click for Demographics](#)



*Section headings marked with an asterisk are required by state law.

Sullivant Avenue Community School School at a glance

Overall Rating

2.5
Needs support to meet state standards

Districts and schools receive an overall rating of 1 to 5 stars in half-star increments. The overall rating is comprised of five rated components. The College, Career, Workforce and Military Readiness Component is report only and does not contribute to the overall rating on the 2023 Ohio School Report Cards.

Achievement ★☆☆☆☆
This component represents whether student performance on state tests met established thresholds and how well students performed on tests overall.
Needs significant support to meet state standards in academic achievement.
[View More Data](#)

Progress ★☆☆☆☆
This component looks closely at the growth all students are making based on their past performances.
Evidence that the school met student growth expectations.
[View More Data](#)

Gap Closing ★☆☆☆☆
The Gap Closing Component is a measure of the reduction in educational gaps for student subgroups.
Needs support to meet state standards in closing educational gaps.
[View More Data](#)
Gifted

Graduation ☆☆☆☆☆
The Graduation Component is a measure of the four-year adjusted cohort graduation rate and the five-year adjusted cohort graduation rate.
[View More Data](#)

Early Literacy ★☆☆☆☆
The Early Literacy Component is a measure of reading improvement and proficiency for students in kindergarten through third grade.
Needs significant support to meet state standards in early literacy (K-3).
[View More Data](#)

College, Career, Workforce and Military Readiness ☆☆☆☆☆
This component looks at how well-prepared Ohio's students are for future opportunities, whether training in a technical field or preparing for work or college.
[View More Data](#)

Performance Index

The Performance Index measures the test results of every student, not just those who score proficient or higher. Schools and districts receive points on the index for every student who takes a test. The higher the performance level on the state tests, the more points awarded toward the index score. The index score is divided by the maximum possible score. Each year the maximum possible score is determined by the average of the highest 2% performance index scores in the state.

40.8%
45.1 of a possible 110.3

Calculation Pie Chart Trend

Achievement Level	Pct of Students	Points for this Level	Points Received
Advanced Plus	0	X 1.3	= 0
Advanced	1.7	X 1.2	= 2
Accomplished	2.3	X 1.1	= 2.6
Proficient	7	X 1.0	= 7
Basic	24.8	X 0.6	= 14.9
Limited	61.7	X 0.3	= 18.5
Untested	2.3	X 0.0	= 0.0
			45.1

Performance Indicators (Report Only)

The Performance Indicators measure reports the percent of students who have scored proficient or higher on state tests. This measure does not factor into the Achievement Component rating - the data is reported for informational purposes only.

Indicators	Comparison	Achievement Levels	Trend
Third Grade			
English Language Arts		20.6%	
Mathematics		8.8%	
Fourth Grade			
English Language Arts		6.1%	
Mathematics		6.3%	
Fifth Grade			
English Language Arts		20.0%	
Mathematics		12.0%	
Science		8.3%	
Sixth Grade			
English Language Arts		14.3%	
Mathematics		7.1%	

Early Literacy

Needs significant support to meet state standards in early literacy (K-3).

The Early Literacy Component is a measure of reading improvement and proficiency for students in kindergarten through third grade.

Early Literacy Component

Early Literacy Component Details Fall Reading Diagnostics Improving K-3 Literacy Measure Details

Early Literacy Component

Ohio's Plan to Raise Literacy Achievement provides a proactive approach to reading supports beginning in kindergarten. The Early Literacy Component examines the effectiveness of the reading and literacy supports provided to children in kindergarten through third grade. It is composed of three unrated measures that contribute to the overall rating.

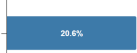
48.6%

Measure	Measure Percentage
Proficiency in Third Grade Reading	20.6%
Promotion to Fourth Grade	100.0%
Improving K-3 Literacy	21.3%
Early Literacy Component	48.6%

*Section headings marked with an asterisk are required by state law.

Proficiency in Third Grade Reading

The Proficiency in Third Grade Reading Measure is the percentage of third graders that scored proficient on the reading segment of the state English language arts test. Students have to earn a reading subscore of 50 or higher to earn credit for this measure.



Promotion to Fourth Grade

The Promotion to Fourth Grade measure is the percentage of third grade students who were promoted to fourth grade.



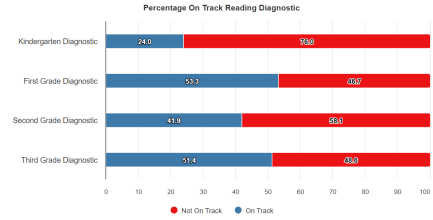
Improving K-3 Literacy

The Improving K-3 Literacy Measure evaluates reading improvement that occurs during kindergarten, first, second and third grade. It looks at whether students that were previously off track are now on track and reading at grade level. It uses results from Fall Reading Diagnostics taken in the fall of 2021 and fall of 2022 as well as results from the 2022-2023 state English language arts test.



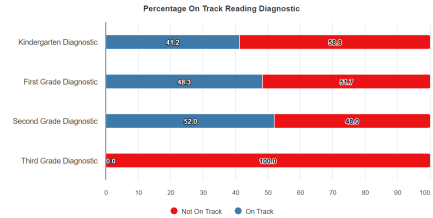
Fall 2021 Reading Diagnostics

The fall 2021 reading diagnostics in kindergarten through second grade are the baselines for kindergarten through second grade improvement on the 2023 Improving K-3 Literacy Measure.



Fall 2022 Reading Diagnostics

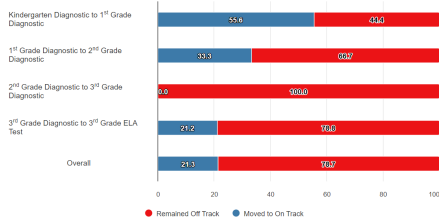
The fall 2022 reading diagnostics in third grade are the baseline for third grade improvement on the 2023 Improving K-3 Literacy Measure. If greater than 90% of the kindergarten students in the fall of 2022 are on track, the Improving K-3 Literacy Measure is not calculated and does not contribute to the Early Literacy Component.



Additional Details on Improving K-3 Literacy

The Improving K-3 Literacy Measure evaluates reading improvement that occurs during kindergarten, first, second and third grade. Kindergarten, first and second grade improvement evaluates students that were previously off track (meaning they scored off track on the Fall 2021 reading diagnostic) to see if they improved to on track on the Fall 2022 reading diagnostic. Third grade improvement evaluates students that were previously off track (meaning they scored off track on the Fall 2022 reading diagnostic) to see if they scored a 700 or higher on the third grade English language arts test. The Improving K-3 Literacy Measure is not calculated for schools or districts that have greater than 90% of their kindergarteners reading on track based on the 2022 Fall Kindergarten Reading Diagnostic.

Percentage of Previously Off Track Students That Moved to On Track

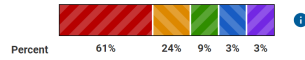


Ohio's State Tests ELA

Grades Tested: 3, 4, 5, 6

Tests Taken: 141

Date Last Taken: 04/20/2023

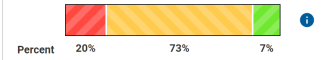


OELPA English Proficiency

Grades Tested: KG, 1, 2, 3, 4, 5, 6

Tests Taken: 153

Date Last Taken: 03/09/2023



Average Score and Performance Distribution, by Assessment: Sullivant Avenue CS, 2022-2023

Filtered By: **Resters: All Resters** | **Test Reasons: All Test Reasons**

Features & Tools

Assessment Name	Test Group	Test Grade	Test Reason	Student Count	Average Score	Performance Distribution	Date Last Taken
Grade 5 English Language Arts	Ohio's State Tests	5	Spring 2023 (OST)	23	675	Percent Count: 43% 26% 22% 4% 4% 10 10 3 1 1	04/20/2023
Grade 6 English Language Arts	Ohio's State Tests	6	Spring 2023 (OST)	10	662	Percent Count: 60% 20% 10% 10% 1% 6 2 1 1 1	04/18/2023
Grade 3 English Language Arts	Ohio's State Tests	3	Spring 2023 (OST)	35	664	Percent Count: 62% 26% 9% 6% 6% 22 9 3 2 1	04/12/2023
Grade 4 English Language Arts	Ohio's State Tests	4	Spring 2023 (OST)	35	658	Percent Count: 65% 23% 7% 6% 7% 23 8 1 1 2	04/12/2023
Grade 3 English Language Arts	Ohio's State Tests	3	Fall 2022 (OST)	38	658	Percent Count: 61% 24% 6% 7% 1% 23 9 3 1 1	10/26/2022

Rows per page: 10 | 5 Items: 1 of 1

Average Score and Performance Distribution, by Assessment: Sullivant Avenue CS, 2022-2023

Filtered By: **Resters: All Resters** | **Test Reasons: All Test Reasons**

Features & Tools

Assessment Name	Test Group	Test Grade	Test Reason	Student Count	Average Score	Performance Distribution	Date Last Taken
Kindergarten OELPA	OELPA	KG	Spring 2023 (OELPA)	34	5164	Percent Count: 25% 71% 4% 10 24 1	03/09/2023
Grade 1 OELPA	OELPA	1	Spring 2023 (OELPA)	27	5086	Percent Count: 32% 67% 1% 9 18 1	03/08/2023
Grade 2 OELPA	OELPA	2	Spring 2023 (OELPA)	16	5267	Percent Count: 17% 75% 8% 3 12 1	03/06/2023
Grade 2 OELPA	OELPA	2	Spring 2023 (OELPA)	17	5143	Percent Count: 18% 53% 29% 1% 3 9 5 1	03/03/2023
Grade 4 OELPA	OELPA	4	Spring 2023 (OELPA)	7	5466	Percent Count: 86% 11% 3% 1% 6 1 1 1	03/02/2023
Grade 3 OELPA	OELPA	3	Spring 2023 (OELPA)	26	5504	Percent Count: 4% 85% 12% 1% 1 22 3 1	02/16/2023
Grade 4 OELPA	OELPA	4	Spring 2023 (OELPA)	26	4950	Percent Count: 15% 69% 16% 4 22 1	02/13/2023

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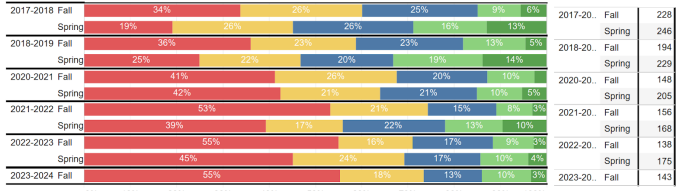


2022-2023 Academic Year
Historical Analysis Cross Section - Generics



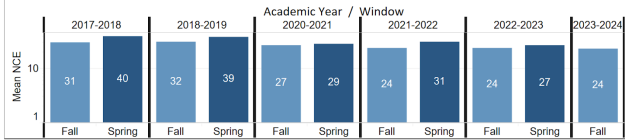
Populat... Subject Academ... Window State EVP School Current Historical Current Historical Ethnicity English Special
Cross... Reading Multipl... Multipl... OH All Sultivant All Grade All Grade All Teacher All Teacher All All Proficie... Ed All

Distribution of Student Scores by Category Reading



Category Urgent Intervention Intervention For Watch Benchmark Advanced
Categories are Based on Percentile Rank (PR) Urgent Intervention <= 9 Intervention 10-24 For Watch 25-49 Benchmark 50-74 Advanced >= 75

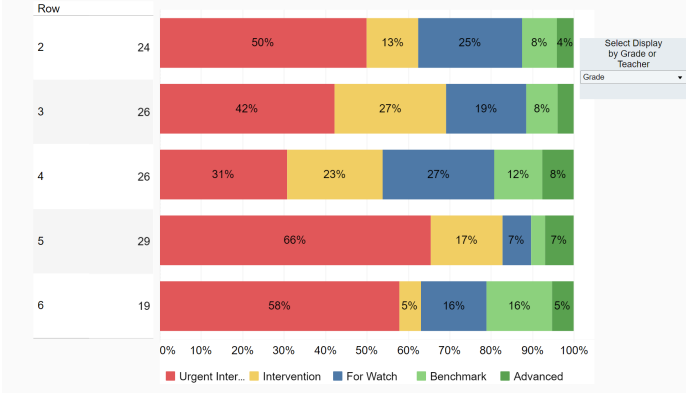
Mean NCE by Year and Screening Window - Reading



2023-2024 Academic Year
Distribution of Students by Benchmark Category and Grade for the MidTerm Screening Window in Reading

Subject Window State EVP School Economic Status Special Ed English Proficiency At-Risk Reading At-Risk Math Grade Quartile
Reading MidTerm OH (All) Sultivant (All) (All) (All) (All) (All) (All) (All) (All)

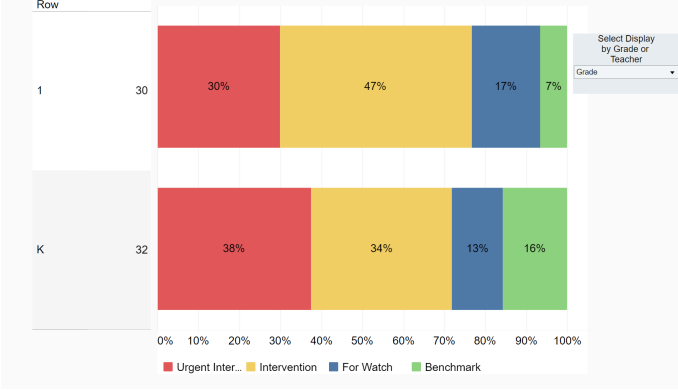
N Count by Grade



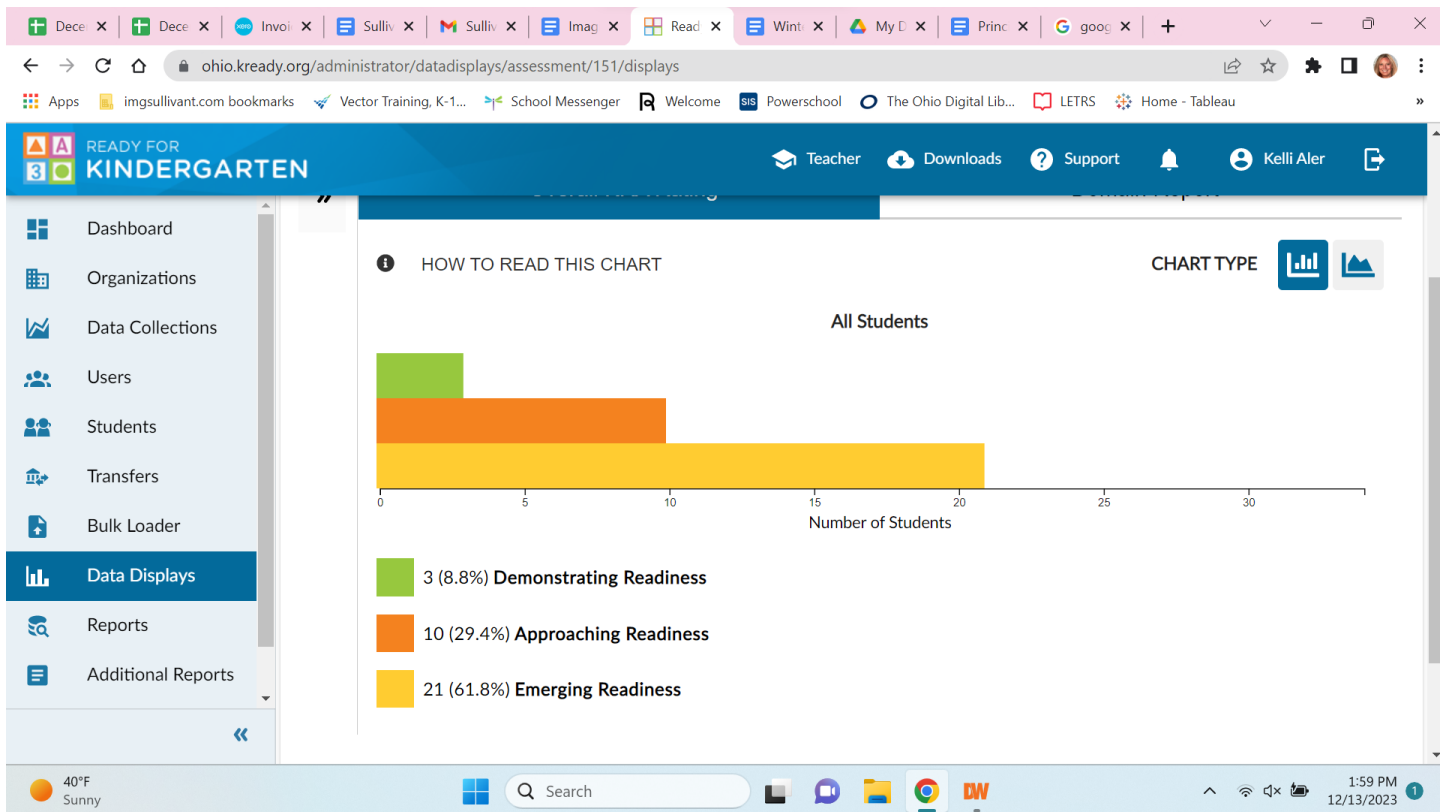
2023-2024 Academic Year
Distribution of Students by Benchmark Category and Grade for the MidTerm Screening Window in SEL

Subject Window State EVP School Economic Status Special Ed English Proficiency At-Risk Reading At-Risk Math Grade Quartile
SEL MidTerm OH (All) Sultivant (All) (All) (All) (All) (All) (All) (All) (All)

N Count by Grade



*Section headings marked with an asterisk are required by state law.



SECTION 3 PART B: INTERNAL AND EXTERNAL FACTORS CONTRIBUTING TO UNDERACHIEVEMENT IN READING*

Insert internal and external factors believed to contribute to low reading achievement in the school district or community school.

<i>Internal Factors</i>	<i>External Factors</i>
<p><u>Teacher Turn-over and Lack of Teacher Training</u> Imagine Sullivant faces struggles commensurate with today's education climate, whereby teacher turnover is frequent, and many of our educators have limited teaching experience and lack exposure to formal teacher training programs. As a result, our need for Professional Development is high.</p>	<p><u>Language Barriers</u> Our school supports a diverse student population: These students have limited exposure to the English language because it is not spoken in the home or their community.</p> <p><u>Low socioeconomic –economically disadvantaged</u> 100% of our students qualify for the federal guidelines for</p>

***Section headings marked with an asterisk are required by state law.**

Curriculum Shifts Teachers require additional training in order to implement curriculum with fidelity.

We will likely see a transitional growth period in which we adapt a better-suited Phonics curriculum schoolwide.

the free lunch program. Students who come from high poverty areas have shown decreased foundational language skills and reading fluency performance in school.

Lack of environmental print in the home

Children from impoverished homes are more likely to have limited resources for books and other print materials.

Limited Parental Education

Through conferences with parents, many of them have told teachers that even though they attempt to assist their students with homework, they lack the literacy skills necessary to do so. Translators are required for everyday conversations between teaching staff and guardians.

Lack of Preschool Training

Through the initial screening at the beginning of the year and conferences with parents, our kindergarten students come to us with little to no preschool training or exposure. Exposure to preschool helps to improve readiness for the public school environment.

SECTION 3 PART C: ROOT CAUSE ANALYSIS

Insert a root cause analysis of the provided learner performance data and factors contributing to low reading achievement.

**Section headings marked with an asterisk are required by state law.*

Asking Powerful Questions

5 Whys Worksheet

RDG / MATH

Define the Problem: \$ OVERALL GROWTH IS
55% R IN URGENT INV. RDG LOW

Why is it happening?

1. FIDELITY OF TIER 1 INST.

Why is that?

2. LACK OF UNDERSTANDING (STAFF/ADMIN)

Why is that?

3. LACK OF PD.

Why is that?

4. NEW CURRIC. - NEW LEADERSHIP LE

Why is that?

5. CLEAR EXPECTATIONS / OUTCOMES PLAN / ACCOUNTABILITY

Beh -

Reminder:
✓ You don't want to list 5 different reasons; you want to go deep on one reason.

Caution:
✓ If your last answer is something you can't control, go back up to the previous answer on one reason
✓ Final answer cannot be because of a person

Identified Root Cause: LACK OF CLEAR EXEC-/OUTCOMES/PLANNING & ACCOUNTABILITY BY LEADERSHIP TEAM.

SECTION 4: MEASURABLE LEARNER PERFORMANCE GOALS AND ADULT IMPLEMENTATION GOALS*

Describe the measurable learner performance goals addressing learners' needs (Section 5) based on student performance goals by grade band (K-3) that the Reading Achievement Plan is designed to support progress toward. Also describe the measurable adult implementation goals based on the internal and external factor analysis by grade band (Kindergarten through grade 3). The plan may have an overarching goal, as well as subgoals such as grade-level goals). Goals should be strategic/specific, measurable, ambitious, realistic and time-bound. In addition, goals should be inclusive and equitable.

Data Points Inspiring and Informing Action Plans: The following data points have driven the creation of action plans. Our two leading action plans include 1) facilitation of professional development and coaching to improve phonics instruction and outcomes, and 2) the implementation and monitoring of targeting intervention cycles using Title 1 programming.

Grade	Trends/Key Data Points	Action Step/Measurable Goal/Timeline
K	Students need support in	Using Star Early Literacy, there

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	<p>phonological awareness. The standards most lacking are: RF.K.2 Demonstrate understanding of spoken words, syllables, and phonemes (sounds)</p> <p>RF.K.3 Know and apply grade-level phonics and word analysis skills in decoding words.</p>	<p>will be a 15% increase in Kindergarten achieving benchmark or higher on phonological awareness and phonics benchmark standards by Spring 2023.</p>
1	<p>In first grade, students are lacking phonological awareness and student scores follow a continuum from Kindergarten. The phonological awareness standard most lacking is: RF.1.2 Demonstrate understanding of spoken words, syllables, and phonemes (sounds).</p>	<p>Students in first grade will benefit from phonological awareness remediation and the introduction of phoneme isolation and segmentation.</p> <p>Due to the continuum of student performance, Kindergarten and first grade will share a common goal.</p> <p>Star Early Literacy there will be a 15% increase in 1st grade achieving benchmark or higher on phonological awareness and phonics benchmark standards by Spring 2023.</p>
2	<p>In second grade, students' primary deficits are in decoding and main purpose within nonfiction texts. RF.2.3c Decode regularly spelled two-syllable words with long vowels</p> <p>RI.2.6 Identify the main purpose of a text, including what the author wants to answer, explain, or describe.</p>	<p>Star Reading there will be a 10% increase in 2nd grade achieving benchmark or higher on phonological awareness and phonics benchmark standards by Spring 2023.</p> <p>2nd grade instruction and use of Open Court will be tailored with a focus on reading information skills related to nonfiction themes and author's purpose.</p>
3	<p>In third grade, student scores indicate a need for further support and scaffolding within key ideas and details and craft and structure of reading informational text. RI.3.6 Distinguish their own</p>	<p>3rd grade will use Open Court Reading with a focus on reading information skills related to nonfiction themes and author's purpose. By Spring of 2023, we will</p>

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	perspective from that of the author of a text. RI.3.8 Describe the relationships between the evidence and points an author uses throughout a text.	increase the number of students achieving benchmark or higher by 15%.
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SECTION 5: ACTION PLAN MAP(S) FOR ACTION STEPS*

Each action plan map describes how implementation of the Reading Achievement Plan will take place for each specific literacy goal the plan is designed to address. For goals specific for grades K-3, at least one action step in each map should address supports for students who have Reading Improvement and Monitoring Plans. Include a description of the professional development activities provided for each goal.

Goal # __1_ Action Map

Goal Statement: Teacher Development - Teachers will participate in scheduled Professional Development sessions that reflect Imagine Sullivant’s literacy initiatives and shifts as well as the adoption of new literacy programs (McGraw Hill’s Open Court Reading).

Teachers will continue to engage in weekly instructional data meetings in which leadership and teaching staff collaborate to review student work and plan for data-informed instruction to improve K-3 literacy outcomes. Teachers identified as needing extraneous support will start coaching cycles.

Evidence-Based Strategy or Strategies: Job-Embedded Professional Development (Including coaching, modeling, practice, and feedback - towards full implementation with fidelity)

	Action Step 1	Action Step 2	Action Step 3
Implementation Component	Full Staff Professional Development Reflects Instructional Trends and Student Performance	Observations Track Fidelity of Phonics Curriculum and Instruction	Classroom Coaching Cycles Implemented for Teacher Improvement Plans
Timeline	Weekly Grade Meetings (Every Wednesday) - Full Staff Scheduled Professional Development Days	December through May 2023 - Informal walkthroughs and subsequent classroom observations will occur twice a week during Phonics instruction. Teachers will receive feedback from an instructional coach or administrator within 1 hour of the observed time. A debrief will be scheduled upon the teacher’s request or as needed for Teacher Improvement Plans.	December through May 2023 - Teachers whose observations indicate they need training that transcends full staff professional development will engage in coaching cycles, whereby an instructional coach will model best instructional practices, facilitate goal-setting and implementation of new instructional strategies, and hold teachers accountable for meeting non-negotiable instructional expectations. Meetings will be held once a week during Prep and/or Recess time.
Lead Person(s)	Principal Assistant Principal Instructional Coach	Principal Assistant Principal	Principal Assistant Principal Instructional Coaches

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	Action Step 1	Action Step 2	Action Step 3
	Outside Curriculum Trainers	Instructional Coaches	
Resources Needed	<p>Bullseye Coaching Platform with Literacy Initiative Checklist Templates Embedded (Already Established)</p> <p>Outside Training Regarding Science of Reading, Phonics, and Language Acquisition</p>	Bullseye Coaching Platform (Already Established)	Bullseye Coaching Platform (Already Established)
Specifics of Implementation (Professional development, training, coaching, system structures, implementation support and leadership structures)	<p>Weekly grade meetings and monthly instructional staff Professional Development trainings will reflect observational feedback and goals:</p> <ul style="list-style-type: none"> -Use of curriculum and approved resources -Teaching with high rate and repetition -Teaching with rigor and planning for differentiation 	<p>Instructional coaches will coordinate daily Phonics/Reading instruction walkthroughs and use the Bullseye platform to document and communicate trends. Instructional coaches will spend about 5 minutes in each K-3 reading classroom for walkthroughs and about 15-20 minutes for more comprehensive observations. Coaches will be looking first for classes to be on schedule, following the Scope and Sequence of the curriculum, and promoting engagement in the classroom.</p>	<p>Instructional coaches will analyze walkthrough and observation data in order to identify teachers who would benefit from coaching cycles.</p> <p>Instructional coaches will co-plan and co-teach for a one week cycle and then revisit the observation template to monitor progress and implementation, tailoring the approach to the teachers' teaching style and their classroom culture and students.</p>
Measure of Success	<p>Documentation on the Bullseye Coaching Platform will demonstrate increased staff proficiency in teaching using curriculum resources with fidelity.</p>	<p>From November to December, an average of 67% of observations reflected teachers following their lesson plan and adhering to the schedule.</p> <p>With more frequent feedback and walkthroughs, we are hoping to increase accountability to an 85% average of being on task and</p>	<p>Teachers identified as in Need of Improvement in December will be able to meet their instructional goals by March 2023, whereby they will transition out of the coaching cycle or receive renewed goals.</p>

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	Action Step 1	Action Step 2	Action Step 3
		teaching curriculum content by January.	
Description of Funding	Professional Development will be funded by remaining ESSER funds allotted to Imagine Sullivant to promote post-pandemic remedial instruction. In addition, budgeting commensurate with student enrollment supports the schools capacity to hire outside training.	Instructional coaching staff are funded by Imagine Sullivant budgeting, which is commensurate with enrollment. Title 1 funding will also support instructional coaching.	Instructional coaching staff are funded by Imagine Sullivant budgeting, which is commensurate with enrollment. Title 1 funding will also support instructional coaching.
Check-in/Review Date	February 2023 - Check-in regarding the impact of weekly data meetings and trends from Quarter 1 and Quarter 2.	Weekly debriefs through June 2023 - Check-ins regarding the trends instructional coaches and administration are seeing after conducting phonics walkthroughs.	March 2023 - Check-in regarding the impact of coaching cycles on teachers identified as needing support

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Goal # 2 Action Map

Goal Statement: Strategic Intervention - Imagine Sullivant will use a tiered reading intervention system and deploy Title 1 staff to provide early intervention in foundational literacy skills for students in K-3 who are identified as low performing students.

Evidence-Based Strategy or Strategies: Response to Intervention, Direct Instruction, Effective Feedback

	Action Step 1	Action Step 2	Action Step 3
Implementation Component	Administration of Standardized Early Literacy Star Benchmarks and Subsequent Data Analysis	Title 1: 7 Week Intervention Cycles	Progress Monitoring Per Quarter and Instructional Regroupings and Next Steps
Timeline	<p>Benchmark Administration: <u>Early Literacy Renaissance Assessments</u> Fall (September) Mid-term (November) Winter Spring</p> <p><u>Star Reading CBMs</u> Fall Winter Spring Every 2 weeks for students not making progress.</p> <p>Data analysis meetings are conducted by leadership after the closing window of every Benchmark.</p>	Initial Data Meetings to Establish Instructional Groupings - 1 Week After Each Testing Window	Progress Monitoring Meetings Held at 3 Weeks and 7 Weeks
Lead Person(s)	Principal Assistant Principal Instructional Coach Teachers Instructional Staff (Special Education) Title 1 Staff	Principal Assistant Principal Instructional Coach Title 1 Staff	Principal Assistant Principal Instructional Coach Teachers Title 1 Staff Instructional Staff (Special Education)

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	Action Step 1	Action Step 2	Action Step 3
Resources Needed	Renaissance Star Platform Tableau Data Analysis Platform	Renaissance Star Platform Tableau Data Analysis Platform	Renaissance Star Platform Tableau Data Analysis Platform Additional Platforms Indicating Student Performance: Star Reading CBM Dyslexia Screeners, IEP Documentation/ELL Documentation
Specifics of Implementation (Professional development, training, coaching, system structures, implementation support and leadership structures)	<p>Early Literacy assessments will be administered by teachers as indicated in the timeline above.</p> <p>A proctor will be issued to K-3 teachers who are administering the tests in order to promote test fidelity.</p> <p>Following test administration, instructional coaches and admin will coordinate any outlier retesting needed.</p> <p>After the testing window closes, leadership will engage in Data Deep Dive meetings and share trends and information with staff.</p>	<p>A 7 week instructional cycle will be developed by administration and the Title 1 coordinator in order to ensure at-risk students receive small group Title 1 intervention using Direct Instruction for at least 30 minutes per day.</p> <p>The Title 1 specialist will strategically deploy Foundations and Heggerty curriculum and assessments to enhance early foundational skills needed for students to meet grade-level expectations.</p>	<p>A new schedule will be created, and students who failed to make adequate progress will remain for another 7 week cycle.</p>
Measure of Success	Students will be assessed 3-4 times a year so that we can understand student performance and track historical data.	At the 7 week mark, students will show momentum on their next Star Early Literacy benchmark or CBM. At least 20% of students will return to full-time classroom instruction and cycle out of Title within a 7 week period.	At the 7 week mark, students will show momentum on their next Star Early Literacy benchmark or CBM e. At least 20% of students will return to full-time classroom instruction and cycle out of Title within a 7 week period.
Description of Funding	Instructional coaching staff are funded by Imagine Sullivant budgeting, which is commensurate with enrollment. Title 1 funding will also support staff and testing.	Sullivant receives funding for Title 1 specialist staff.	Sullivant receives funding for Title 1 specialist staff.

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	Action Step 1	Action Step 2	Action Step 3
Check-in/Review Date	December 1, 2023 - Check in regarding mid-term benchmark data and 3rd grade testing data End of January 2023 - Check-in regarding Winter achievement	End of January 2023 - Reconfiguration of Instructional Groupings	End of January 2023 - Reconfiguration of Instructional Groupings

SECTION 6: PROCESS FOR MONITORING PROGRESS AND IMPLEMENTATION OF THE PLAN'S STRATEGIES.*

Describe the process for monitoring the progress and implementation of the plan's strategies.

- **Star Renaissance Early Literacy Benchmarks** - Imagine Sullivant will administer four benchmark assessments per year in order to track early literacy development (Fall, Midterm, Winter, Spring).
 - The school added Star Reading CBMs as part of its comprehensive assessment program as well as to meet Ohio's Dyslexia requirements.
- **Data Analysis** - After each testing window, a formal data analysis will be conducted by regional and school leadership staff. The data analysis sessions will be published for Imagine School's overall leadership's review.
- **RIMPS and Intervention** - Data will be collected in order to identify students who qualify for Reading Improvement Plans (RIMPs), Title 1 intervention, and supplemental small group support in their Phonics classrooms.
- **Weekly Meetings** - Teachers will bring evidence of student work and performance to weekly Grade Band meetings whereby administration and teachers will plan for intervention and differentiated instruction moving forward.
- **RIMP Updates** - Administration and teachers will collaborate to review early literacy data and update RIMPs for all qualifying students.
- **Instructional Cycles** - Following data analysis, a 7 week intervention cycle is established, whereby students will receive intensive direct instruction for 30 minutes per day provided by a Title 1 specialist, using evidence-based Phonics programming.
- **Evolving Groups** - Instructional groupings will evolve contingent upon student performance, with some students cycling in and out of the intervention programs dependent upon growth.
- **Continual Adjustment of Programming** - RIMPS will be updated and reviewed every 7 weeks by classroom instructors based upon student performance and response to intervention.
- **Additional Supports** - Students who do not meet their growth projections will be recommended for free after-school Phonics support.

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SECTION 7: EXPECTATIONS AND SUPPORTS FOR LEARNERS AND SCHOOLS*

SECTION 7 PART A: STRATEGIES TO SUPPORT LEARNERS*

Describe the evidence-based strategies identified in Section 5 that will be used to meet specific learner needs and improve instruction. This must include a description of how these evidence-based strategies support learners on Reading Improvement and Monitoring Plans (RIMPs).

***Under Ohio Revised Code 3313.608, Districts and schools must create Reading Improvement and Monitoring Plans (RIMP) for a student who is not on-track (reading below grade level) within 60 days of receiving the reading diagnostic results.*

***Under Ohio Revised Code 3313.6028(C) Beginning not later than the 2024-2025 school year, each school district, community school established under Chapter 3314. of the Revised Code, and STEM school established under Chapter 3326. of the Revised Code, shall use core curriculum and instructional materials in English language arts and evidence-based reading intervention programs only from the Department's approved lists. The RIMP continues throughout the student's K-12 academic career until the student is reading on grade level.*

- **Evidence Based Strategy for Goal #1: Job-Embedded Professional Development (Including coaching, modeling, practice, and feedback - towards full implementation with fidelity)** - As outlined in Section 3 Part B, the majority of the school's instructional staff are new to the teaching profession and require supplemental training on best practices and curriculum implementation. Due to this, Imagine Sullivant has coordinated Professional Development that occurs during scheduled PD days, weekly teacher prep times, during after-school meetings and through committee participation. Professional Development plans and protocols directly reflect the understanding that educator knowledge and efficacy plays a significant role in early language and literacy development, especially when the majority of our students are not native English speakers and require extensive scaffolding and direct phonics instruction. This plan also addresses the need for developing building leaders and veteran teachers into strong literacy-instructional leaders that support research and evidence based methods of instruction.
 - All Reading teachers will receive curriculum, Science of Reading, and Dyslexia training.
 - All Reading teachers will participate in routine data meetings during 1 prep period per week.
 - All Reading teachers will be invited to participate in School Excellence Plan meetings and curriculum committees so they better understand trends in literacy development and instruction.
 - New teachers will receive extended support and training in literacy through coaching cycles.
 - Teachers will be able to request support through instructional coaching.
 - Data and observations will guide administration in determining which teachers qualify for mandated coaching cycles in order to better reach Imagine Sullivant's literacy goals.

- **Evidence Based Strategy for Goal #2 - Response to Intervention, Direct Instruction, Effective Feedback -** As outlined in Section 5, Imagine Sullivant understands that data analysis and targeted intervention cycles are critical for addressing gaps in foundational literacy skills for students in K-3. As a result, Imagine Sullivant conducts organized and comprehensive data analysis sessions in order to configure instructional groupings:
 - Teachers are required to administer the Star benchmark assessments with fidelity and with the support of proctors.
 - Teaching staff and leadership are scheduled for formal data analysis following the closure of each benchmark testing window.

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- All K-3 teachers are responsible for the completion of RIMPS, which are updated every 7 weeks, to outline the ways in which the school supports students who are below grade-level and/or not making projected growth.
- Administration and the Title 1 team participate in 7 week reconfiguration meetings whereby we review student performance data and determine next steps for each student qualifying for intervention.
- Title 1 staff will use Direct Instruction protocols in which they received training so that students are provided explicit phonics instruction in key foundational skills, designed to promote students through Scarborough's reading rope towards comprehension.
- Title 1 staff and instructional staff use Foundations and Heggerty and other evidence-based programming specifically for students identified as at-risk.
- Title 1 staff provide resources to all families whose children qualify for Title 1 support, including informational videos, training, free books, resources, take-home texts, and student work samples.

SECTION 7 PART B: ENSURING EFFECTIVENESS AND IMPROVING UPON STRATEGIES (STRATEGIES TO SUPPORT ADULT IMPLEMENTATION)*

Describe how the district will ensure the proposed evidence-based strategies in Section 8, Part A will do the following:

1. *Be effective;*
2. *Show progress; and*
3. *Improve upon strategies utilized during the two prior consecutive school years.*

Imagine Sullivant will use the following measures to monitor implementation:

- K-3 teachers will be observed and provided relevant and actionable feedback by instructional coaches on a weekly basis using forms that directly reflect literacy initiatives.
- K-3 teachers will submit lesson plans that address phonemic awareness and phonics instruction, especially in the explicit and direct instruction of students who qualify for RIMPs.
- K-3 teachers will participate in weekly data analysis meetings whereby teachers will bring student work samples and anticipate co-planning and discussing instructional practices.
- K-3 teachers will receive professional development regarding language acquisition and the Science of Reading.
- As part of our literacy monitoring, building leaders will communicate and follow-up on non-negotiable instructional practices and will use walkthrough and observational data to guide discussions and development of teachers.
- K-3 teachers will have access to instructional coaching and literacy support through the leadership team.
- K-3 students who qualify for RIMPs and fail to make adequate progress will receive remedial intervention by the Title 1 staff.
- Title 1 staff who support early literacy instruction in K-3 will submit weekly lesson plans outlining the targeted intervention programming and progress monitoring measures.

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SECTION 7 PART C: STAFFING AND PROFESSIONAL DEVELOPMENT PLAN*

Insert a professional development plan that supports the evidence-based strategies proposed in the Reading Achievement Plan and clearly identifies the instructional staff involved in the professional development. Refer to the definition of professional development in the guidance document. Please indicate how the professional development activities are sustained, intensive, data-driven, and instructionally focused. Explain how the district is addressing Culturally Responsive Practice and the Science of Reading in the professional development plan.

****Under Ohio law (House Bill 33 of the 135th General Assembly Section 265.330 Districts and schools shall require all teachers and administrators to complete a Science of Reading professional development course provided by the Department not later than June 30, 2025.**

****Ohio's [Dyslexia Support Laws](#) require all kindergarten through third grade teachers, as well as teachers providing special education instruction to children in kindergarten through grade 12, to complete professional 18 hours of approved development on identifying characteristics of dyslexia and understanding pedagogy for instruction of students with dyslexia.**

<p><i>Teacher Professional Development: Teachers will complete a professional development course aligned with the guidebook that is evidence-based and requires instruction and training for identifying characteristics of dyslexia and understanding the pedagogy for the Science of Reading.</i></p>
<p>2022-2023 School year</p> <p>Grades K-3/SPED/Administration: Completed the Ohio Department of Education 18-hour Dyslexia Course Online</p>
<p>2023-2024 School year</p> <p>Grades K-7 Teachers/Title Staff: Completed the Ohio Department of Education 18-hour Dyslexia Course Online</p>
<p><i>Additional Provisions: Ohio Department of Education 18-hour Dyslexia is required for the 2023-2024 staff who work with students in K-2 before the beginning of the school year.</i></p>

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APPENDICES

If necessary, please include a glossary of terms, data summary, key messages, description of program elements, etc.

**Section headings marked with an asterisk are required by state law.*