

# School Improvement Plan



**2017-2018**

*School Improvement Plans remain in effect for two years, but a School Leadership Team may amend as often as necessary or appropriate.*



## 2017-2018 Allenbrook Elementary School Improvement Plan Report

### Allenbrook Elementary Contact Information

<b>School:</b>	Allenbrook Elementary School	<b>Courier Number:</b>	308
<b>Address:</b>	1430 Allenbrook Drive	<b>Phone Number:</b>	980-343-6004
	Charlotte, NC 28208	<b>Fax Number:</b>	980-343-6115
<b>Learning Community</b>	Project L.I.F.T.	<b>School Website:</b>	<a href="http://schools.cms.k12.nc.us/allenbrookES/Pages/Default.aspx">http://schools.cms.k12.nc.us/allenbrookES/Pages/Default.aspx</a>

<b>Principal:</b>	Katharine Bonasera
<b>Learning Community Superintendent:</b>	Denise Watts

### Allenbrook Elementary School Improvement Team Membership

*From GS §115C-105.27: "The principal of each school, representatives of the assistant principals, instructional personnel, instructional support personnel, and teacher assistants assigned to the school building, and parents of children enrolled in the school shall constitute a school improvement team to develop a school improvement plan to improve student performance. Representatives of the assistant principals, instructional personnel, instructional support personnel, and teacher assistants shall be elected by their respective groups by secret ballot....Parents serving on school improvement teams shall reflect the racial and socioeconomic composition of the students enrolled in that school and shall not be members of the building-level staff."*

Committee Position	Name	Email Address	Date Elected
Principal	Katharine Bonasera	Katharineb.bonasera@cms.k12.nc.us	8/29/17
Assistant Principal Representative	Xzaviar Bailey	Xzaviar.bailey@cms.k12.nc.us	8/29/17
PK-1 Teacher Representative	Bridget Walls	Bridgett.walls@cms.k12.nc.us	8/29/17
PK-1 Teacher Representative	Ashley Robinson	Ashleys.robinson@cms.k12.nc.us	8/29/17
2-3Teacher Representative	Imogen Thomas-Williams	Imogen.thomas-williams@cms.k12.nc.us	8/29/17
2-3Teacher Representative	Michael Roper	Michael.roper@cms.k12.nc.us	8/29/17
4-5 Teacher Representative	Christopher Moses	Christopher.moses@cms.k12.nc.us	8/29/17

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4-5 Teacher Representative	Artrice Johnson	Artrice1.johnson@cms.k12.nc.us	8/29/17
Inst. Support Representative	Elizabeth Bertke	Elizabetha.bertke@cms.k12.nc.us	8/29/17
Teacher Assistant Representative	Jennifer Sale	Jenniferl.sale@cms.k12.nc.us	8/29/17
Student Supports Representative	Carla Gaymon	Carla1.gaymon@gmail.com	8/29/17
Community Representative	Gerri Wallace		8/29/17
Parent Representative	Priscilla Brewer	Priscilla.brewer@cms.k12.nc.us	8/29/17

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

### Vision Statement

**District:** CMS provides all students the best education available anywhere, preparing every child to lead a rich and productive life.

**School:** Allenbrook provides all students an education which helps them grow personally, contribute to the school and advance our community.

### Mission Statement

**District:** The mission of CMS is to maximize academic achievement by every student in every school.

**School:** Learning for All, Whatever It Takes

### Alenbrook Elementary Shared Beliefs

"Ignite. Innovate. Iterate" We will ignite a love of learning and build community through consistent, positive, and energetic interactions. We will innovate by using data to drive personalized instruction and valuing creativity in our students and staff. We will iterate by focusing on continuous improvement for children through mastery learning and adults through action oriented observation and feedback

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## **2017-2018 Allenbrook Elementary School Improvement Plan Report**

### **Allenbrook Elementary SMART Goals**

- Provide a duty-free lunch period for every teacher on a daily basis, to the maximum extent that the safety and proper supervision of students may allow during regular student contact hours.
- Provide duty-free instructional planning time for every teacher under G.S. 115C-105.27 and -301.1, with the goal of proving an average of at least five hours of planning time per week, to the maximum extent that the safety and proper supervision of students may allow during regular student contact hours.
- Provide a positive school climate, under CMS regulation JICK-R, by promoting a safe learning environment free of bullying and harassing behaviors.
- Develop, strengthen, and maintain an academic culture focused on consistent, high quality instruction which balances rigorous standards, aligned content, and student-centered pedagogy in order to accelerate student achievement to provide students access to unlimited opportunities.
- Develop, strengthen, and maintain an aligned school culture rooted in trust, communication, high expectations, and consistency for students, staff, and families in order to create a safe, joyful, and transformational learning environment.

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# 2017-2018 Allenbrook Elementary School Improvement Plan Report

## Allenbrook Elementary Assessment Data Snapshot

### SIP READY Assessment Detail Summary

1 of 1 Find | Next

**cms** Charlotte-Mecklenburg Schools  
School Improvement Plan  
READY EOY Assessment Proficiency Summary

Allenbrook Elementary School

Assessment	Subgroup	2016-2017		2015-2016		2014-2015		2013-2014		2012-2013	
		% GLP	% CCR	% GLP	% CCR	% GLP	% CCR	% GLP	% CCR	% GLP	% CCR
<input checked="" type="checkbox"/> Grade 03 EOG Composite	All	43.2	33.3	51.0	36.9	53.6	36.9	54.1	47.9		35.5
<input checked="" type="checkbox"/> Grade 03 EOG Math	All	52.3	40.5	69.7	51.5	73.8	56.0	64.4	60.3		43.5
<input checked="" type="checkbox"/> Grade 03 EOG Reading	All	34.2	26.1	32.3	22.2	33.3	17.9	43.8	35.6		27.5
<input checked="" type="checkbox"/> Grade 04 EOG Composite	All	45.8	38.9	35.9	27.2	50.0	35.9	52.9	41.2		31.8
<input checked="" type="checkbox"/> Grade 04 EOG Math	All	56.8	55.8	40.2	33.7	54.1	42.4	64.7	57.4		44.2
<input checked="" type="checkbox"/> Grade 04 EOG Reading	All	34.7	22.1	31.5	20.7	45.9	29.4	41.2	25.0		19.5
<input checked="" type="checkbox"/> Grade 05 EOG Composite	All	31.3	23.3	45.6	36.8	34.2	24.5	40.8	28.3		21.0
<input checked="" type="checkbox"/> Grade 05 EOG Math	All	37.5	35.0	54.4	45.6	43.0	36.7	50.0	40.0		24.2
<input checked="" type="checkbox"/> Grade 05 EOG Reading	All	20.0	8.8	33.8	25.0	30.4	21.5	26.3	15.0		19.8
<input checked="" type="checkbox"/> Grade 05 EOG Science	All	36.3	26.3	48.5	39.7	29.1	15.2	46.3	30.0		18.9
<input checked="" type="checkbox"/> School EOG Reading Composite	All	30.4	19.9	32.4	22.4	36.7	23.0	36.7	24.9		21.9
<input checked="" type="checkbox"/> School EOG Math Composite	All	49.7	44.1	55.2	43.6	57.3	45.2	59.3	52.0		36.3
<input checked="" type="checkbox"/> School EOG Science Composite	All	36.3	26.3	48.5	39.7	29.1	15.2	46.3	30.0		18.9
<input checked="" type="checkbox"/> EOG Composite	All	39.6	31.3	44.4	33.8	44.5	31.5	47.7	37.2		27.5
<input checked="" type="checkbox"/> School Composite	All	39.6	31.3	44.4	33.8	44.5	31.5	47.7	37.2		27.5

GLP: Grade Level Proficiency. Level III/IV/V in 2013-14 and beyond.  
CCR: College and Career Readiness. Level III/IV in 2011-12 & 2012-13. Level IV/V in 2013-14 and beyond.

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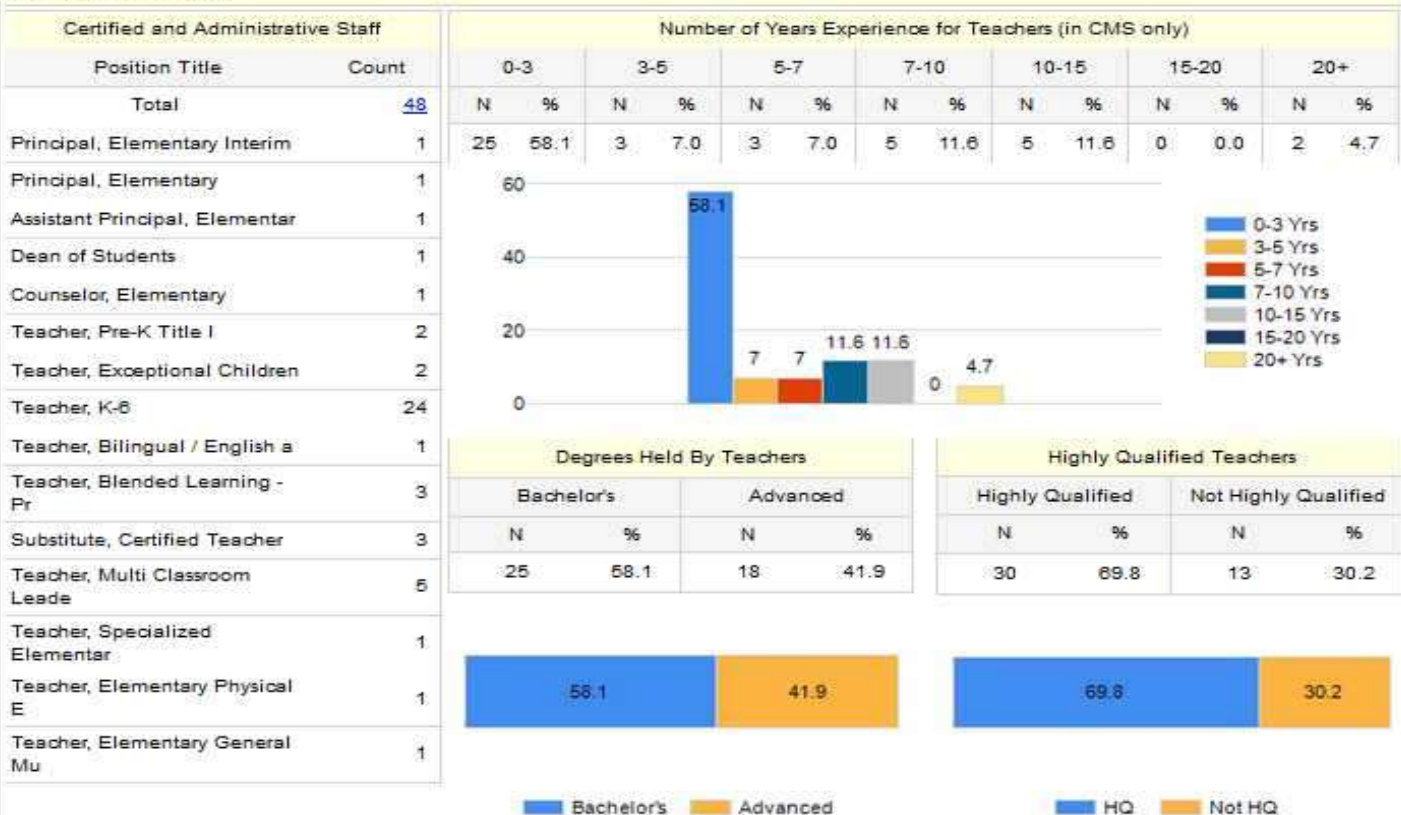


# 2017-2018 Allenbrook Elementary School Improvement Plan Report



Charlotte-Mecklenburg Schools: School Improvement Plan  
Staff Profile

## Allenbrook Elementary



Note: Employee/staff information is obtained from Lawson and updated daily. Employee records that require modification or correction should be made in Lawson. Changes should be reflected in the Navigator Portal by the next business day.



## 2017-2018 Allenbrook Elementary School Improvement Plan Report

### Allenbrook Elementary Profile

Allenbrook Elementary is a small school nestled in a quiet neighborhood located in the western part of Mecklenburg County. The historical information for Allenbrook dates back to 1957. Allenbrook is part of the Project LIFT Learning Community. Allenbrook Elementary School is a Title I school that currently serves approximately 600 students in pre-kindergarten through fifth grade. Of these students 72.2% are African American, 12.1% are Latino/Hispanic, 3.2% are white, 10.2% are Asian, 7.9% American Indian and .4% Native Hawaiian/Pacific. At Allenbrook, approximately 78% of students are identified under CEP, 10.8 are LEP, 11.3 are classified EC and 1.1% are academically gifted.

We have 2 pre-kindergarten, 4 kindergarten, 4 first grade, 5 second grade, 5 third grade, 4 fourth grade, and 4 fifth grade classrooms. Our average class size is 22. The school follows a traditional school calendar. Regular instruction for students begins at 7:45 and ends at 2:45PM. Allenbrook has a small group of students who walk to school; however, the majority of the students are bused in from a home school zone made up of nearby neighborhoods and apartment complexes.

Allenbrook Elementary School became part of a district and non-profit partnership Project LIFT, in which all member schools are feeder schools to West Charlotte High School. The administrative team includes a principal, assistant principal, and dean. In addition to our administrative team, we have four multi-classroom leaders working to coach, support, and develop the effectiveness of classroom teachers. We have numerous individuals on staff to support our pre-kindergarten through fifth grade students, including a school counselor, social worker, ESL teacher, TD teacher, two EC teachers, and a speech pathologist. Our behavior management technician helps support the behavior needs of our students across all grade levels. There are twenty-two classroom teachers on staff as well as four Reach Associates, two pre-kindergarten assistants, and two teacher assistants. Our students engage in Connect special area classes daily. To support this we have an art teacher, physical education teacher, and a music teacher. 100% of our staff members are highly qualified and dedicated to meeting the needs of our students.

In the 2015-2016 school year teachers at Allenbrook worked in Professional Learning Communities to increase their effectiveness and support each other in meeting the needs of students. Data Driven Instruction serves as a foundation for this process. A variety of data sources are considered including EOG results, common assessments, Reading 3D, and

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## **2017-2018 Allenbrook Elementary School Improvement Plan Report**

Discovery Education assessments. During the 2017-2018 school year, we will utilize common assessments, Reading 3D, Discovery Education assessments, and EOG results. Teachers meet in PLCs to write SMART goals for their students based on past performance and diagnostic data. They, then, plan instruction to address these goals.

Teachers regularly assess their students using formal and informal measures. This provides them with feedback to monitor and adjust their instruction based on student work. We utilize the CMS early release days to conduct deep data analysis and action planning, which allow for teachers to view the grade level as a whole and within classes. During these times, teachers analyze the most recent data from a common assessment and write up action plans to meet student needs. Data conversations continue to take place on a weekly basis during planning. In addition to the deep dive data meetings, teachers participate in 165 minute curriculum planning each week. During this time they discuss specific instructional strategies that can be used to meet learning objectives and work with MCLs to generate new ideas for instruction.

For students that need additional support to meet their academic and social needs, Allenbrook has designed a new MCL1 position to create manageable, intensive plans for these subgroups of students. Any student that is more than two years behind, ESL, EC, or has started the intervention process will be targeted for these interventions and their progress monitored by teachers and the MCL1. Our pre-k teachers collaborate with our kindergarten staff to ensure that students with increased need transition smoothly from pre-kindergarten to kindergarten. Additionally, our counselor works closely with middle school staff to transition our fifth grade students. Through this process our students are able to get the support they need to meet their fullest potential.

This year teachers will continue their own professional development to impact student learning. Our professional development focus for the 2016-2017 school year includes No Nonsense Nurturer, utilizing data to drive instruction, Core Knowledge & Expeditionary Learning training, incorporating technology, and cultural proficiency. Teachers will continue to receive professional development in the use of ongoing assessment tools such as Reading 3D to enhance their instruction. These professional development opportunities will assist classroom teachers in showing students how to transfer and apply knowledge while enhancing learning opportunities in all subject areas. Our 4 MCLs and lead team members per grade are also instrumental in coaching and developing our teachers. They provide regular feedback, conduct learning

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## **2017-2018 Allenbrook Elementary School Improvement Plan Report**

walks and co-teach lessons. They utilize teacher-level data to target classrooms that need the most support and provide extra mentoring for beginning teachers.

Our academic program is focused on preparing students to be successful in middle school, high school, and beyond. Literacy serves as the foundation of the academic program and every grade level has at least 120 minutes for literacy instruction per day. Teachers utilize a balanced literacy approach to meet the needs of students. They utilize Core Knowledge and Expeditionary Learning in reading. During some of this time teachers have additional support from reach associates, EC teachers, ESL teachers and MCLs. Students have time for independent reading and writing during small group instruction. They self-select reading materials that will help them reach individual reading goals. Math instruction is focused on building conceptual understanding of basic math concepts. Teachers utilize Eureka Math. Every grade level has at least 90 minutes for math instruction. Incorporated into this time is math workshop where students are ability grouped to practice skills they need based on data. Science and Social Studies are integrated into literacy curriculum. 4<sup>th</sup> and 5<sup>th</sup> grade students have 45 minutes of Science. Labs are incorporated to enhance core instruction. Teachers work to integrate literacy across these content areas to continue to build a strong foundation of literacy in students.

At Allenbrook our staff works to create a positive and nurturing school environment. We hold quarterly awards assemblies to honor student academic progress. We hold "Hive Huddles" focused on character development and promoting a love of reading. We have several programs for students to develop leadership qualities. Allenbrook News Network is our student run closed-circuit TV station. Students also have the opportunity to serve on Girls on the Run, Safety Patrol, Color Guard, and Step Team.

Parental support is an important part of our school. We maintain open communication with parents through regular newsletters, ConnectEd messages, conferences and events. Parents are encouraged to join our School Leadership team. We are relaunching our Parent Teacher Association this year. Through these organizations they provide input on school policies, help plan events, volunteer and engage with the school community as a whole. In 2015-2016 we saw tremendous turnout for Back to School Night, Black History Program, and the International Festival. These events will continue this year. In addition, school committees plan several other events throughout the year to increase parental involvement. We look forward to increasing opportunities for parents to engage in the learning process moving forward.

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## **2017-2018 Allenbrook Elementary School Improvement Plan Report**

Community partners join with the school to help meet the academic and social needs of the students. We are currently working with one of the districts Community Partnerships & Family Engagement Coordinator to help us build partnerships and have a growing partnership with Durham Memorial Baptist Church and Christ Resurrection Church. We also have a Community in Schools site coordinator at the school who also helps with building community partners. In addition, we are also partnered with A Child's Place and Kids with Incarcerated Parents to help meet the needs of our students. Many teachers at Allenbrook take advantage of Donor's Choose to get some of the supplies they need for their classrooms. Of course, we cannot forget to include the businesses that have partnered with Project LIFT, which directly impacts our school. In 2016-2017 we will continue to develop these partnerships and expand our impact.

We are excited about the progress at Allenbrook Elementary School and the direction we are headed. Over the course of the next year our goal is to ensure that each and every student that walks through our doors is receiving an excellent education, focused on individual needs. It is important that we continue to grow our teachers through professional development and leadership opportunities. We look forward to strengthening our parental involvement and community partnerships to ensure we are addressing the social and emotional needs of our students. Though we face many challenges and our students are still behind their middle class peers academically, we are committed to overcoming the obstacles and closing the achievement gap. Every child deserves access to an education that will prepare them to accomplish any goal they set and be prepared to be productive citizens.

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

### Strategic Plan 2019: For a Better Tomorrow

<p><b>Goal 1:</b> Maximize academic achievement in a personalized 21st-century learning environment for every child to graduate college- and career-ready</p> <p><b>Four focus areas:</b></p> <ol style="list-style-type: none"><li>I. College- and career-readiness</li><li>II. Academic growth/high academic achievement</li><li>III. Access to rigor</li><li>IV. Closing achievement gaps</li></ol>	<p><b>Goal 2:</b> Recruit, develop, retain and reward a premier workforce</p> <p><b>Five focus areas:</b></p> <ol style="list-style-type: none"><li>I. Proactive recruitment</li><li>II. Individualized professional development</li><li>III. Retention/quality appraisals</li><li>IV. Multiple career pathways</li><li>V. Leadership development</li></ol>
<p><b>Goal 3:</b> Cultivate partnerships with families, businesses, faith-based groups and community organizations to provide a sustainable system of support and care for each child</p> <p><b>Three focus areas:</b></p> <ol style="list-style-type: none"><li>I. Family engagement</li><li>II. Communication and outreach</li><li>III. Partnership development</li></ol>	<p><b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, cultural competency and customer service</p> <p><b>Five focus areas:</b></p> <ol style="list-style-type: none"><li>I. Physical safety</li><li>II. Social and emotional health</li><li>III. High engagement</li><li>IV. Cultural competency</li><li>V. Customer service</li></ol>

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

**Goal 5:** Optimize district performance and accountability by strengthening data use, processes and systems

**Four focus areas:**

- I. Effective and efficient processes and systems
- II. Strategic use of district resources
- III. Data integrity and use
- IV. School performance improvement

**Goal 6:** Inspire and nurture learning, creativity, innovation and entrepreneurship through technology and strategic school redesign

**Four focus areas:**

- I. Learning everywhere, all the time
- II. Innovation and entrepreneurship
- III. Strategic school redesign
- IV. Innovative new schools

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

<b>SMART Goal (1):</b> <i>Duty Free Lunch for Teachers</i>	Provide a duty-free lunch period for every teacher on a daily basis.
<b>Strategic Plan Goal:</b>	<b>Goal 2:</b> Recruit, develop, retain and reward a premier workforce <b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, cultural competency and customer service
<b>Strategic Plan Focus Area:</b>	Teacher Retention; Customer Service
<b>Data Used:</b>	Discipline reports, InSight Survey results

<b>Strategies</b> (determined by what data) • Task • Task (PD)	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) <b>Interim Dates</b>
1. Lunch coverage will be provided by teachers, administrators, and support staff	Principal,- Bonasera, Assistant Principal- Bailey MCLs- Bertke, Moses, Roper, Mohler, T-W, Robinson, Walls	-Decrease number of student discipline referrals/OSS -Increase learning environment noted on InSight Survey	CMS	Admin	September-June  - 10/28/17 - 1/23/18 - 3/30/18
2. Assigned Seating: Students will be assigned seats through a seating chart devised by the classroom teacher to minimize behavior issues and facilitate behavior management by lunch	Classroom Teachers	-Decrease number of student discipline referrals/OSS  -Increase learning environment noted on InSight Survey.	N/A	Classroom Teachers	September-June  - 10/28/17 - 1/23/18 - 3/30/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

monitors.					
3. Master Schedule: The schedule for lunches has been arranged to manage the number of students in the cafeteria at any given time.	Principal,- Bonasera, Assistant Principal- Bailey ILT-Walls, Robinson, T-W, Mohler, Moses, Roper, Bertke Dean-Gwinn Cafeteria Mgr- Hamilton	-Decrease number of student discipline referrals/OSS  -Increase learning environment noted on InSight Survey.	N/A	Admin	September-June  - 10/28/17 - 1/23/18 - 3/30/18
4. School Behavior Hierarchy: Will be posted throughout the school and cafeteria to set clear behavioral expectations for students and incentives for positive behaviors.	SST (Gwinn, Medley, Curran)  Admin Bonasera	Decrease number of student discipline referrals/OSS  -Increase learning environment noted on InSight Survey.	N/A	SST (Gwinn, Medley, Curran) Lunch Monitor Admin Bonasera	September-June  - 10/28/17 - 1/23/18 - 3/30/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

<b>SMART Goal (2):</b> <i>Duty Free Instructional Planning Time</i>	Provide duty-free instructional planning time for every teacher under G.S. 115C-105.27 and -301.1, with the goal of proving an average of at least five hours of planning time per week, to the maximum extent that the safety and proper supervision of students may allow during regular student contact hours.
<b>Strategic Plan Goal:</b>	<b>Goal 2.</b> Recruit, develop, and retain a premier workforce. <b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, cultural competency and customer service
<b>Strategic Plan Focus Area:</b>	Professional Development, Retention, Leadership, Communication
<b>Data Used:</b>	InSight Survey, assessment data

<b>Strategies</b> (determined by what data) • Task • Task • Task (PD)	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) <b>Interim Dates</b>
1. Master Schedule: Create allowing duty-free instructional planning for every teacher for 55 minutes daily.	Principal Bonasera  Assistant Principal Bailey	-Increase learning environment noted on InSight Survey. -Increase in student achievement. Master Schedule, Team Minutes, Classroom Observations Minutes	N/A	Classroom Teachers Connect Teachers MCL's Admin	September-June  - 10/28/17 - 1/23/18 - 3/30/18
2. Provide class coverage: Connect team covers classroom teachers 55 minutes daily.	Principal Bonasera  Assistant Principal Bailey	-Increase learning environment noted on InSight Survey -Increase in student achievement.	N/A	Classroom Teachers Connect Teachers MCL's Admin	September-June  - 10/28/17 - 1/23/18 - 3/30/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

3. Maximize learning effectiveness through training grade level chairs, Planning/Data meetings, establishing planning agendas, effective leadership strategies. Participate in curriculum “deep dives with MCL’s.	Principal Bonasera  Assistant Principal Bailey	-Increase learning environment noted on InSight Survey -Increase in student achievement. -Team Norms and agendas, Admin Meetings, Observational Data	N/A	Classroom Teachers Connect Teachers MCL’s Admin	September-June  - 10/28/17 - 1/23/18 - 3/30/18
4. Establish/utilize new means of communication: Buzz-online staff newsletter, emails in place of meetings, Google Docs-coaching, comments, collaboration to allow planning to focus on instruction.	Principal Bonasera Assistant Principal Bailey ILT- Walls, Robinson, T-W, Mohler, Roper, Bertke, Moses	-Increase learning environment noted on InSight Survey -Increase in student achievement. -Copies of weekly staff newsletters and Google Coaching document	N/A	Admin	September-June  - 10/28/17 - 1/23/18 - 3/30/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

<b>SMART Goal (3):</b> <i>Anti-Bullying / Character Education</i>	Provide a positive school climate, under CMS regulation JICK-R, by promoting a safe learning environment free of bullying and harassing behaviors.
<b>Strategic Plan Goal:</b>	<b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, customer service and cultural competence.
<b>Strategic Plan Focus Area:</b>	Physical Safety, High Engagement, Cultural Competency, Social and Emotional Health.
<b>Data Used:</b>	InSight Survey, assessment data, suspension numbers

<b>Strategies</b> (determined by what data) • Task • Task • Task (PD)	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) <b>Interim Dates</b>
1. Bully Liaison / Bully-prevention	Admin Bonasera Social Worker Curran Medley Dean Gwinn	Decrease in suspensions  Higher attendance  Decrease in the number of reported bullying cases	N/A	Principal Bonasera Assistant Principal SST-Medley, Gwinn, Curran SLT Members Discipline/Behavior Committee	September-June  - 10/28/17 - 1/23/18 - 3/30/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

2. No Nonsense Nurturer to establish school wide expectations.	Admin Bonasera,  Counselor Medley  Dean Gwinn	Increase in rewards for positive behavior  Decrease in suspensions  Higher attendance	N/A	Principal Bonasera Assistant Principal SST-Medley, Gwinn, Curran SLT Members Discipline/Behavior Committee	September-June  - 10/28/17 - 1/23/18 - 3/30/18
3. Character Education • Hive Huddle  • School Store for incentives	Admin Bonasera Social Worker Curran Medley Dean Gwinn	Increase in rewards for positive behavior  Decrease in suspensions  Higher attendance	N/A	SST  BMT	September-June  - 10/28/17 - 1/23/18 - 3/30/18
4. Individual and small group counseling	Admin Bonasera Social Worker Curran Medley Dean Gwinn	Increase in rewards for positive behavior  Decrease in suspensions  Higher attendance	N/A	SST  BMT	September-June  - 10/28/17 - 1/23/18 - 3/30/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

<p>5. Healthy Active Child 30 min.</p> <ul style="list-style-type: none"> <li>Implement moderate to rigorous 30 minute structured physical activity daily in all classrooms</li> <li>Implement 55 minutes per week with the certified PE Teacher</li> <li>PE Teachers will support classroom teachers by providing guidance and ideas on activities and athletic equipment</li> </ul>	<p>Admin Bonasera,</p> <p>PE Teacher, Lake</p>	<p>Increase in rewards for positive behavior</p> <p>Decrease in suspensions</p> <p>Increase attendance</p>	<p>N/A</p>	<p>Admin Bonasera,</p> <p>PE Teachers</p> <p>All teachers</p>	<p>September-June</p> <p>- 10/28/17</p> <p>- 1/23/18</p> <p>- 3/30/18</p>
<p>6. School Health Team</p> <ul style="list-style-type: none"> <li>Establish a school Health Advisory Committee-Action for Healthy Eating</li> <li>The committee will plan, implement and monitor the implementation of the health food plan</li> <li>The committee will meet monthly as part of SLT</li> </ul>	<p>Admin Bonasera,</p> <p>School Nurse Russell</p> <p>Cafeteria Manager Hamilton</p> <p>Social Worker Curran</p>	<p>Increase attendance</p> <p>Increase in positive behavior</p> <p>Increase in engagement and achievement</p> <p>Decrease in suspensions</p>	<p>N/A</p>	<p>Admin Bonasera,</p> <p>School Nurse Satterfield</p> <p>Cafeteria Manager Hamilton</p> <p>Social Worker Curran</p>	<p>September-June</p> <p>- 10/28/17</p> <p>- 1/23/18</p> <p>- 3/30/18</p>

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

<b>SMART Goal (4): Instructional Culture</b>	Develop, strengthen, and maintain an academic culture focused on consistent, high quality instruction which balances rigorous standards, aligned content, and student-centered pedagogy in order to accelerate student achievement to provide students access to unlimited opportunities.
<b>Strategic Plan Goal:</b>	<b>Goal 1:</b> Maximize academic achievement in a personalized 21st-century learning environment for every child to graduate college- and career-ready <b>Goal 5:</b> Optimize district performance and accountability by strengthening data use, processes and systems <b>Goal 6:</b> Inspire and nurture learning, creativity, innovation and entrepreneurship through technology and strategic school redesign
<b>Strategic Plan Focus Area:</b>	Increase accountability; identify and leverage validating data points; use various strategies to sustain energy.
<b>Data Used:</b>	Dibels, TRC, BOG, MAP Diagnostic

<b>Strategies</b> (determined by what)		<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) • Interim Dates
<ul style="list-style-type: none"> <li>• Task</li> <li>• Task</li> <li>• Task (PD)</li> </ul>	<div style="border: 2px solid black; padding: 20px; text-align: center;"> <h1>See 90-Day</h1> <h2>Plan</h2> </div>		
1.			

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

<b>SMART Goal (5): School Culture/ Staff Culture</b>	Develop, strengthen, and maintain an aligned school culture rooted in trust, communication, high expectations, and consistency for students, staff, and families in order to create a safe, joyful, and transformational learning environment.
<b>Strategic Plan Goal:</b>	<b>Goal 2:</b> Recruit, develop, retain and reward a premier workforce <b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, cultural competency and customer service
<b>Strategic Plan Focus Area:</b>	Increase accountability; identify and leverage validating data points; and use various strategies to sustain energy.
<b>Data Used:</b>	Staff Survey Data, Staff Attendance Data, Student Culture Data

<b>Strategies</b> (determined by what data) • Task • Task • Task (PD)	<b>Point Person</b> (title)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) • Interim Dates
1.	<div>See 90-Day Plan</div>				
2.					

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# 2017-2018 Allenbrook Elementary School Improvement Plan Report

## 90-Day Action Plan – Priority #1

<b>Turnaround Initiative Focus Area (Big Rock):</b>  Instructional Culture	
<b>School's Priority:</b> <i>(Given the goals identified, what problem needs to be addressed to achieve these goals?)</i>  Quality of the "what" and "how" of instruction	<b>School Leader Actions:</b>  Focus on execution of strategic plan: (1) increase accountability (2) identify and leverage validating data points and (3) use various strategies to sustain energy
<b>Desired Outcome:</b> <i>(What will be different if you are successful in addressing this priority?)</i>  The Allenbrook Elementary School community will develop, strengthen, and maintain an academic culture focused on consistent, high quality instruction which balances rigorous, standards aligned content and student-centered pedagogy in order to accelerate student achievement to provide students access to unlimited opportunities	
<b>Root Cause(s) to Address Hypothesis of Priority:</b> <i>(What do you believe is at the heart of this problem? What evidence do you have to support this hypothesis?)</i>  With the vast number of students still struggling to meet grade level expectations, there is a need to balance core instruction and provide effective interventions. For the past 3 years the school has not increased the overall composite on EOGs. While there have been pockets of growth, the majority of students continue to perform below grade level. There are several areas of need to address: (1) alignment of instruction to standards (2) strategic response to data at all tiers (3) use of student-centered pedagogy (4) consistency of implementation across all classrooms	

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

<b>Strategies</b> (determined by what data) <ul style="list-style-type: none"><li>• Task</li><li>• Task</li><li>• Task (PD)</li></ul>	<b>Point Person</b> (title)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) <ul style="list-style-type: none"><li>• Interim Dates</li></ul>
1.					
2.	<b>See Comprehensive Plan</b>				
3.					

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

ACTIONS			
Critical Action to Address Root Cause & Achieve Desired Outcome	Person Completing Action	Timeline	Resources Needed / Source
<b>Develop</b> Planning: Develop comprehension planning protocol including pre-work, a focus on standards, prioritizing what/how and use of data Professional Development: Create a robust PD calendar that includes- planning protocol, unpacking standards, exemplar responses, key pedagogy strategies (CT3), MTSS	ILT	Complete by July 31	- Planning protocol - PD calendar and resources
<b>Maintain</b> Coaching: Provide weekly RTTC-I and/or See It, Name It, Do It coaching for all instructional staff; align coaching of instructional leaders to a variety of data sources Gather Data: Monitor implementation of pedagogy implementation, planning, student work/data Professional Development: Plan and implement bi-weekly professional development aligned to overall trends	ILT	Roll out August 14-25 Ongoing	- CT3 resources for pedagogy - Coaching tools - Data tracking/monitoring tools (mastery connect) - Data analysis protocols - PD calendar and resources
<b>Strengthen</b> Staff Input: Create and administer monthly staff survey; plan for an executive committee to examine instructional practices (literacy and math); communicate progress toward grade level and school wide goals following each assessment cycle Data Driven Decisions: Conduct data deep dives following each assessment cycle; execute one-on-one meetings with all instructional staff (including EC/ESL/TD) to review data and adjust practice	ILT	Ongoing	- Monthly staff survey - Committee structure and meeting schedule - Data communication template - DDI tools - Data meeting schedule

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

PROGRESS INDICATORS		
Indicator Date	Evidence to Determine Progress Toward Achieving Desired Outcome	Potential Adjustments
By September 15	Data analysis after all BOY data has been collected (Dibels, TRC, BOG, Map, Diagnostic) should confirm appropriateness of goals/areas of focus	<ul style="list-style-type: none"> <li>- Build urgency toward goals</li> <li>- Identify additional students for MTSS Tier 2</li> <li>- Need for additional resources</li> </ul>
End of Assessment Cycles	Review of student level data across the school Review of teacher practice including implementation of robust what/how Review of MCL practice Review of Admin practice	<ul style="list-style-type: none"> <li>- Reinforce urgency toward goals</li> <li>- Specific performance plans</li> <li>- Additional students for MTSS Tier 2 or 3</li> <li>- Need for additional resources/support</li> </ul>

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# 2017-2018 Allenbrook Elementary School Improvement Plan Report

## 90-Day Action Plan – Priority #2

<b>Turnaround Initiative Focus Area (Big Rock):</b>  School Culture	
<b>School's Priority:</b> <i>(Given the goals identified, what problem needs to be addressed to achieve these goals?)</i>  Staff Culture	<b>School Leader Actions:</b>  Focus on execution of strategic plan: (1) increase accountability (2) identify and leverage validating data points and (3) use various strategies to sustain energy
<b>Desired Outcome:</b> <i>(What will be different if you are successful in addressing this priority?)</i> The Allenbrook Elementary School community will develop, strengthen, and maintain an aligned school culture rooted in trust, communication, high expectations and consistency for students, staff and families in order to create a safe, joyful, and transformational learning environment.	

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

**Root Cause(s) to Address Hypothesis of Priority:** *(What do you believe is at the heart of this problem? What evidence do you have to support this hypothesis?)*

At the heart of the problem are a few issues:

- (1) a need to build buy-in and alignment in student discipline practices to ensure teachers and administrators are on the same page in terms of doing what is best for all students
- (2) continued need to build relationships and trust among staff members
- (3) a need for increased consistency and sustaining reform strategies throughout the school year

Critical Action to Address Root Cause & Achieve Desired Outcome	Person Completing Action	Timeline	Resources Needed / Source
<b>Develop Student Culture Practices</b> - Planning: Create a comprehensive student culture plan outlining key school systems, actions and points of contact - Professional Development: Roll out comprehensive approach to student culture using methods and strategies to build buy-in and alignment (including restorative practices circles)	Admin	Completed by July 31	- Student culture planning documents - Professional development plan/calendar - Restorative Practices PD resources
<b>Maintain Student Culture Practices</b> - Coaching: Provide RTTC-M and See It/Name It/Do It coaching until all classrooms reach a bar of "active participation" - Gather Data: Collect monthly engagement data and leading indicator data; report out to staff during monthly meeting and Buzz - Professional Development: Implement restorative practices PD, design and implement monthly PD aligned to trends in student culture data	MCLs DOS	Roll out August 14-25	- Coaching tools - Calendar for data collection - Data report template - Professional development calendar and resources
<b>Strengthen Student Culture Practices</b> - Staff Input: Create and administer monthly staff survey with targeted questions regarding student culture; monthly student culture committee meeting; use of staff circles to provide feedback and align staff - Data Driven Decisions: Quarterly meeting of ILT and SST to review leading indicator data, student concerns, family concerns, staff concerns and determine/execute appropriate next steps	SST	Ongoing	- Monthly staff survey - Committee structure document/sign up - Quarterly meeting schedule and protocol
<b>Develop Staff Culture Practices</b> - Planning: Create a comprehensive staff culture plan outlining key school systems, actions and points of contact; plan for a robust communication strategy that balances face-to-face and electronic communication of information; plan for a committee structure for staff to provide on-going input and solutions to school challenges	Admin	Completed by July 31	- Staff culture planning documents - Communication plan - Professional development calendar and resources



## 2017-2018 Allenbrook Elementary School Improvement Plan Report

- Professional Development: Roll out comprehensive approach to staff culture using methods and strategies to build buy-in and alignment (including restorative practices circles), provide opportunities for various staff interactions and team building				
<b>Maintain Staff Culture Practices</b> - Coaching: Provide open and honest dialogue/feedback to staff members aligned with Intentional Leadership practices - Gather Data: Collect monthly staff culture data; report out to staff during monthly meeting and Buzz - Professional Development: Provide opportunities for various staff interactions and team building		MCLs	Roll out August 14-25	- Coaching tools - Intentional leadership collective agreements - Monthly staff survey - Data report template - Professional development calendar and resources
<b>Strengthen Staff Culture Practices</b> - Staff Input: Create and administer monthly staff survey with targeted questions regarding staff culture; monthly student staff committee meeting; use of staff circles to provide feedback and align staff - Data Driven Decisions: Monthly meeting of ILT review leading indicator data, staff concerns, and determine/execute appropriate next steps		ILT	Ongoing	- Monthly staff survey - Committee structure document/sign up - Monthly ILT meeting schedule and protocol
PROGRESS INDICATORS				
Indicator Date	Evidence to Determine Progress Toward Achieving Desired Outcome		Potential Adjustments	
End of Each Month	Staff Survey Data - increase in agree/strongly agree to key Insight questions		May need to follow up on the survey to get additional input; will likely need to have sustaining energy on our radars	
End of Each Month	Staff Attendance Data - staff should be on track to meeting the no more than 8 days absent goal		Individual conversations with staff Specific team conversations Potential need for incentives	

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

End of Each Quarter	Student culture data - increase in attendance; decrease in chronic absenteeism; decrease in OSS	Potential need for increased accountability and/or planning by SST to achieve this leading indicator data goals
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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

<b>SMART Goals:</b>	
<b>Strategic Plan Goal:</b>	
<b>Strategic Plan Focus Area:</b>	
<b>Data Used:</b>	

<b>Strategies</b> (determined by what data) • Task • Task • Task (PD)	<b>Point Person</b> (title)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) • Interim Dates
1.					
2.	See Comprehensive Plan				

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

Mastery Grading Procedures Plan – Required for All Schools	
<b>Strategic Plan Goal:</b>	<b>Goal 1:</b> Maximize academic achievement in a personalized 21st-century learning environment for every child to graduate college- and career-ready.
<b>Strategic Plan Focus Area:</b>	Academic growth/high academic achievement
<b>Data Used:</b>	Formative assessment data, report card data

<b>Strategies</b> (determined by what data) • Task • Task • Task (PD)	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) <b>Interim Dates</b>
1. Common assessments • Pre and Post assessments created using School Net or other; aligned with objective given every six weeks	MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke	Student achievement growth on assessed objectives	N/A	Teachers EC Teachers MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke Admin	September-June - 10/28/17 - 1/23/18 - 3/30/18
2. Data disaggregation • Process of monitoring student achievement by objective in order to facilitate remediation/intervention plans (i.e. RTI)	MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke  Admin Bonasera	Decrease in Intervention Team referrals	N/A	MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and	September-June - 10/28/17 - 1/23/18 - 3/30/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

				Bertke Admin Bonasera	
3. Flexible grouping <ul style="list-style-type: none"> <li>Students will be grouped according to academic need by objective</li> </ul>	MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke  Admin Bonasera	Student achievement growth	N/A	MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke  Admin Bonasera	September-June  - 10/28/17 - 1/23/18 - 3/30/18
4. Late and make-up work <ul style="list-style-type: none"> <li>Students will be re-taught and reassessed with a goal of 84% mastery</li> <li>School expectations for holding students accountable for completing assignments</li> </ul>	MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke  Admin Bonasera	-Student achievement Growth -Students will be held accountable for their learning -Increase in completion rate of assignments	N/A	MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke  Admin Bonasera All teachers	September-June  - 10/28/17 - 1/23/18 - 3/30/18
5. Grade Reporting <ul style="list-style-type: none"> <li>Set expectations for the timeliness of recording grades in PowerSchool (initial grades and final</li> </ul>	Admin and MCL's Walls, Robinson, Thomas-Williams, Moses, Roper	Increase of parental involvement	N/A	Teachers EC Teachers	September-June  - 10/28/17 - 1/23/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

grades after retest where applicable)	and Bertke  Admin Bonasera			Admin and Facilitators	- 3/30/18
6. Grading Scale <ul style="list-style-type: none"> <li>Use 10 point grading scale to determine final grades</li> </ul>	MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke  Admin Bonasera	Increase in students receiving As, Bs, Cs, and Ds  Increase in alignment between grades, common interim assessments and EOG proficiency	N/A	Teachers EC Teachers MCL's Walls, Robinson, Thomas-Williams, Moses, Roper and Bertke Admin	September-June  - 10/28/17 - 1/23/18 - 3/30/18

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

### Allenbrook Elementary - 600 Waiver Requests

Request for Waiver
<p><b>1. Insert the waivers you are requesting</b></p> <ul style="list-style-type: none"><li><i>Maximum Teaching Load and Maximum Class Size (grades 4-12) [required for all schools with grades 4-12]</i></li></ul>
<p><b>2. Please identify the law, regulation or policy from which you are seeking an exemption.</b></p> <ul style="list-style-type: none"><li><i>115C-301 (c and d) Maximum Teaching Load and Maximum Class Size [required for all schools with grades 4-12]</i></li></ul>
<p><b>3. Please state how the waiver will be used.</b></p> <ul style="list-style-type: none"><li><i>Class size will be adjusted to address student individual instructional needs through flexible grouping of students in the most effective utilization of teaching teams. Maximum teaching load will be used to allow teachers in specific areas of the curriculum to teach students designated for specific skill needs and to address the large number of students requesting elective classes.</i></li></ul>
<p><b>4. Please state how the waiver will promote achievement of performance goals.</b></p> <ul style="list-style-type: none"><li><i>This waiver will allow more flexibility in grouping students to meet their abilities and needs and thus should enhance their achievement on the performance goals.</i></li></ul>

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## 2017-2018 Allenbrook Elementary School Improvement Plan Report

### 2017-2018 Allenbrook Elementary School Improvement Plan Report

Approval of Plan			
Committee Position	Name	Signature	Date
Principal	Katharine Bonasera	Katharine Bonasera	9/25/17
Assistant Principal Representative	Xzaviar Bailey	Xzaviar Bailey	9/25/17
PK-1 Teacher Representative	Bridgett Walls	Bridgett Walls	9/25/17
PK-1 Teacher Representative	Ashley Robinson	Ashley Robinson	9/25/17
2-3 Teacher Representative	Imogen Thomas Williams	Imogen Thomas Williams	9/25/17
2-3 Teacher Representative	Micheal Roper	Micheal Roper	9/25/17
4-5 Teacher Representative	Christopher Moses	Christopher Moses	9/25/17
4-5 Teacher Representative	Artrice Johnson	Artrice Johnson	9/25/17
Inst. Support Representative	Elizabeth Bertke	Elizabeth Bertke	9/25/17
Teacher Assistant Representative	Jennifer Sale	Jennifer Sale	9/25/17
Student Supports Representative	Carla Gaymon	Carla Gaymon	9/25/2017
Community Representative	Gerri Brooks		
Parent Representative	Priscilla Brewer	Priscilla Brewer	9/25/2017
Parent Representative			

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