

## **LINCOLN LEADERSHIP ACADEMY CS**

1414 E. Cedar St.

Schoolwide Title 1 Comprehensive Plan | 2021 - 2024

---

### **MISSION STATEMENT**

Lincoln Leadership Academy Charter School will prepare children and youth to become critical thinkers, socially capable, spiritually sensitive and culturally competent leaders equipped with the essential skills needed to compete in the world of work and become productive, purpose-driven citizens of character and integrity.

### **VISION STATEMENT**

Lincoln Leadership Academy Charter School (LLACS) is committed to providing a holistic learning community dedicated to the academic, emotional, social and spiritual success of each student.

## **EDUCATIONAL VALUE STATEMENTS**

### **STUDENTS**

Lincoln is built on a strong foundation of values and core beliefs. These core values are the guiding force behind all that we do as a school. The values are taught as part of a character development program to all students. Each month the entire school community focuses on one of the traits and incorporates it across the content area. Students are expected to learn and reflect the character traits taught. Students are encouraged to be intentional in modeling the core values through their interaction with others. Lincoln has developed a common language which is heard in student communication with their peers and all staff. Core Values Attentiveness / Respect Obedience / Peace Truthfulness / Kindness Justice / Equality Gratefulness / Joy Generosity / Goodness Orderliness / Self-Control Forgiveness / Patience Sincerity / Honesty Virtue / Gentleness / Compassion Students begin each day in community with the LLACS Creed and end the day with the LLACS Honor Code. LLACS CREED I am a student at Lincoln Leadership Academy Charter School I am created with a mighty purpose and destiny. I am educable, successful and strong. I am disciplined and capable, uniquely talented, willing to love, learn, lead and serve my generation. Honor Code • I will arrive at school on time and be ready to learn every day. • I will care for others and treat them with respect and dignity. • I will be a peacemaker and resolve conflict positively. • I will care for and protect our environment and our community.

### **STAFF**

The team at LLACS is united in purpose as we share common values and philosophical beliefs concerning our students. Lincoln Leadership Academy Charter School is committed to creating a culturally sensitive-values oriented community that exists to equip children to live successfully today and effectively tomorrow. In this community, children are taught in an environment that fosters and nurtures the innate human values of brotherhood, equality, justice, compassion and peace. It is our fundamental belief that...ALL CHILDREN CAN AND WILL LEARN TO BE SUCCESSFUL!! Lincoln is built on a strong foundation of values and core beliefs. These core values are the guiding force behind all that we do as a school. The values are taught as part of a character development program to all students. Each month the entire school community focuses on one of the traits and incorporates it across content area. Teachers and support staff are intentional in modeling the core values through teaching and their interaction with others. The staff has developed a common language which is heard in their communication with students and each other. This shared belief system is part of what makes LLACS a unique and successful learning community.

## **ADMINISTRATION**

All members on the Administrative team are certified as Principals in PA and have extensive experience in educational leadership. The team collaborates closely to ensure that a strong culture of respect, honor, values, high rigor, innovation and creativity is nurtured and reflected across all areas in the Lincoln community. The Administrative team focuses on core philosophical beliefs for the Lincoln community that includes • Lincoln Leadership Academy believes that every child is precious and created with a purpose. • Our objective is to provide children “at promise” children, the tools needed to live and achieve their full potential in an “at-risk” world. • Our dedicated and committed team provides children the opportunity to become successful, well-rounded individuals with character and integrity. We Purpose to... • use a “Relational Approach” to teaching and learning • create covenant relationships with our families • build an educational community that provides caring educators and mentors, a safe learning environment, a rigorous academic program and the opportunities for our scholars to serve others. • Our holistic program connects the head, heart, and hands of every child to their individual educational experience: MIND: We Teach the 3Rs... Reading WRiting ARithmetic HEART: We Instill... Restoration Reconciliation Repentance HANDS: We Influence... Respect Responsibility Resourcefulness Head + Heart + Hands =Success Commitment: LLACS is committed to promoting the highest achievement in: • Academics • Values Based World View • Character and Integrity • Disciplined Behavior

## **PARENTS**

As stated in the original charter agreement, the overarching vision of Lincoln Leadership Academy Charter School “is to create a community of life-long learners with a character of integrity who are committed to excellence, perseverance, civic engagement and serving others.” With vision in mind, it’s clear that a focus on increasing community involvement programs and opportunities should be paramount. We believe when LLACS, our parent and local communities work together to support learning, our students tend to earn higher grades, attend school more regularly, stay in school longer, and enroll in higher level programs. Our Board President, Meloney Dosunmu, had two children and 3 grandchildren who attended and graduated from Lincoln. Mrs. Dosunmu has 2 grandchildren currently enrolled at Lincoln and remains actively engaged and represents the parents’ perspective in the decision-making process of the Board. The parents know that they can reach out to Mrs. Dosunmu and are confident that she represents them well. The Board President attends parent activities and meetings and speaks to the parents both formally and informally. She updates parents on Board business and encourages open communication between them and the Board. The CEO/Principal is also a parent and had two sons who graduated and grandchildren enrolled at Lincoln as well.

## **COMMUNITY**

LLACS has developed partnerships and has had interactions with the community, including the following community organizations:

Touchstone Theater, Banana Factory, Lehigh University, Lehigh Carbon Community College, Northampton Community College, Career Link, Lehigh County Probation, Allentown Police, Charter Partners Institute, DeSales, Marywood College, Cedar Crest College, Eastern University, Lifechurch, Lehigh Valley Hospital, St. Luke's and others. We believe when LLACS, our parents and local communities work together to support learning, our students tend to earn higher grades, attend school more regularly, stay in school longer, and enroll in higher level programs.

## **OTHER (OPTIONAL)**

## STEERING COMMITTEE

Name	Position	Building/Group
Sandra Figueroa	Administrator	Lincoln Leadership Academy Charter School
Michael Evans	Administrator	Lincoln Leadership Academy Charter School
David Carollo	Staff Member	Lincoln Leadership Academy Charter School
Meloney Dosunmu	Board Member	Lincoln Leadership Academy Charter School
Gina Felton	Staff Member	Lincoln Leadership Academy Charter School
Marrisa Konigsburg	Staff Member	Lincoln Leadership Academy Charter School
Nina Nagy	Staff Member	Lincoln Leadership Academy Charter School
Cecilia Blake	Staff Member	Lincoln Leadership Academy Charter School
Diane Otway	Parent	Lincoln Leadership Academy Charter School
Albania Fermin	Staff Member	Lincoln Leadership Academy Charter School
Stefanie Spott	Staff Member	Lincoln Leadership Academy Charter School
Kimberly Candelmo	Staff Member	Lincoln Leadership Academy Charter School
Carrie Garippa	Staff Member	Lincoln Leadership Academy Charter School

<b>Name</b>	<b>Position</b>	<b>Building/Group</b>
Abigail Holmes	Staff Member	Lincoln Leadership Academy Charter School
Michael Nole	Staff Member	Lincoln Leadership Academy Charter School
Shellie Santiago	Community Member	Lincoln Leadership Academy Charter School
Cassandra Landis	Staff Member	Lincoln Leadership Academy Charter School
Marilyn Cruz	Parent	Lincoln Leadership Academy Charter School
Harold Kurtz	Community Member	Lincoln Leadership Academy Charter School

---

## ESTABLISHED PRIORITIES

### Priority Statement

### Outcome Category

Develop a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan, .

Essential Practices 1: Focus on Continuous Improvement of Instruction

Essential Practices 1: Focus on Continuous Improvement of Instruction

Essential Practices 1: Focus on Continuous Improvement of Instruction

The LEA will implement a Data Wise Improvement Process that promote a data driven culture focused on improving teaching and learning.

Essential Practices 1: Focus on Continuous Improvement of Instruction

Essential Practices 1: Focus on Continuous Improvement of Instruction

Essential Practices 1: Focus on Continuous Improvement of Instruction

The LEA will implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning.

Other

## ACTION PLAN AND STEPS

---

## Evidence-based Strategy

Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies

## Measurable Goals

Goal Nickname	Measurable Goal Statement (Smart Goal)		
Technology Plan: Defining Teacher Competencies	Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan,		
Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
All teachers rate LEA progress in using technology appropriately and effectively for the 21st Century Teaching and Learning (Technology-Supported Instruction and Assessment)	2022-07-11 - 2022-09-30	Admin & Lead Teachers	Technology Literacy Assessment Tools; Purposeful Collaboration Time
Teachers will evaluate their own technology skills against the ISTE standards.	2022-10-04 - 2022-12-31	Admin and Learning Leaders	Technology Literacy Assessment Tools; Purposeful Collaboration Time
Set professional learning goals to explore and apply pedagogical approaches made possible by technology and reflect on their effectiveness.	2023-01-29 - 2023-03-29	Admin and Learning Leaders	Technology Literacy Assessment Tools; Purposeful Collaboration Time



Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Educators continually improve their practice by learning from and with others and exploring proven and promising practices that leverage technology to improve student learning.	2023-04-29 - 2023-06-29	Admin and Learning Leaders	Technology Literacy Assessment Tools; Purposeful Collaboration Time

**Anticipated Outcome**  
Set of Technology Competencies for teachers and Learning plan to close the gaps

**Monitoring/Evaluation**  
LEADS

**Evidence-based Strategy**  
Effective use of technology is directly correlated to improve student learning

**Measurable Goals**

Goal Nickname	Measurable Goal Statement (Smart Goal)
Technology Plan: Creating a Shared Vision	Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
1. Define a system-wide technology vision and Identify all stakeholders by following ISTE Shared vision protocols. 2. Agree to a set of processes and protocols to help guide conversations. 3. Create a shared technology vision. 4. Get feedback from all stakeholders and iterate	2023-07-11 - 2023-09-30	Admin, Tech Director, and Tech Integrationist Specialist	ISTE's Creating a Tech Vision Guide; Purposeful Collaboration Time
Create a plan for communicating with stakeholders about the vision. Allow stakeholders to provide input about the vision and plan.	2023-10-29 - 2023-12-29	Admin, Tech Director, and Tech Integrationist Specialist	ISTE's Creating a Tech Vision Guide; Purposeful Collaboration Time
Develop multiple vehicles for communicating the vision (graphics, images, posters, messaging, etc.). Leaders can conduct a simple poll to measure the effectiveness of a shared vision: How many people within the organization can explain what the vision is?	2024-01-29 - 2024-03-29	Admin, Tech Director, and Tech Integrationist Specialist	ISTE's Creating a Tech Vision Guide; Purposeful Collaboration Time
Educators will create a technology vision to define success and to improve teaching and learning.	2024-04-29 - 2024-06-29	Admin, Tech Director, and Tech Integrationist Specialist	ISTE's Creating a Tech Vision Guide; Purposeful Collaboration Time
<b>Anticipated Outcome</b>			
LEA Shared Tech Vision			

---

## Monitoring/Evaluation

---

Admin, Tech Director, and Leads

---

---

## Evidence-based Strategy

Students are empowered Learners when implementation ISTE standards for students

## Measurable Goals

---

### Goal Nickname

### Measurable Goal Statement (Smart Goal)

---

Technology Plan: Scope and Sequence  
Technology Skills for Students

Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan.

---

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Identify and create a scope and sequence of technology competencies that will support the Profile of a Graduate. 2. Research ISTE standards for students 3. Create a scope and sequence of tech skills for students.	2024-07-11 - 2024-09-01	Admin, Tech Director, and Tech Integrationist Specialist	ISTE standards for students and educators; Purposeful Collaboration Time

---

<b>Action Step</b>	<b>Anticipated Start/Completion</b>	<b>Lead Person/Position</b>	<b>Materials/Resources/Supports Needed</b>
Educators will use the scope and sequence to improve technology literacy of our students.	2024-10-29 - 2024-12-29	Admin, Tech Director, and Tech Integrationist Specialist	ISTE standards for students and educators; Purposeful Collaboration Time
Teachers will model for students the identification, exploration, evaluation, curation and adoption of new digital resources and tools for learning.	2025-01-29 - 2025-03-29	Admin, Tech Director, and Tech Integrationist Specialist	ISTE standards for students and educators; Purposeful Collaboration Time
Create a comprehensive technology plan that is fully developed and implemented	2022-07-29 - 2025-06-29	Admin, Tech Director, and Tech Integrationist Specialist	ISTE standards for students and educators; Purposeful Collaboration Time

**Anticipated Outcome**  
 Create a comprehensive technology plan that is fully developed and implemented

**Monitoring/Evaluation**  
 Admin, Tech Director, and Tech Integrationist Specialist



## Evidence-based Strategy

Using the Data Wise Improvement Process to improve growth on Standardized Assessments

## Measurable Goals

### Goal Nickname

### Measurable Goal Statement (Smart Goal)

Data Cycles

By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning.

Promoting Data Driven Culture

By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning.

### Action Step

### Anticipated Start/Completion

### Lead Person/Position

### Materials/Resources/Supports Needed

Admin and Data Leaders take the Introduction to Data Wise: A Collaborative Process to Improve Learning and Teaching.

2022-07-01 -  
2022-09-17

Data Manager  
and Admin

Introduction to Data Wise:  
A Collaborative Process to  
Improve Learning and  
Teaching online course.

Using the Data Wise improvement process to identify next steps in supporting a culture of collaborative data inquiry at the LEA.

2022-10-29 -  
2022-12-09

Data Manager  
and Admin

Data Wise / Harvard  
Graduate School of  
Education; Purposeful  
Collaboration Time

Introduce all faculty to ACE Habits of Mind. The habits include: A shared

2023-01-29 -

Data Manager

Data Wise / Harvard

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
commitment to Action, assessment, and adjustment. Intentional Collaboration in support of ongoing adult learning. Relentless focus on Evidence in all conversations.	2023-03-29	and Admin	Graduate School of Education; Purposeful Collaboration Time

**Anticipated Outcome**  
 The Implemented Data Wise Improvement Process to promote a data driven culture that improves teaching and learning

**Monitoring/Evaluation**  
 Data Manager and admin

**Evidence-based Strategy**  
 Using the Data Wise Improvement Process to improve growth on Standardized Assessments

**Measurable Goals**

Goal Nickname	Measurable Goal Statement (Smart Goal)
Data Cycles	By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning.
Promoting Data Driven Culture	By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
Establish a Data team and a data manager who will set up a data system and organize for collaborative work (Step 1 of Data Wise Improvement Process)	2023-07-29 - 2024-09-29	Data Manager and Admin	Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time
All staff will strengthen assessment literacy using (Step 2) of the Data Wise Improvement Process	2023-10-29 - 2023-12-29	Data Manager and Admin	Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time
Data manager overseas Learning Leaders to Prepare, Inquire and Act using the Data Wise Improvement Process.	2024-01-29 - 2024-03-29	Data Manager and Admin	Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

**Anticipated Outcome**

The identified data leaders will use the Data Wise Improvement process to review and model school wide data analysis.

**Monitoring/Evaluation**

Data Manager and admin



## Evidence-based Strategy

Using the Data Wise Improvement Process to improve growth on Standardized Assessments

## Measurable Goals

Goal Nickname	Measurable Goal Statement (Smart Goal)
Data Cycles	By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning.
Promoting Data Driven Culture	By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning.

Action Step	Anticipated Start/Completion	Lead Person/Position	Materials/Resources/Supports Needed
The LEA will identify next steps in supporting a culture of collaborative data inquiry.	2024-07-29 - 2024-09-29	Data Team and Admin	Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time
The LEA will identify data leaders who will engage use the data cycles to review school wide data.	2024-10-29 - 2024-12-29	Data Team and Admin	Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time
The data team will reflect, recalibrate and restart Data Cycles for continuous improvement.	2025-01-29 - 2025-03-29	Data Team and Admin	Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

## Anticipated Outcome

A Data Driven Culture that uses assessment results to improve teaching and learning



**Monitoring/Evaluation**

---

Data Team and Admin

---

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	1. Define a system-wide technology vision and Identify all stakeholders by following ISTE Shared vision protocols. 2. Agree to a set of processes and protocols to help guide conversations. 3. Create a shared technology vision. 4. Get feedback from all stakeholders and iterate	07/11/2023 - 09/30/2023

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Identify and create a scope and sequence of technology competencies that will support the Profile of a Graduate. 2. Research ISTE standards for students 3. Create a scope and sequence of tech skills for students.	07/11/2024 - 09/01/2024

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement	Admin and Data Leaders take the Introduction to	07/01/2022 -
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Process to improve growth on Standardized Assessments	Data Wise: A Collaborative Process to Improve Learning and Teaching.	09/17/2022

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement	Using the Data Wise improvement	10/29/2022 -
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Process to improve growth on Standardized Assessments	process to identify next steps in supporting a culture of collaborative data inquiry at the LEA.	12/09/2022

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan, (Technology Plan: Defining Teacher Competencies)	Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies	Set professional learning goals to explore and apply pedagogical approaches made possible by technology and reflect on their effectiveness.	01/29/2023 - 03/29/2023

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan, (Technology Plan: Defining Teacher Competencies)	Using ISTE	Educators	04/29/2023
	Literacy Assessment Tools to Determine Teacher Tech Competencies	continually improve their practice by learning from and with others and exploring proven and promising practices that leverage technology to improve student learning.	- 06/29/2023

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	Create a plan for communicating with stakeholders about the vision. Allow stakeholders to provide input about the vision and plan.	10/29/2023 - 12/29/2023



## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)</p>	<p>Effective use of technology is directly correlated to improve student learning</p>	<p>Develop multiple vehicles for communicating the vision (graphics, images, posters, messaging, etc.). Leaders can conduct a simple poll to measure the effectiveness of a shared vision: How many people within the organization can explain what the vision is?</p>	<p>01/29/2024 - 03/29/2024</p>

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	Educators will create a technology vision to define success and to improve teaching and learning.	04/29/2024 - 06/29/2024

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Educators will use the scope and sequence to improve technology literacy of our students.	10/29/2024 - 12/29/2024

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Teachers will model for students the identification, exploration, evaluation, curation and adoption of new digital resources and tools for learning.	01/29/2025 - 03/29/2025

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Create a comprehensive technology plan that is fully developed and implemented	07/29/2022 - 06/29/2025

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to	Introduce all faculty to ACE Habits of Mind.	01/29/2023 -
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	improve growth on Standardized Assessments	The habits include: A shared commitment to Action, assessment, and adjustment. Intentional Collaboration in support of ongoing adult learning. Relentless focus on Evidence in all conversations.	03/29/2023

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to	Establish a Data team and a data manager who will set up a data system and	07/29/2023 -
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	improve growth on Standardized Assessments	organize for collaborative work (Step 1 of Data Wise Improvement Process)	09/29/2024

## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to	All staff will strengthen assessment literacy using	10/29/2023 - 12/29/2023
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	improve growth on Standardized Assessments	(Step 2) of the Data Wise Improvement Process	



## PROFESSIONAL DEVELOPMENT STEPS AND TIMELINES:

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to improve growth on Standardized Assessments	Data manager overseas Learning Leaders to Prepare, Inquire and Act using the Data Wise Improvement Process.	01/29/2024 - 03/29/2024
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)			

## APPROVALS & SIGNATURES

### Assurance of Quality and Accountability

### Assurance of Quality and Accountability

The Building Administrator, Superintendent/Chief Executive Officer and President of the School Board will affirm the following statements.

We affirm that our school has developed a School Improvement Plan based upon a thorough review of the essential practices to advance educational programs and processes and improve student achievement.

We affirm that the action plans that we will be implementing address our specific school needs, include strategies that provide educational opportunities and instructional strategies for all students and each of the student groups, increases the amount and quality of learning time, and provides equity in the curriculum which may include programs, activities, and courses necessary to provide a well-rounded education. These plans address the needs of all children in the school, but particularly the needs of those at risk of not meeting the challenging State academic standards.

We, the undersigned, hereby certify that the school level plan has been duly reviewed by the Building Administrator, Superintendent of Schools and formally approved by the district's Board of Education, per guidelines required by the Pennsylvania Department of Education.

We hereby affirm and assure that this plan:

- Addresses all the **required components** prescribed by the Pennsylvania Department of Education
- Meets **ESSA requirements**
- Includes **at least one evidence-based strategy that meets one of the three highest levels of evidence outlined in ESSA**
- Has a **high probability of improving student outcomes**
- Has sufficient **LEA leadership and support to ensure successful implementation**

**With this Assurance of Quality & Accountability, we request the Pennsylvania Department of Education grant formal approval to implement this plan.**

---

School Board Minutes or Affirmation Statement

2021-10-21

---

**Signature (Entered Electronically and must have access to web application).**

---

Chief School Administrator

Sandra Figueroa Torres

2021-12-01

---

---

School Improvement Facilitator Signature

---

---

Building Principal Signature

Michael J. Evans

2021-12-06

---

## ADDENDUM A: BACKGROUND INFORMATION TO INFORM PLAN

### Strengths

It is important to note that a large population of students in 11th grade fall into a Historically Underperforming category according to the State. Notwithstanding, 11th-grade students continue to demonstrate individualized advancement toward meeting or exceeding Pennsylvania State Standards.

Lincoln students continue to excel in the Keystone Literature assessment with an overall increase to 67% proficiency/advanced in the class of 2019 and 73% for the class of 2020, compared to 55% in the class of 2018.

PVAAS data shows that All student groups have increased from previous years. 2018-2019 for science in Grades 3-12 showed 26% growth from the previous year.

K-12 Guidance Plan (339 Plan): Attendance rates at LLACS have remained consistently higher than local schools serving similar populations.

Title 1 Program: Students made substantially measurable gains as evidenced by the Study Island Benchmarks; met AYP years one and two, received three Unqualified Reports from the Fiscal Audit, and were commended for successful Title I, Federal School Lunch

### Challenges

Comparing math score data from precovid and this year shows a significant decline in math scores. All non-IEP students scoring below or below basic in grades 4th-12th on the PSSA or Keystone in Mathematics will have written individual goals and will be placed on a data folder for continuous monitoring using SAS.

The Biology test showed a decrease to 28% for class of 2019 and to 23% in the class of 2020.

English Language Development Program: There are a minimum of two certified ESL teachers to execute these LIEPs and meet students' needs.

Guidance Plan: Mental Health Curriculum and Framework

Career readiness implementation at the elementary level

Tech: The next natural step is to develop an effective educational technology plan, that is aligned with LLCS vision and mission; strengthens existing curricula and supports meaningful, engaged learning for all students; while at the same time ensuring appropriate professional development for teachers and staff. Huge tech-equity issues emerged, revealing challenges ahead.

## Strengths

---

Program and Special Education Monitoring/Audits.

Align curricular materials and lessons to the PA standards

Promote and sustain a positive school environment where all members feel welcomed, supported, and safe in school: socially, emotionally, intellectually and physically \*

Foster a culture of high expectations for success for all students, educators, families, and community members

Tech: An emphasis on technology as part of innovative and effective instructional practices to ensure that all students are fully proficient leaders in the digital age they are expected to succeed in. Chromebooks were purchased to meet a one-to-one ratio. The technology infrastructure on our campus was also strengthened and developed over the last five years. The entire campus is equipped with wireless access points for 24- hour Wi-Fi access anywhere on the campus.

---

## Challenges

Some Lincoln families living in poverty, for instance, are much more likely to have to share devices with family members to complete schoolwork than their wealthier peers.

Identify professional learning needs through analysis of a variety of data \* LLACS participated with PDE and SAS in the Educator Effectiveness Evaluation Model Pilot. Administration and staff attended a SAS Training Institute, which focused on learning and practicing implementation of the Danielson Framework. The team greatly benefitted and increased capacity by implementing the instrument and participating in the training modules. Thereafter, the administrative team and House Leads continued professional learning opportunities on the Educator Effectiveness Evaluation Model in order to maintain high quality observations. Such training served to improve instructional planning and execution, which had a direct impact on instructional quality and student success. While traditional models of evaluation focus solely on observations, LLACS is building a multidimensional model that gives weight to the teacher's personal reflections, peer

## Strengths

LLACS has established and intentionally nurtured a strong “college-going” and “college-readiness” culture starting in Kindergarten. This is evidenced by the 23 students who have earned an Associate in Arts degree while still in high school and the Distinguished Scholars who have earned between 30-59 college credits in high school. LLACS is an official Chapter of the National Honor Society. Since 2016, LLACS has inducted 59 students into the National Honor Society. This distinct honor and accomplishment is received with great pride and humility by our students and families. This is definitely an indicator of academic success at LLACS.

Strong assessment scores and projects for ELA. Upward projection student scores in ELA. English Language Arts courses are rigorous and challenging. The program used at LLACS, Foundations and Frameworks, allows for instruction to be individualized and challenging at students’ instructional levels. Instruction is delivered in small groups, which permits teachers to move students forward at an appropriate pace. It also allows for teachers to individualize literacy instruction for students.

Future Ready PA Index outcomes are provided below to report both combined PSSA/Keystone proficiency as well as PVAAS growth scores for the 2017-18 and 2018-19 school years. LLACS students demonstrated particularly strong PVAAS growth in all three tested subjects in 2018-19, the last year available during the charter term. In addition, the PVAAS growth scores show an

## Challenges

observation, student feedback, and extensive quantitative data in addition to administrative formal and informal observations. Peer observations are organized schoolwide with a particular emphasis on pairing new and mentor teachers. New teachers visit approved teacher mentor classrooms and then meet to discuss lessons.

Teachers follow the Danielson Framework, which allows them to use the rubric and focus on areas that the new teacher feels they want to grow in. Teacher mentors also go in and observe a lesson taught by a new teacher and focus on what was agreed to in the previous meeting. The Danielson Framework serves as the common language for discussing and improving upon expectations for teaching at LLACS. Students are invited to give feedback on teachers through formal and informal methods.

Administrators review the quantitative data of a teachers’ grades, standardized test scores, and other factors as a part of the overall evaluation process. a tiered professional learning system was created to support teachers based on their individual needs. Through this tiered system, teachers and instructional staff are able to participate in assigned cyclical instructional modules as well as self-select from an extensive list of learning modules. Assigned professional learning opportunities are based on data gathered from the observation process as well as meetings with teachers. The process identifies areas where teachers may need additional support to improve instruction and edify themselves as professionals. This information is then used to plan professional learning for teaching staff. Through rigorous, focused, and individualized professional development, the quality of teaching

## Strengths

upward trend across in mathematics, increasing from 68.3% to 93.0% in Math/Algebra I.

PVAAS \ Mathematics/Algebra: Economically Disadvantaged exceeds the standard demonstrating growth. Academic growth is 94 an INCREASE from previous years and above the statewide score of 75.

PVAAS / Science & Biology: This group exceeds the standard demonstrating growth. Academic growth is 72 an INCREASE from previous years.

Diverse novels/texts incorporated into curriculum

Social Justice issues discussed/incorporated in curriculum

Critical thinking skills encouraged and practiced in writing and discussions

In alignment with our Mission and Vision, we offer individual student support based on students academic and emotional needs.

Identify real-world applications that our students can relate to, and not just exposing them to textbook examples. This includes integration into our Pathway courses and Integration of critical thinking skills into Math instruction through group thought and open-ended assessment questions.

## Challenges

has improved significantly. As evidenced in the PA-EETEP data, LLACS has watched the quality of its teaching staff become more effective and increase in quality. Based on Growth and Strength Reports and Component Rating Reports, outcomes of teacher evaluations demonstrate a high percentage of satisfactory and proficient ratings.

Use multiple professional learning designs to support the learning needs of staff

Monitor and evaluate the impact of professional learning on staff practices and student learning \* Teachers are often surveyed to assess their needs and determine the effectiveness of LLACS's professional learning program and its direct impact on enhancing and improving teacher capacity and instruction. Particularly during remote instruction due to COVID-19, teaching staff were able to identify areas of needs as they taught remotely, and together, a plan was designed and implemented for increased effectiveness in online teaching and learning.

Career readiness implementation at the elementary level

Partner with local businesses, community organizations, and other agencies to meet the needs of the school

Lack of 'free reading' novels available in some classrooms/strategies to increase student reading.

## Strengths

Use of Study Island Benchmarks to track growth from students' baseline test. Resulting in growth of student scores on the Keystone, despite not scoring Proficient/Advanced, as shown by the Academic Growth Score.

Access to technology which allows students to access the content in more engaging ways.

Keystone questions are provided in hard copy format and can be worked into class instruction easily, includes previous year questions to prepare students for the structure of testing, and provides hard copy tests for students to practice.

Teachers are working to insert project based learning modules after initial testing which accounts for deeper understanding and increase in proficiency scores on repeated testing by graduation.

Ability to add to science inventory for more hands-on practice

## Challenges

An effective plan/support for students below grade level in reading and writing that are implemented and tracked over years.

Improved support in ELA classrooms to help with small group and 1-1 support for students to increase writing/reading skills.

The drop off in scores after 2018 graduates shows an issue, but raw mass data gives little information to address the cause. This is often true. Lack of cohesive and varied data make it difficult to find and address root causes of low scores.

Providing more technological resources, i.e. internet programs, graphing calculators, etc., for students to utilize in the classroom and on Standardized Tests.

Instructional consistency through retention of teachers and alignment of instructional practices in all classrooms.

Test Stamina: Being able to complete formal assessments (Tests, keystones, SAT, etc.) without frustration, conceding, or extended time.

Lack of highly qualified science staff

Spiking student interest in Mathematics through connections with professionals in the workforce

Community challenges faced by LLACS students and families,



## Challenges

including poverty (97.6% for LLACS according to the PDE low income report), unemployment, low educational attainment, and unstable housing, are correlated with health challenges, including lack of access to healthy foods, mental health and substance abuse, and a disproportionate burden of chronic disease, including asthma and diabetes. Therefore, LLACS knows that its quality of care is of the utmost importance.

Scoring is not completely aligned with keystones i.e. if a student receives a basic there is a high probability they will receive a proficient on Keystone; not all students take the benchmark seriously and therefore the data may not be accurate.

No separate lab time, class time must be sacrificed

Science classes tend to reach capacity to accommodate math and ELA number.

---

## Most Notable Observations/Patterns

---

Students need consistency. When we see turnover in teachers, we notice a drop in classroom performance as they get accustomed to a new teacher. Additionally, as our students remain with us, we continue to see an increase in their Keystone scores as they work their way to Proficiency. Although our Proficiency numbers have not yet reached 100%, a high percentage of students continue to improve their Keystone scores after retesting. Students progress to the next level with reasonable, even decent grades but altogether lacking proficiency which shows a disconnect between the standards expected by the state and what is expected in the school. The number of science faculty has decreased by half over the last few years. High School has decreased from 4 to 2, middle school 2 to 1, and elementary science specialist position dissolved but has been replaced by instructional assistants instead of teachers. This challenge is creating a science deficit in an area that we were once gaining traction in meeting science proficiency, beginning with foundational work in upper elementary classes. Greater emphasis has been placed on IT such as connectivity, networking, and availability of devices for every student. As a result of a shifted focus on technology every staff and student have Gmail accounts, Cloud storage space, wireless capability throughout campus with fast Internet. Every instructional classroom has a Large display monitor or Interactive Projectors. Staff have shared spaces which house important school documentation and digital files. Zoom, Schoology, PowerSchool and other applications have supported teaching and learning for all students. Unfortunately, as a result of COVID remote learning has been the norm in 2020 and 2021. As a result, equity issues such as lack of home connectivity, IT support, etc have been very evident.

---

---

**Challenges****Discussion Point****Priority for Planning**

---

Comparing math score data from precovid and this year shows a significant decline in math scores. All non-IEP students scoring below or below basic in grades 4th-12th on the PSSA or Keystone in Mathematics will have written individual goals and will be placed on a data folder for continuous monitoring using SAS.

Develop a data driven culture to improve teaching and learning

Tech: The next natural step is to develop an effective educational technology plan, that is aligned with LLCS vision and mission; strengthens existing curricula and supports meaningful, engaged learning for all students; while at the same time ensuring appropriate professional development for teachers and staff. Huge tech-equity issues emerged, revealing challenges ahead. Some Lincoln families living in poverty, for instance, are much more likely to have to share devices with family members to complete schoolwork than their wealthier peers.

How can we develop a tech plan focused on improving teaching and learning?

Use multiple professional learning designs to support the learning needs of staff

---

## ADDENDUM B: ACTION PLAN

### Action Plan: Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies

Action Steps	Anticipated Start/Completion Date	
All teachers rate LEA progress in using technology appropriately and effectively for the 21st Century Teaching and Learning (Technology-Supported Instruction and Assessment)	07/11/2022 - 09/30/2022	
Monitoring/Evaluation	Anticipated Output	
LEADS	Set of Technology Competencies for teachers and Learning plan to close the gaps	
Material/Resources/Supports Needed	PD Step	Comm Step
Technology Literacy Assessment Tools; Purposeful Collaboration Time	no	yes

-----

**Action Steps****Anticipated Start/Completion Date**

Teachers will evaluate their own technology skills against the ISTE standards.

10/04/2022 - 12/31/2022

**Monitoring/Evaluation****Anticipated Output**

LEADS

Set of Technology Competencies for teachers and Learning plan to close the gaps

**Material/Resources/Supports Needed****PD Step****Comm Step**

Technology Literacy Assessment Tools; Purposeful Collaboration Time

no

yes



**Action Steps****Anticipated Start/Completion Date**

Set professional learning goals to explore and apply pedagogical approaches made possible by technology and reflect on their effectiveness.

01/29/2023 - 03/29/2023

**Monitoring/Evaluation****Anticipated Output**

LEADS

Set of Technology Competencies for teachers and Learning plan to close the gaps

**Material/Resources/Supports Needed****PD Step****Comm Step**

Technology Literacy Assessment Tools; Purposeful Collaboration Time

yes

yes



**Action Steps****Anticipated Start/Completion Date**

Educators continually improve their practice by learning from and with others and exploring proven and promising practices that leverage technology to improve student learning.

04/29/2023 - 06/29/2023

**Monitoring/Evaluation****Anticipated Output**

LEADS

Set of Technology Competencies for teachers and Learning plan to close the gaps

**Material/Resources/Supports Needed****PD Step****Comm Step**

Technology Literacy Assessment Tools; Purposeful Collaboration Time

yes

yes

**Action Plan: Effective use of technology is directly correlated to improve student learning**

**Action Steps****Anticipated Start/Completion Date**

---

1. Define a system-wide technology vision and Identify all stakeholders by following ISTE Shared vision protocols. 2. Agree to a set of processes and protocols to help guide conversations. 3. Create a shared technology vision. 4. Get feedback from all stakeholders and iterate

---

07/11/2023 - 09/30/2023

**Monitoring/Evaluation****Anticipated Output**

---

Admin, Tech Director, and Leads

LEA Shared Tech Vision

---

**Material/Resources/Supports Needed****PD Step****Comm Step**

---

ISTE's Creating a Tech Vision Guide; Purposeful Collaboration Time

yes

yes

---

---



**Action Steps****Anticipated Start/Completion Date**

Create a plan for communicating with stakeholders about the vision. Allow stakeholders to provide input about the vision and plan.

10/29/2023 - 12/29/2023

**Monitoring/Evaluation****Anticipated Output**

Admin, Tech Director, and Leads

LEA Shared Tech Vision

**Material/Resources/Supports Needed****PD Step****Comm Step**

ISTE's Creating a Tech Vision Guide; Purposeful Collaboration Time

yes

yes



**Action Steps****Anticipated Start/Completion Date**

Develop multiple vehicles for communicating the vision (graphics, images, posters, messaging, etc.). Leaders can conduct a simple poll to measure the effectiveness of a shared vision: How many people within the organization can explain what the vision is?

01/29/2024 - 03/29/2024

**Monitoring/Evaluation****Anticipated Output**

Admin, Tech Director, and Leads

LEA Shared Tech Vision

**Material/Resources/Supports Needed****PD Step****Comm Step**

ISTE's Creating a Tech Vision Guide; Purposeful Collaboration Time

yes

yes



**Action Steps**

**Anticipated Start/Completion Date**

Educators will create a technology vision to define success and to improve teaching and learning.

04/29/2024 - 06/29/2024

**Monitoring/Evaluation**

**Anticipated Output**

Admin, Tech Director, and Leads

LEA Shared Tech Vision

**Material/Resources/Supports Needed**

**PD Step**

**Comm Step**

ISTE's Creating a Tech Vision Guide; Purposeful Collaboration Time

yes

yes

**Action Plan: Students are empowered Learners when implementation ISTE standards for students**

**Action Steps****Anticipated Start/Completion Date**

Identify and create a scope and sequence of technology competencies that will support the Profile of a Graduate. 2. Research ISTE standards for students 3. Create a scope and sequence of tech skills for students.

07/11/2024 - 09/01/2024

**Monitoring/Evaluation****Anticipated Output**

Admin, Tech Director, and Tech Integrationist Specialist

Create a comprehensive technology plan that is fully developed and implemented

**Material/Resources/Supports Needed****PD Step****Comm Step**

ISTE standards for students and educators; Purposeful Collaboration Time

yes

yes



**Action Steps****Anticipated Start/Completion Date**

Educators will use the scope and sequence to improve technology literacy of our students.

10/29/2024 - 12/29/2024

**Monitoring/Evaluation****Anticipated Output**

Admin, Tech Director, and Tech Integrationist Specialist

Create a comprehensive technology plan that is fully developed and implemented

**Material/Resources/Supports Needed****PD Step****Comm Step**

ISTE standards for students and educators; Purposeful Collaboration Time

yes

yes



**Action Steps****Anticipated Start/Completion Date**

Teachers will model for students the identification, exploration, evaluation, curation and adoption of new digital resources and tools for learning.

01/29/2025 - 03/29/2025

**Monitoring/Evaluation****Anticipated Output**

Admin, Tech Director, and Tech Integrationist Specialist

Create a comprehensive technology plan that is fully developed and implemented

**Material/Resources/Supports Needed****PD Step****Comm Step**

ISTE standards for students and educators; Purposeful Collaboration Time

yes

yes



**Action Steps****Anticipated Start/Completion Date**

Create a comprehensive technology plan that is fully developed and implemented

07/29/2022 - 06/29/2025

**Monitoring/Evaluation****Anticipated Output**

Admin, Tech Director, and Tech Integrationist Specialist

Create a comprehensive technology plan that is fully developed and implemented

**Material/Resources/Supports Needed****PD Step****Comm Step**

ISTE standards for students and educators; Purposeful Collaboration Time

yes

yes

**Action Plan: Using the Data Wise Improvement Process to improve growth on Standardized Assessments**

**Action Steps****Anticipated Start/Completion Date**

Admin and Data Leaders take the Introduction to Data Wise: A Collaborative Process to Improve Learning and Teaching.

07/01/2022 - 09/17/2022

**Monitoring/Evaluation****Anticipated Output**

Data Manager and admin

The Implemented Data Wise Improvement Process to promote a data driven culture that improves teaching and learning

**Material/Resources/Supports Needed****PD Step****Comm Step**

Introduction to Data Wise: A Collaborative Process to Improve Learning and Teaching online course.

yes

yes





**Action Steps****Anticipated Start/Completion Date**

Using the Data Wise improvement process to identify next steps in supporting a culture of collaborative data inquiry at the LEA.

10/29/2022 - 12/09/2022

**Monitoring/Evaluation****Anticipated Output**

Data Manager and admin

The Implemented Data Wise Improvement Process to promote a data driven culture that improves teaching and learning

**Material/Resources/Supports Needed****PD Step****Comm Step**

Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

yes

yes



**Action Steps****Anticipated Start/Completion Date**

Introduce all faculty to ACE Habits of Mind. The habits include: A shared commitment to Action, assessment, and adjustment. Intentional Collaboration in support of ongoing adult learning. Relentless focus on Evidence in all conversations.

01/29/2023 - 03/29/2023

**Monitoring/Evaluation****Anticipated Output**

Data Manager and admin

The Implemented Data Wise Improvement Process to promote a data driven culture that improves teaching and learning

**Material/Resources/Supports Needed****PD Step****Comm Step**

Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

yes

yes

**Action Plan: Using the Data Wise Improvement Process to improve growth on Standardized Assessments**

**Action Steps****Anticipated Start/Completion Date**

Establish a Data team and a data manager who will set up a data system and organize for collaborative work (Step 1 of Data Wise Improvement Process)

07/29/2023 - 09/29/2024

**Monitoring/Evaluation****Anticipated Output**

Data Manager and admin

The identified data leaders will use the Data Wise Improvement process to review and model school wide data analysis.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

yes

yes



**Action Steps****Anticipated Start/Completion Date**

All staff will strengthen assessment literacy using (Step 2) of the Data Wise Improvement Process

10/29/2023 - 12/29/2023

**Monitoring/Evaluation****Anticipated Output**

Data Manager and admin

The identified data leaders will use the Data Wise Improvement process to review and model school wide data analysis.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

yes

yes



**Action Steps****Anticipated Start/Completion Date**

Data manager oversees Learning Leaders to Prepare, Inquire and Act using the Data Wise Improvement Process.

01/29/2024 - 03/29/2024

**Monitoring/Evaluation****Anticipated Output**

Data Manager and admin

The identified data leaders will use the Data Wise Improvement process to review and model school wide data analysis.

**Material/Resources/Supports Needed****PD Step****Comm Step**

Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

yes

yes

**Action Plan: Using the Data Wise Improvement Process to improve growth on Standardized Assessments**

**Action Steps****Anticipated Start/Completion Date**

The LEA will identify next steps in supporting a culture of collaborative data inquiry.

07/29/2024 - 09/29/2024

**Monitoring/Evaluation****Anticipated Output**

Data Team and Admin

A Data Driven Culture that uses assessment results to improve teaching and learning

**Material/Resources/Supports Needed****PD Step****Comm Step**

Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

no

yes



**Action Steps****Anticipated Start/Completion Date**

The LEA will identify data leaders who will engage use the data cycles to review school wide data.

10/29/2024 - 12/29/2024

**Monitoring/Evaluation****Anticipated Output**

Data Team and Admin

A Data Driven Culture that uses assessment results to improve teaching and learning

**Material/Resources/Supports Needed****PD Step****Comm Step**

Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

no

yes



**Action Steps****Anticipated Start/Completion Date**

The data team will reflect, recalibrate and restart Data Cycles for continuous improvement.

01/29/2025 - 03/29/2025

**Monitoring/Evaluation****Anticipated Output**

Data Team and Admin

A Data Driven Culture that uses assessment results to improve teaching and learning

**Material/Resources/Supports Needed****PD Step****Comm Step**

Data Wise / Harvard Graduate School of Education; Purposeful Collaboration Time

no

yes





## ADDENDUM C: PROFESSIONAL DEVELOPMENT PLANS

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
<p>Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)</p>	<p>Effective use of technology is directly correlated to improve student learning</p>	<p>1. Define a system-wide technology vision and Identify all stakeholders by following ISTE Shared vision protocols. 2. Agree to a set of processes and protocols to help guide conversations. 3. Create a shared technology vision. 4. Get feedback from all stakeholders and iterate</p>	<p>07/11/2023 - 09/30/2023</p>
<p>Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)</p>	<p>Students are empowered Learners when</p>	<p>Identify and create a scope and sequence of</p>	<p>07/11/2024 - 09/01/2024</p>

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
	implementation ISTE standards for students	technology competencies that will support the Profile of a Graduate. 2. Research ISTE standards for students 3. Create a scope and sequence of tech skills for students.	
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise	Admin and Data Leaders take the	07/01/2022 -
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Improvement Process to improve growth on Standardized Assessments	Introduction to Data Wise: A Collaborative Process to Improve Learning and Teaching.	09/17/2022
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise	Using the Data Wise	10/29/2022 -

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Improvement Process to improve growth on Standardized Assessments	improvement process to identify next steps in supporting a culture of collaborative data inquiry at the LEA.	12/09/2022
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan, (Technology Plan: Defining Teacher Competencies)	Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies	Set professional learning goals to explore and apply pedagogical approaches made possible by technology and reflect on their effectiveness.	01/29/2023 - 03/29/2023
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan, (Technology Plan: Defining Teacher Competencies)	Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies	Educators continually improve their practice by learning from and with others and exploring proven and promising	04/29/2023 - 06/29/2023

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
		practices that leverage technology to improve student learning.	
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	Create a plan for communicating with stakeholders about the vision. Allow stakeholders to provide input about the vision and plan.	10/29/2023 - 12/29/2023
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	Develop multiple vehicles for communicating the vision (graphics, images, posters, messaging, etc.). Leaders can conduct a simple poll to measure	01/29/2024 - 03/29/2024

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
		the effectiveness of a shared vision: How many people within the organization can explain what the vision is?	
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	Educators will create a technology vision to define success and to improve teaching and learning.	04/29/2024 - 06/29/2024
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Educators will use the scope and sequence to improve technology literacy of our students.	10/29/2024 - 12/29/2024
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for	Students are empowered	Teachers will model for	01/29/2025 -

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
Students)	Learners when implementation ISTE standards for students	students the identification, exploration, evaluation, curation and adoption of new digital resources and tools for learning.	03/29/2025
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Create a comprehensive technology plan that is fully developed and implemented	07/29/2022 - 06/29/2025
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement	Introduce all faculty to ACE Habits of Mind.	01/29/2023 -
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Process to improve growth on Standardized Assessments	The habits include: A shared commitment to Action, assessment, and adjustment.	03/29/2023

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
		Intentional Collaboration in support of ongoing adult learning. Relentless focus on Evidence in all conversations.	
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to	Establish a Data team and a data manager who will	07/29/2023 -
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	improve growth on Standardized Assessments	set up a data system and organize for collaborative work (Step 1 of Data Wise Improvement Process)	09/29/2024
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise	All staff will strengthen	10/29/2023 -

Measurable Goals	Action Plan Name	Professional Development Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Improvement Process to improve growth on Standardized Assessments	assessment literacy using (Step 2) of the Data Wise Improvement Process	12/29/2023
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement	Data manager overseas Learning Leaders to	01/29/2024
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Process to improve growth on Standardized Assessments	Prepare, Inquire and Act using the Data Wise Improvement Process.	03/29/2024

---

## PROFESSIONAL DEVELOPMENT PLANS



Professional Development Step	Audience	Topics of Prof. Dev
What are ISTE Standards for Educators	Classroom Teachers, Specialist and Admin	ISTE Educator and Student Standards, Technology Literacy Assessment Tools, Collaboration, Self-Assessment, Modeling, Tech Integration, Student Empowerment

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Teaching staff and Tech Integrationist established technology goals and a scope and sequence of tech skills for students.	07/31/2022 - 06/30/2025	Admin, Tech Integrationist, and Learning Leaders.

Danielson Framework Component Met in this Plan:	This Step meets the Requirements of State Required Trainings:
1a: Demonstrating Knowledge of Content and Pedagogy 4a: Reflecting on Teaching 3a: Communicating with Students 4e: Growing and Developing Professionally	Teaching Diverse Learners in an Inclusive Setting



Professional Development Step	Audience	Topics of Prof. Dev
What is a Technology Vision?	K-12 Teachers, Specialist, Admin	Strengthen school vision with technology ( <a href="https://www.iste.org/explore/Education-leadership/Strengthen-school-vision-with-technology">https://www.iste.org/explore/Education-leadership/Strengthen-school-vision-with-technology</a> )

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
A shared Technology Vision for the next 3-5 years	07/01/2023 - 06/10/2024	Admin, Lead/Coordinators, Tech Integrationist

Danielson Framework Component Met in this Plan:	This Step meets the Requirements of State Required Trainings:
2b: Establishing a Culture for Learning 4d: Participating in a Professional Community 4a: Reflecting on Teaching 4c: Communicating with Families	



Professional Development Step	Audience	Topics of Prof. Dev
Using the Data Wise Improvement Process to Improve Teaching and Learning	K12 Teachers, Specialists, and Data Team, Data Manager, and Admin	Data Wise: A Step-by-Step Guide to Using Assessment Results to Improve Teaching and Learning, Triangulating Data, Assessments, Data Systems, Interpreting and using Assessment Data, Action Planning, Collaborative work, Assessment Literacy

Evidence of Learning	Anticipated Timeframe	Lead Person/Position
Regular use of student assessment data to improve instruction.	07/06/2022 - 06/30/2025	Data Manager, Data Team, and Admin

Danielson Framework Component Met in this Plan:	This Step meets the Requirements of State Required Trainings:
1a: Demonstrating Knowledge of Content and Pedagogy 4e: Growing and Developing Professionally 3d: Using Assessment in Instruction 4d: Participating in a Professional Community	Teaching Diverse Learners in an Inclusive Setting



## ADDENDUM D: ACTION PLAN COMMUNICATION

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan, (Technology Plan: Defining Teacher Competencies)	Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies	All teachers rate LEA progress in using technology appropriately and effectively for the 21st Century Teaching and Learning (Technology-Supported Instruction and Assessment)	2022-07-11 - 2022-09-30
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	1. Define a system-wide technology vision and Identify all stakeholders by following ISTE Shared vision protocols. 2. Agree to a set of processes and	2023-07-11 - 2023-09-30

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
		protocols to help guide conversations. 3. Create a shared technology vision. 4. Get feedback from all stakeholders and iterate	
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Identify and create a scope and sequence of technology competencies that will support the Profile of a Graduate. 2. Research ISTE standards for students 3. Create a scope and sequence of tech skills for students.	2024-07-11 - 2024-09-01
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a	Using the Data	Admin and Data	2022-07-01

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>data driven culture to improve teaching and learning. (Data Cycles)</p> <p>By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)</p>	<p>Wise Improvement Process to improve growth on Standardized Assessments</p>	<p>Leaders take the Introduction to Data Wise: A Collaborative Process to Improve Learning and Teaching.</p>	<p>- 2022-09-17</p>
<p>By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)</p> <p>By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)</p>	<p>Using the Data Wise Improvement Process to improve growth on Standardized Assessments</p>	<p>Using the Data Wise improvement process to identify next steps in supporting a culture of collaborative data inquiry at the LEA.</p>	<p>2022-10-29 - 2022-12-09</p>
<p>Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan, (Technology Plan: Defining Teacher Competencies)</p>	<p>Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies</p>	<p>Teachers will evaluate their own technology skills against the ISTE standards.</p>	<p>2022-10-04 - 2022-12-31</p>

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan, (Technology Plan: Defining Teacher Competencies)	Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies	Set professional learning goals to explore and apply pedagogical approaches made possible by technology and reflect on their effectiveness.	2023-01-29 - 2023-03-29
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan, (Technology Plan: Defining Teacher Competencies)	Using ISTE Literacy Assessment Tools to Determine Teacher Tech Competencies	Educators continually improve their practice by learning from and with others and exploring proven and promising practices that leverage technology to improve student learning.	2023-04-29 - 2023-06-29
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is	Create a plan for communicating	2023-10-29 - 2023-12-

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
	directly correlated to improve student learning	with stakeholders about the vision. Allow stakeholders to provide input about the vision and plan.	29
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	Develop multiple vehicles for communicating the vision (graphics, images, posters, messaging, etc.). Leaders can conduct a simple poll to measure the effectiveness of a shared vision: How many people within the organization can explain what the vision is?	2024-01-29 - 2024-03-29



Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented by Year 3 of this plan. (Technology Plan: Creating a Shared Vision)	Effective use of technology is directly correlated to improve student learning	Educators will create a technology vision to define success and to improve teaching and learning.	2024-04-29 - 2024-06-29
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Educators will use the scope and sequence to improve technology literacy of our students.	2024-10-29 - 2024-12-29
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	Teachers will model for students the identification, exploration, evaluation, curation and adoption of new digital resources and tools for	2025-01-29 - 2025-03-29

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
Create a comprehensive technology plan that is fully developed and implemented By Year 3 of this plan. (Technology Plan: Scope and Sequence Technology Skills for Students)	Students are empowered Learners when implementation ISTE standards for students	learning. Create a comprehensive technology plan that is fully developed and implemented	2022-07-29 - 2025-06-29
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to improve growth on Standardized Assessments	Introduce all faculty to ACE Habits of Mind. The habits include: A shared commitment to Action, assessment, and adjustment. Intentional Collaboration in support of ongoing adult learning. Relentless focus on Evidence in all conversations.	2023-01-29 - 2023-03-29
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)			

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to	Establish a Data team and a data manager who will set up a data system and organize for collaborative work (Step 1 of Data Wise Improvement Process)	2023-07-29 - 2024-09-29
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	improve growth on Standardized Assessments		
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to	All staff will strengthen assessment literacy using (Step 2) of the Data Wise Improvement Process	2023-10-29 - 2023-12-29
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	improve growth on Standardized Assessments		
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise	Data manager overseas Learning	2024-01-29 - 2024-03-

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Improvement Process to improve growth on Standardized Assessments	Leaders to Prepare, Inquire and Act using the Data Wise Improvement Process.	29
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Data Cycles)	Using the Data Wise Improvement Process to improve growth on Standardized Assessments	The LEA will identify next steps in supporting a culture of collaborative data inquiry.	2024-07-29 - 2024-09-29
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Using the Data Wise Improvement Process to improve growth on Standardized Assessments	The LEA will identify data leaders who will engage use the data cycles to review school wide data.	2024-10-29 - 2024-12-29
By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)	Using the Data	The data team will	2025-01-29

Measurable Goals	Action Plan Name	Communication Step	Anticipated Timeline
<p>data driven culture to improve teaching and learning. (Data Cycles)</p> <p>By Year 3 of this plan, implement a Data Wise Improvement Process to promote a data driven culture to improve teaching and learning. (Promoting Data Driven Culture)</p>	<p>Wise Improvement Process to improve growth on Standardized Assessments</p>	<p>reflect, recalibrate and restart Data Cycles for continuous improvement.</p>	<p>- 2025-03-29</p>

## COMMUNICATIONS PLAN

Communication Step	Audience	Topics/Message of Communication
<p>Share the LEA 3 to 5 year technology plan</p>	<p>LEA Staff, Faculty, Students, and Stakeholders.</p>	<p>Comprehensive Tech Plan, ISTE Standards, Tech Vision, Feedback</p>

  

Anticipated Timeframe	Frequency	Delivery Method
<p>07/25/2022 - 06/28/2025</p>	<p>1 Presentation per stakeholder group</p>	<p>Presentation Posting on district website Email</p>

**Lead Person/Position**

Admin, Tech Director and Tech Integrationist

**Communication Step**

**Audience**

**Topics/Message of Communication**

Share the LEA goal of developing a Data-driven Culture

LEA Staff, Faculty, Students, and Stakeholders.

Data Wise: A Step-by-Step Guide to Using Assessment Results to Improve Teaching and Learning, Data Systems, Assessment Data, Action Plan, Data Cycles, Meeting protocols.

**Anticipated Timeframe**

**Frequency**

**Delivery Method**

08/30/2022 - 06/29/2025

Annual Parent Workshop

Presentation  
Other  
Email

**Lead Person/Position**

Data Manager, Data Team, and Admin

## ADDENDUM E: COMPREHENSIVE PLAN COMMUNICATIONS

Communication Step	Topics of Message	Mode	Audience	Anticipated Timeline
1. Download specific parts of the Comprehensive Plan and other required reports. 2. Upload those files to the LLACS website. 3. Inform the parents of the documents and provide a questionnaire (Google forms) to collect feedback.	Educating the public about the components of the Comprehensive Plan . Rallying support from our community around our goals. Acknowledging the challenges, especially with COVID restrictions, and celebrating our growth.	<a href="https://www.llacslv.org/">https://www.llacslv.org/</a> (Website) Parent Email Blast Word of Mouth	All stakeholders and community members	December 31st to January 31st

---

