ELA ACTION PLAN	Key Performance Outcome:
	90% of students will meet standard on the Smarter Balanced Assessment (SBA) in English Language Arts (ELA) by 2027 and the median student growth percentile will be 75% by 2027.

Reading Action Items (Actions that **improve** performance towards outcomes) What are you going to do?	Key Performance Indicators (KPIs) (Formative measures of actions) What is the measure of student learning that would predict strand level proficiency performance on the SBA?
Increase students' comprehension and analysis of grade-level text by strengthening their ability to explain their thinking about what they read, both orally and in writing, using the claim/evidence/reasoning strategy.	• Anecdotal data from classroom discussions (K-5) • Reach for Reading formative assessments (K-5) • Reach for Reading end-of-unit assessments (K-5) • i-Ready diagnostic assessments (1-5) as well as annual typical and stretch growth measures • WIDA growth (reading domain)
Continue to refine systems for targeted flexible groups to ensure that students receive targeted lessons aligned to the reading skills progression of phonics, fluency, and comprehension along with the strategic use of i-Ready and Imagine Language & Literacy.	• RAN & ORF (K-2) • i-Ready lesson completion data (three math lessons and two reading lessons passed per week) (1-5) • IL&L lesson completion data (80 minutes per week) (K-5) • i-Ready diagnostic assessments (1-5) • Reach for Reading formative assessments (K-5)
Intentionally embed academic vocabulary in Tier 1 instruction and student tasks in order to enhance students' ability to understand questions and prompts, and to support students receiving multilingual learner and special education services.	• Reach for Reading summative assessments (K-5) • Reach for Reading formative assessments (K-5) • i-Ready diagnostic assessments (1-5) WIDA growth (reading domain)

Writing Action Items (Actions that **improve** performance towards outcomes) What are you going to do?	Key Performance Indicators (KPIs) (Formative measures of actions) What is the measure of student learning that would predict strand level proficiency performance on the SBA?
Increase students' ability to explain their thinking effectively in writing using the claim/evidence/reasoning strategy.	• Formative assessments (K-5) • WIDA growth (writing domain)
Vertically align the language used by teachers in their writing instruction to support students receiving multilingual learner and special education services.	• Materials from professional learning activities • Writing Foundations assessments (K-5)
Focus on SBA targets about writing and revising brief texts.	• Formative assessments (K-5) • SBA growth (writing target scores)

MATH ACTION PLAN

Key Performance Outcome:

90% of students will meet standard on the Smarter Balanced Assessment (SBA) in math by 2027 and the median student growth percentile will be 75% by 2027.

Math Action Items (Actions that **improve** performance towards outcomes) What are you going to do?	Key Performance Indicators (KPIs) (Formative measures of actions) What is the measure of student learning that would predict strand level proficiency performance on the SBA?
Improve students' ability to express their mathematical reasoning, both orally and in writing, using the claim/evidence/reasoning strategy.	• Illustrative Mathematics summative assessments (K-5) • Illustrative Mathematics formative checkpoints, cooldowns, and teacher checklists (K-5) • Anecdotal data from classroom discussions (K-5) • i-Ready diagnostic assessments (1-5) as well as annual typical and stretch growth measures
Implement practices from Building Thinking Classrooms, and continue to use the Illustrative Math language routines, to provide access to grade-level learning for all students through the support of the math implementation team.	• Illustrative Mathematics formative checkpoints, cooldowns, and teacher checklists (K-5) • Anecdotal data from classroom observations (K-5) • i-Ready diagnostic assessments (1-5)
Intentionally embed academic vocabulary in Tier 1 instruction and student tasks in order to enhance students' ability to understand questions and prompts, and to support students receiving multilingual learner and special education services.	• Illustrative Mathematics summative assessments (K-5) • Illustrative Mathematics formative checkpoints, cooldowns, and teacher checklists (K-5)

SCIENCE ACTION PLAN	**Key Performance Outcome:** 90% of students will meet standard on the Smarter Balanced Assessment (SBA) in science by 2027.
Science Action Items (Actions that improve performance towards outcomes) What are you going to do?	**Key Performance Indicators (KPIs)** (Formative measures of actions) What is the measure of student learning that would predict strand level proficiency performance on the WCAS?
Schedule and monitor instruction to ensure that students are receiving the recommended instructional minutes of at least 120 per week in alignment with the district science instructional model.	• Schoolwide schedule • Team planning documents • Learning walk data
Backwards plan from curriculum maps and district common assessments to support aligned use of science kits.	• WCAS/NGSS-aligned science kit assessments (K-5) • Formative assessments (science journals) (K-5)
Intentionally embed academic vocabulary in Tier 1 instruction and student tasks in order to enhance students' ability to understand questions and prompts, and to support students receiving multilingual learner and special education services.	• WCAS/NGSS-aligned science kit assessments (K-5) • Formative assessments (science journals) (K-5)

Create a welcoming culture that is physically, emotionally, and intellectually safe and provides equitable and accessible opportunities for all.

Key Performance Outcome(s):

Increase by at least 3% the following questions from the Panorama survey (data listed are from spring 2024):

Welcoming Culture:
- How much of a sense of belonging does your child feel at his/her school? (65% favorable)
- How often do professional development opportunities help you explore new ideas about how to promote equity in your practice? (45% favorable certificated and 43% favorable classified)
- In the past year, how often have you visited your child's school? (26% favorable)

Physical, Emotional and Intellectual Safety:
- How concerned are you about students' behavior right now? (21% favorable certificated and 26% favorable classified)
- How confident are you that you can help your school's most challenging students to learn? (44% favorable certificated)
- How often are people disrespectful to others at your school? (22% favorable students)

Equitable and Accessible Opportunities:

- 77% of EL students will be on track to transition out of services within six years by 2027.
- How confident are you that you can help your school's most challenging students to learn? (44% favorable certificated)

Action Items (Actions that improve performance towards outcomes) What are you going to do?	Key Performance Indicators (KPIs) (Formative measures of actions) What measure will you use to determine the success of your action items?
Welcoming Culture	
Integrate heritage months and other cultural observances into students' library specialist time and other instructional settings.	• Panorama survey data
Provide regular professional learning opportunities put on by the Diversity, Equity, and Inclusion Team to increase staff understanding of student/family cultures and knowledge of culturally responsive instruction.	• Number of staff professional learning sessions • Panorama survey data
Increase family visits to the school by offering Lowell Learning Night, family reading night, and culture night.	• Event attendance data • Panorama survey data
Physically, Emotionally, and Intellectually Safe Environment	
Implement Tier 2 behavior/social supports, including check-in/check-out, class pass, and counseling small groups that build on Tier 1 Second Step curriculum taught weekly by teachers.	• Data on the number of students being served in interventions, and their progress

Implement systems for cross-role collaboration and communication to support staff in helping the most challenging students learn.	• Panorama survey data
Increase PBIS Team members' capacity to analyze TAC data monthly, and to lead staff in implementing next steps to reduce issues and referrals.	• TAC Issues & Referrals data
Teach and reinforce expectations about respect throughout the year for all students.	• TAC Issues & Referrals data • Panorama survey data
Equitable and Accessible Opportunities	
Refine MTSS processes to strengthen systems for identifying students in need of academic, behavioral, and social support, and for progress-monitoring these underperforming students.	• Documentation of interventions and student growth
Roster and integrate Life Skills students into general education K-5 classrooms, specialists, and during lunch/recess to increase access to grade-level curriculum and social interaction.	• Amount of time Life Skills students are integrated into their assigned gen ed classroom
Train staff on the WIDA framework, assessment, and data analysis to ensure that teachers' Tier 1 instruction supports ML students' transitioning out of the program within six years.	• Number of staff professional learning sessions or coaching cycles • ML students' progress
Implement systems for cross-role collaboration and communication to support staff in helping students with disabilities make more annual growth, and to increase the number meeting standard.	• SBA scores • i-Ready diagnostic data

ATTENDANCE

Key Performance Outcome(s):

Attendance rates will reach 90% for all and every subgroup by 2027.

Attendance Action Items (Actions that improve performance towards outcomes) What are you going to do?	Key Performance Indicators (KPIs) (Formative measures of actions) What measure will you use to determine the success of your action items?

• Monitor attendance and develop action plans for students who are at risk of becoming chronically absent:
    o Hold monthly team meetings to review absences.
    o Implement and track in Panorama attendance interventions, including small groups, home visits, and incentive systems.
    o Engage in the Improving School Attendance Collaborative, refine community truancy board processes, and provide agency referrals to support students who have missed 10% or more school days.
	• Monthly attendance rates for individuals, groups, and the whole school

FAMILY PARTNERSHIPS ACTION PLAN

Key Performance Outcome(s):

Increase by at least 3% the following questions from the Panorama survey (data listed are from spring 2024):

- In the past year, how often have you visited your child's school? (26% favorable)
- How satisfied are you with the frequency of communication from your child's teacher(s)? (84% favorable; 16% said they wanted more frequent communication)
- How much do you feel the school values your opinions? (51% favorable)
- How involved have you been with a parent group at your child's school? (11% favorable)

Family Partnerships Action Items (Actions that improve performance towards outcomes) What are you going to do?	Key Performance Indicators (KPIs) (Formative measures of actions) What measure will you use to determine the success of your action items?
Engage families in two-way communication by providing opportunities for them to share their opinions via the ParentSquare platform.	• ParentSquare analytics
Strengthen families' ability to engage with student learning at home by increasing participation in academic-focused events with a take-home activity component (Lowell Learning Night, family reading night, and culture night).	• Event attendance data
Increase participation in volunteering, PTA, Natural Leaders, and Watch D.O.G.S. to engage diverse families.	• Program participation data

INSTRUCTIONAL TECHNOLOGY

Key Performance Outcome(s):

Interactive panels: All K-5 teaching staff with panels provide the opportunity for students to share their device screens.

i-Ready and Imagine Language & Literacy: 70% of students meet weekly usage goals

Instructional Technology Action Items (Actions that improve performance towards outcomes) What are you going to do?	Key Performance Indicators (KPIs) (Formative measures of actions) What measure will you use to determine the success of your action items?
Increase student engagement with interactive panels through screen-sharing from Chromebooks.	• Classroom walkthrough data

Strengthen systems for monitoring and responding to student needs as demonstrated through i-Ready and Imagine Language & Literacy instructional usage	• i-Ready lesson completion data (three math lessons and two reading lessons passed per week) • IL&L lesson completion data (80 minutes per week)