

## Corrective Action Plan for Lincoln-West Investment School

### How CMSD Will Invest and Why

#### Foundational Levers of Change

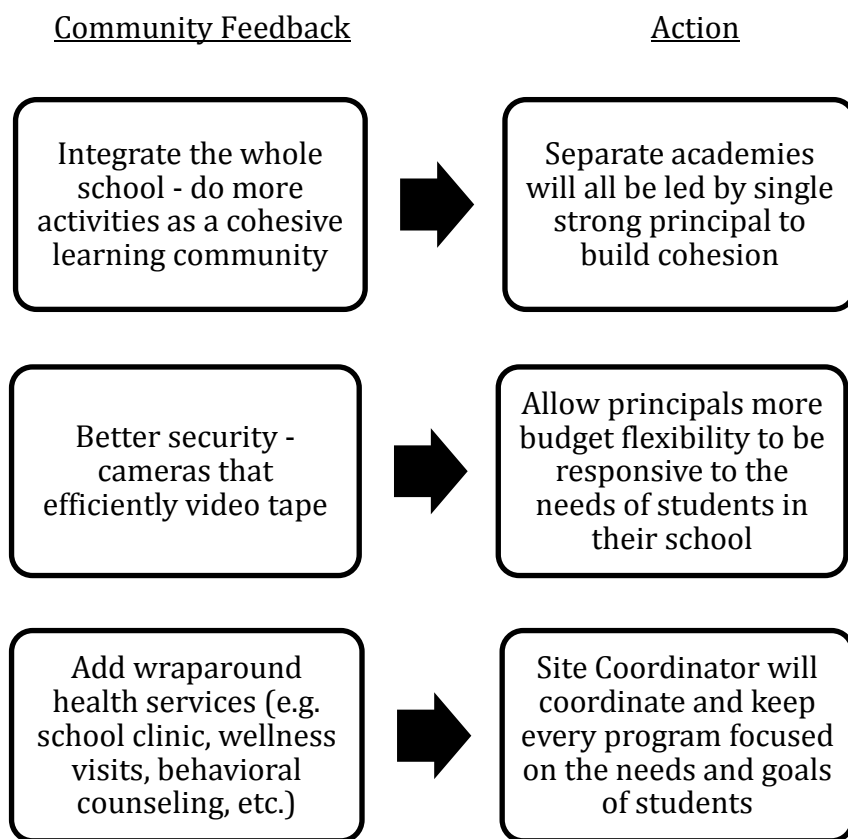
<i>Replace current principal</i>	Dr. Irene Javier has been identified to be the Principal overseeing all the academies of Lincoln-West Investment School for the 2013-2014 school year. Dr. Javier has an intimate knowledge of the school and community, having served as an assistant principal and academy leader. In her previous positions, Dr. Javier built an excellent rapport with students and families and led steady gains in student achievement. In addition, she helped build the successful international studies program at Lincoln-West.
<i>Replace some or all staff</i>	Staff members who wish to be part of the Lincoln-West Investment School's professional community for the 2013-2014 school year must agree to the conditions outlined in the Investment Commitment Letter (attached as an addendum to this document) and interview with school leaders. A Selection Committee comprised of various stakeholders has been formed to interview candidates for vacant positions.
<i>Improve school facilities</i>	Some parts of the building will undergo a thorough cleaning process. The front office will receive new furniture. In addition, issues with the air conditioning will be addressed.
<i>Add community/health support ("wraparound") services</i>	The following organizations are potential school partners during the 2013-2014 school year: Asia Society, Case Western Reserve University, Cleveland Council on World Affairs, Cleveland State University, Earth Day Coalition, Esperanza Inc, MetroHealth Hospital, Stockyard Fulton Development Corporation, Youth Job Partnership, National Center for Community Schools, Youth Opportunities Unlimited, New Bridge, Neighborhood Leadership Institute, YMCA - We Run this City, and Project Love. Community partner organizations may be added or removed based on a resource inventory and gaps identified through a school needs assessment. In addition, a lead agency will provide a school-based Site Coordinator who will ensure that services provided by all community partner organizations are aligned to school priorities and needs.
<i>Add instructional programs</i>	School year 2013-2014 will be a planning and training year for the instructional programs that are part of the New Tech Network (NTN)'s framework. For additional information about NTN, see below.
<i>Provide staff with meaningful professional development</i>	As part of a partnership with the Center for Transformative Teacher Training (CT3), all staff members will participate in workshops, training and ongoing coaching in school-wide culture, classroom management, cultural competence and "unpacking" potentially disempowering mindsets. These workshops will take place over four days during the first half of the school year. <i>(continued)</i>



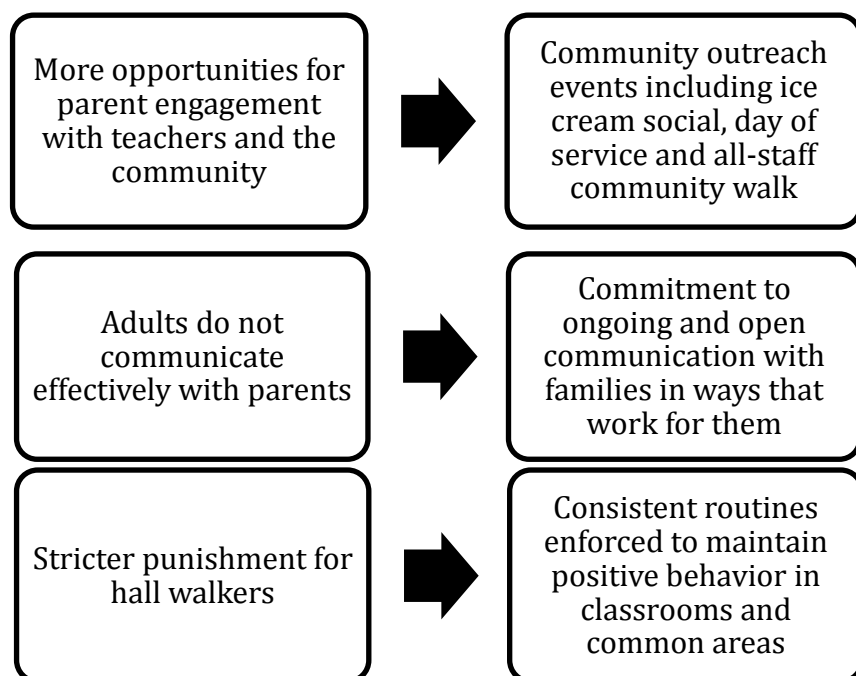
## CMSD Phase One Investment Schools 2013-14

	The school will also work with the New Tech Network to encourage students to become creative, self-directed learners using collaborative learning technology. Student work will be largely project- and team-based. Professional development will occur in January, April and June of 2014, pending specific dates.
<i>Utilize external operating partner</i>	New Tech Network will be introduced as an external operating partner during the 2013-2014 school year. New Tech Network is a non-profit organization that works with schools nationwide using a project-based learning approach, integrating technology and instruction, and developing a school culture of trust, respect and responsibility where students and teachers have exceptional ownership of the learning experience.

### **Key actions based on community feedback**



## CMSD Phase One Investment Schools 2013-14



### **Accountability metrics and reporting**

Lincoln-West Investment School will produce a quarterly school report cards to update the community on progress across multiple indicators per the chart below. Similar to a student report card, the school will receive a letter grade from A through F in each of these areas with supporting commentary.

Metric	Source	Target
Average daily attendance- Students	E-School	Improvement of 3-5%
Average daily attendance- Staff	E-School	Improvement of 5-10%
Operations- school cleanliness	School/ classroom environment checklist	90% satisfaction
Operations- customer service	Home survey	90% satisfaction
Student achievement- Proficiency on interim assessments	Data/Accountability	Trending upward throughout year 1 (lagging indicator)
Quality instruction- evidence of consistent instructional practice across classrooms	Walk-throughs; formal and informal observations	75-90% consistency
Instructional model- teachers report increased confidence in delivering engaging and culturally relevant instruction	Culture/climate survey	Improvement of 50%



## CMUSD Phase One Investment Schools 2013-14

Metric	Source	Target
Positive school culture- students report feeling safe at school	Conditions for Learning Survey ("CFL")	100%
Positive school culture- teachers report improved support from administration	Culture/climate survey	Improvement of 50%
Autonomy- leaders report improved supports and autonomies over use of time	Leadership survey	Improvement of 50%
Autonomy- leaders report improved supports and autonomies over school design	Leadership survey	Improvement of 50%
# of family/community outreach events	School	Improvement of 30%
Participation levels at family/community outreach events	School	Improvement of 50%
Operations- satisfaction with food quality	Home survey	90% satisfaction
Operations- timespan for order and delivery of classroom supplies	School	24-48 hours

### **CMUSD Lincoln-West Investment School Commitment Letter** *(see attached PDF)*

Respectfully submitted to the Citizens of Cleveland,

Eric S. Gordon  
Chief Executive Officer  
Cleveland Metropolitan School District

