



# Libertas Academy Charter School

## Monthly Academic Achievement Committee Meeting

Published on November 7, 2023 at 9:47 PM EST

### Date and Time

Wednesday November 8, 2023 at 4:30 PM EST

### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>4:30 PM</b>
<b>A.</b> Record Attendance		Nick Barker	1 m
<b>B.</b> Call the Meeting to Order		Nick Barker	1 m
<b>C.</b> Approve Minutes	Approve Minutes	Nick Barker	1 m
Approval of October minutes			
Approve minutes for Monthly Academic Achievement Committee Meeting on October 11, 2023			
<b>II. Academic Achievement</b>			<b>4:33 PM</b>
<b>A.</b> ED Report	Discuss	Modesto Montero	40 m
<b>III. Other Business</b>			

	Purpose	Presenter	Time
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**IV. Closing Items**

<b>A. Adjourn Meeting</b>	Vote	Nick Barker	
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# Coversheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** C. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:**  
Minutes for Monthly Academic Achievement Committee Meeting on October 11, 2023



# Libertas Academy Charter School

## Minutes

### Monthly Academic Achievement Committee Meeting

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#### **Date and Time**

Wednesday October 11, 2023 at 4:30 PM

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#### **Committee Members Present**

K. Stewart (remote), M. Montero (remote), N. Barker (remote), T. Curtis

#### **Committee Members Absent**

A. Seymour

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### **I. Opening Items**

#### **A. Record Attendance**

#### **B. Call the Meeting to Order**

M. Montero called a meeting of the Academic Achievement Committee Committee of Libertas Academy Charter School to order on Wednesday Oct 11, 2023 at 4:38 PM.

#### **C. Approve Minutes**

K. Stewart made a motion to approve the minutes from Monthly Academic Achievement Committee Meeting on 09-13-23.

T. Curtis seconded the motion.

The committee **VOTED** to approve the motion.

### **II. Academic Achievement**

### **A. College Prep**

Jasmine Rosario joined to discuss LACS college preparation. Details of her presentation are included here:

[https://docs.google.com/presentation/d/1Y-hVaM5vcLgt\\_zAnOq\\_-BoammDL4Hffi9vg0J9j4RQo/edit#slide=id.g28b1c23005e\\_0\\_0](https://docs.google.com/presentation/d/1Y-hVaM5vcLgt_zAnOq_-BoammDL4Hffi9vg0J9j4RQo/edit#slide=id.g28b1c23005e_0_0)

### **B. ED Report**

Modesto did not have time to present but had shared these slides on the agenda:

[https://docs.google.com/presentation/d/1tUx193yTRvXVd0v3dMuungWD-wyj4NF7Y6zJzvfsdNo/edit#slide=id.g1447698c985\\_0\\_0](https://docs.google.com/presentation/d/1tUx193yTRvXVd0v3dMuungWD-wyj4NF7Y6zJzvfsdNo/edit#slide=id.g1447698c985_0_0)

## **III. Closing Items**

### **A. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:30 PM.

Respectfully Submitted,  
N. Barker

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### **Documents used during the meeting**

*None*

# Coversheet

## ED Report

**Section:** II. Academic Achievement  
**Item:** A. ED Report  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** SY23-24 AAC November Report .pptx

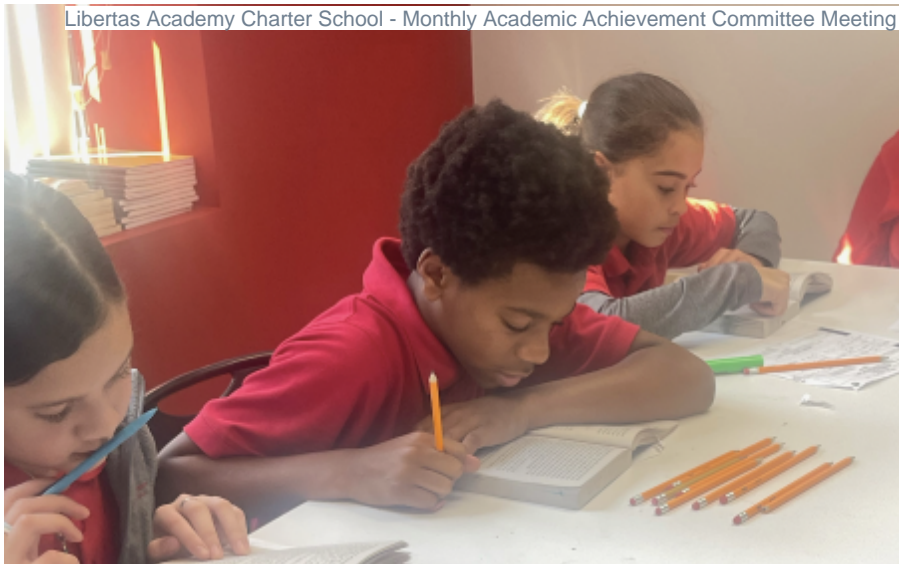


# School Update



*Through rigorous academics, character development, and strong supports for every learner, **Libertas Academy Charter School** prepares all sixth through twelfth grade students to **succeed within the college of their choice and to be positive, engaged members of their communities.***





*OUR VALUES*

INCLUSIVE  
COMMUNITY

EXCELLENCE  
IN ALL EFFORTS

OUR PEOPLE  
MATTER

PURSUE YOUR  
BEST SELF

SPRINKLE  
JOY

LEAVE A  
LEGACY



# Lower Academy *2023-2024*



# Q1 IA Data

# ELA

Goal(s) - M+E	On /Off track	Goal(s) - NM	On /Off track
30% M + E	off track	<25% NM	off track
40% M + E	on track	<20% NM	off track
50% M + E	off track	<20% NM	on track

## IMPORTANT CONTEXT

All 3 tests were different from last year - these are the FY23 released MCAS, and last year we took ANET exams. The tests this year more closely aligned to a day of MCAS with 2 -3 passages, an essay and 15 - 18 questions.

- M + E % are stronger than where we were last year in all 3 grades
- 7th grade is more on track than it was this time last year
- NM % are off track in all grades and hiGHer than where we were last year in all 3 grades
- OER was better in 7th grade (NF essay) vs the 2 essay scores in 6th + 8th were fiction essays. Last year the essays were narrative essays on ANET

DATA SNAPSHOT + COMPARATIVE						
	IA1 - G6 2022	IA1 - G6 2023	IA1 - G7 2022	IA1 - G7 2023	IA1 - G8 2022	IA1 - G8 2023
<b>AVG</b>	43%	46%	51%	59%	51%	61%
<b>M &amp; E</b>	4%	12%	16%	42%	16%	36%
<b>PM</b>	19% <60%+>	42%	29% <60%+>	64%	33% <60% +>	70%
<b>NM</b>	19% <below 20%>	41%	4% <below 20%>	27%	3% <below 20%>	13%
<b>MC Average</b>	58%	51%	62%	61%	52%	65%
<b>OER Average</b>	36%	27%	41%	51%	51%	40%

# ELA HEADLINES

**DEPARTMENT** - We have a strong foundation - now we need to capitalize at looking at our outputs, get meticulous about data and how we respond to it to drive urgency + close gaps.

6th Grade: We are in a better spot than anticipated, but we really need to move and close gaps ahead of IA#2, especially with the NM bucket.

7th Grade: We are in a really strong spot, so we want to keep up the momentum + push. We have the opportunity to have the highest achieving LACS class ever in 7th grade

8th Grade: We have a good starting point, but we are far off from 50% still. Converting 14%+ is going to require consistent culture + work outputs from students daily. Need to maintain NM + see if we can decrease it.

# MATH

## IMPORTANT CONTEXT

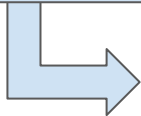
Tests for all 3 grades are different (8th is the most similar) because last year test was ANET and this year test is all released MCAS questions w/ 4 point OER questions. This means rigor is significantly higher.

- M + E is in a stronger spot in both 6th and 8th grade than where we were at IA 1 last year
- However, because our goal is much higher this year in 8th, we are currently off track
- NM % is currently on track for all grades and at a lower % than last year in 6th & 8th grade (5% higher in 7th)
- 7th Grade: Weaker spot than where we were at this point last year (M + E % lower by 11%)

Goal(s) - M+E	On /Off track	Goal(s) - NM	On /Off track
35% M + E	Off Track	<20% NM	On Track
28% M + E	Off Track	<25% NM	On Track
40% M + E	Off Track	<20% NM	On Track

DATA SNAPSHOT + COMPARATIVE						
	IA1 - G6 2022	IA1 - G6 2023	IA1 - G7 2022	IA1 - G7 2023	IA1 - G8 2022	IA1 - G8 2023
<b>AVG</b>	30%	48%	41%	38%	44%	49%
<b>M &amp; E</b>	11%	28%	25%	14%	25%	30%
<b>PM</b>	61%	62%	54%	61%	56%	55%
<b>NM</b>	28%	10%	20%	25%	17%	15%
<b>MC Average</b>	30%	56%	41%	48%	44%	38%
<b>OER Average</b>	9%	32%	17%	25%	34%	46%
<b>H</b>	8%	34%	17%	23%	29%	44%
<b>M</b>	12%	51%	26%	36%	40%	44%
<b>L</b>	41%	59%	47%	56%	55%	57%

MC + OER averages are higher in all grades compared to last year which is a huge win. However given the weight of OER overall averages for the exams appear lower.



# MATH HEADLINES

**Department:** We are off track from goals and this trajectory will not change unless we make significant shifts to strengthen instruction. The most off vision elements include consistent data tracking, IPP, and interventions.

6th Grade: We are in a stronger spot than last year but LG is currently carrying the data through Math 1. M2 currently underutilized in closing gap, rep. by % of students NM.

7th Grade: 7th Grade is in a vulnerable spot. Data is worse than last year for both goals and with a cohort that we know can produce strong results. We need to rethink staffing and student supports.

8th Grade: Need to do a complete reset/overhaul of student mindsets with focus on what effective student supports look like.



# CULTURE

# Q1 Advisory Data



**GOAL = 80% of advisories at 5+ of 6 on Advisory Rubric**

Grade	# meeting GPA Goal	# meeting Attention Goal	# meeting SI Goal	# meeting FI Goal	# meeting 5+ of 6 goal
Grade 6	5	2	7	n/a	3
Grade 7	5	4	8	n/a	5
Grade 8	1	2	6	n/a	1
<b>TOTAL</b>	<b>11/24</b>	<b>8/24</b>	<b>21/24</b>	<b>-</b>	<b>9/24</b>



# Chronic Absenteeism

**GOAL = Less than 7.5% (22 students)**

	Aug %	Aug #	Sept %	Sept #	Oct %	Oct #	YTD %	YTD #	< 70% ADA
Grade 6	26%	24/93	35%	33/93	7%	16/93	16%	15/93	6 - 1 7 - 3 8 - 2 <hr/>
Grade 7	24%	25/103	40%	41/103	9%	18/103	17%	18/103	
Grade 8	22%	22/98	39%	38/98	5%	20/98	23%	23/98	
<b>Total</b>	24%	71/294	38%	112/294	18%	54/294	<b>19%</b>	<b>56/294</b>	



# ADA

**GOAL = 92% ADA**

	August	September	October	YTD (10.31)
Grade 6	95%	93%	94%	<b>94%</b>
Grade 7	94%	92%	93%	<b>93%</b>
Grade 8	94%	92%	92%	<b>92%</b>
Overall	94.3%	92.3%	93%	<b>93%</b>

**# of students  
with 100%  
ADA:**

**58/294**

# SURVEYS



# Family Survey Data

**Favorability Goal for Priority Questions: 80% or higher**

Please assign a grade you would give LACS on your overall experience with Libertas.	LA ALL	Grade 6	Grade 7	Grade 8	Favorability	
A - Excellent	132	60	42	30	GRADE 6	93.8%
B - Good	85	31	24	30	GRADE 7	83.5%
C - Average	25	5	9	11	GRADE 8	78.9%
D - Needs Improvement	8	1	3	4		
F - Failing	2	0	1	1	ALL SCHOOL	86.11%



# Staff Org Health

**Favorability Goal for Priority Questions: 80% or higher**

	I am learning and developing in my position.	I am satisfied with the level of communication from my school leadership team.	I feel positive about working at my school.	I know what is expected of me at work.	In the last seven days, I have received recognition or praise for doing good work.	In the last seven days, I have received feedback that has included a strength and an area of growth.	In our academy, people go straight to the person when they have an issue.	When a decision is made, our academy rows together.	My coach cares about me.	My coach pushes and supports me.		
Strongly Agree	18	16	15	15	22	21	3	8	21	24		
Agree	15	15	15	20	11	10	18	24	12	8		
Neutral	2	3	3	0	1	1	10	2	2	3		
Disagree	0	1	1	0	1	3	4	1	0	0		
Strongly Disagree	0	0	1	0	0	0	0	0	0	0		
<b>TOTAL</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>		
Average	4.88	4.72	4.59	4.84	4.97	4.81	3.91	4.50	4.97	5.03		
% Favorable	94.29%	88.57%	85.71%	100.00%	94.29%	88.57%	60.00%	91.43%	94.29%	91.43%	88.86%	All Qs Average
											93.57%	Priority Avg.
Last Year Sept	93.75%		84.83%	96.88%	93.75%		61.11%				92.30%	Last Year Sept



# 23-24 LA Goals

<b>Culture &amp; Investment (20%)</b>
% of advisories at the strong threshold
Chronic Absenteeism
% of Students with 1 or more OSS
% of Students with 1 or more ISS
% families giving us an A/B
Student Attendance
<b>OPS Excellence (5%)</b>
Walkthrough Excellence
Parent Survey Ops Priority Q's
Parent Survey Completion
Event Excellence (10 events)
<b>Talent (10%)</b>
Teacher Retention
Org Health (avg across priority q's)

<b>Math Achievement (22.5%)</b>
MCAS 6th Grade - % Meeting/Exceeding
MCAS 6th Grade - % Not Meeting
MCAS 7th Grade - % Meeting/Exceeding
MCAS 7th Grade - % Not Meeting
MCAS 8th Grade - % Meeting/Exceeding
MCAS 8th Grade - % Not Meeting
<b>ELA Achievement (22.5%)</b>
MCAS 6th Grade - % Meeting/Exceeding
MCAS 6th Grade - % Not Meeting
MCAS 7th Grade - % Meeting/Exceeding
MCAS 7th Grade - % Not Meeting
MCAS 8th Grade - % Meeting/Exceeding
MCAS 8th Grade - % Not Meeting
<b>Science Achievement (7.5%)</b>
MCAS 8th Grade - % Meeting/Exceeding
MCAS 8th Grade - % Not Meeting
<b>Equity (20%)</b>
Compliance Percentage
<b>% BGL/ER Readers</b>
<b>% BGL Math</b>
% of students meeting progress target on ACCESS
% Student Choice Attrition
Equity marks met on 10 priority metrics

MISSING:  
ADA goal set at the number - 92%

These will be removed and points will be added to NM categories on report card.







# HIGHLIGHTS

## ● IMPROVEMENTS IN INTELLECTUAL PREP

- We already have had 3-4 academic deep dives this year that revealed strong learnings + shifts re: IPP.
- Morning huddles < M, W, F > focus on IPP trends + create strong visibility into quality of teacher internalization
- Department Meetings are higher leverage + more purposefully designed given what we are seeing in huddles - leading to increased teaching quality.

## ● ADVISORY

- Data for items such as GPA + investment are at a much stronger place than they were last year
- While we are still working to crack the code on CA- confirmations have been significantly stronger due to advisor lean in. Resulting in greater movement with less buybacks being offered so far this year.
- Leaders are all in on coaching during this time + teachers are making consistent improvements in practices as a result.





# CHALLENGES

## ● LEADER TIME MANAGEMENT

- Effective this week leaders < - MA + AK > are teaching 2 or more blocks daily.
- Concerned about the impact of prep + teaching on leader time especially when thinking about coaching - self included.
- I need to effectively support them on time management so that we do not stagnant teacher growth + data movement.

## ● SCHOOL CULTURE < PROACTIVE / REACTIVE >

- With more new teachers than we have had over the last 2 years + a new leader owning that team - school culture is more unstable than its been.
- This is pulling on my capacity more than it should, resulting in less focused attention on academics.
- There are real questions here around whether people are in the right seats - driving the right goals.





# GOALS ON TRACK w/ REFLECTION

DATA POINT	STANDING	REFLECTION
Compliance (90%)	93% - STRONG	NS has been doing a good job in making and sustaining traction in. Better forward thinking + SST PD needs to be done to ensure the goal doesn't slip.
% Student Attrition (5%)	1.7% - EXEMPL.	We continue to have strong follow up with parents re: withdrawal flags. Need to be mindful of how things like clubs + E.Cs impact parent experience however.
% Student OSS (7.5%)	2.4% - ON TRACK	We are still thoughtfully using our discretion on these decisions. All but 1 OSS were to high fliers who would tend to have the repeated behaviors.
Parent Survey (90%)	90% - STRONG	OPS effectively leaning in and partnering with advisors to ensure this was done. Daily tracking + reporting between MA + YC helped significantly.
% A+B Parents (85%)	86% - STRONG	Advisors have been doing a good job communicating with families. This is still not as consistent as it should be though - we need to be thoughtful of up'ing posis to balance the culture flags/detention calls.
Org Health PQ (75%)	93% - EXEMPL.	Leaders have done a good job follow up with their people and leveraging 1:1 checkins to unpack how people are feeling + accurately designing supports.
Teacher Retention	ON TRACK	We have had 4 transitions this year. None of the transitions were surprises given the lack of mindset fit. Conversations are happening
ADA (92%)	93% - STRONG	We have worked to close the gap on systems that were working against us re: attendance. We need to feel more ownership here though.



# GOALS ON TRACK w/ REFLECTION

DATA POINT	STANDING	REFLECTION
MCAS ELA 6 - M	ON TRACK	<p>This year we took an old released MCAS test vs. ANET. While we do not have direct comparative data - the rigor of the test was harder than before. Even with that, we saw all of these categories before BETTER than they did for last year's IA.</p> <p>7th grade is performing immensely well - this is a huge testament to what Erika is doing in those spaces + Malanga's SST supports. We need to bring more of the small group strength to 8th grade to lock us in at goal + have VY do class observations of Erika when possible in order to tighten debrief strength.</p>
MCAS ELA 7 - M + NM		
MCAS ELA 8 - NM		
MCAS MATH 6 - M + NM		<p>NM %s hit goals that were set and were stronger than last year with more rigorous exams that were MCAS aligned.</p> <p>M% on 6th Math was 6% from goal however % stronger than last year with more rigorous test and historical data has shown that lower % trend still yields 30%+ on MCAS from Gardner. Optimistic about how it is trending.</p> <p>Q1 exam had released MCAS questions this round and more rigorous OERs. Pass % hit with necessary priority students. This cohort is also performing better on sci/tech questions which is what will</p>
MCAS MATH 8 - NM		
MCAS SCI 8 - M		



# GOALS OFF TRACK w/ REFLECTION

DATA POINT	STANDING	REFLECTION
Advisor Strength	33% - POOR	We need to consider thinking about metrics on GPA - this was the category that most people lost points.
% meeting progress metrics (ELL - 48%)	33% - DEVELOP	More urgent coaching needs to happen of this team especially within consults. Unless we are ACTIVELY making day over day pushes - we will remain stagnant.
ICS (10%)	5.8% - OFF	We have already used half of potential ICS. We need to continue to be creative with what we are doing so that we are not overrelying on ICS.
MCAS ELA 6 - NM	ELA 6 NM + MATH 7 M - POOR  ALL OTHERS - DEVELOPING	There is a HUGE number of students currently tracked as NM in 6th. We need to strategically increase the focus on cusp students for both AM + VY.
MCAS ELA 8 - M		While this can technically be considered on track comparatively - the weakness of the teacher in that seat prior + the current jigsaw being done leaves me cautious.
MCAS MATH 7 - M + NM		Kids MC + OER is stronger than last year however it is still not where it needs to be. While culture is set - we need to more effectively close gaps through data centered practices and push students to perform.
MCAS MATH 8 - M		
Chronic Absenteeism (7.5)	19% - POOR	We are in a better spot than we were this time last year, however we need to continue to strategically hold buybacks to support kids in stabilizing their %s. This time of year is really difficult given that every day has a much larger impact on attendance,



# WHAT MUST BE IN Q2

## ● MAXIMIZING COACHING EFFORTS

- Leaders need to set their calendars weekly to maximize who and what they are coaching + I need to be religiously giving feedback/spot checking
- Data needs to drive strategic decision making
- Action Plan tracking needs to be made visible to YC regularly

## ● CULTURE TEAM NEEDS TO BE PUSHED OR CHANGED

- We need culture to stabilize and squash non-negotiables now
- Culture team needs to more effectively set the bar and shut-ish down
- Changes need to be made if culture doesn't stabilize or sustain by 11/9

## ● GET CO-TEACHING RIGHT

- Special ed teachers need to be receiving active coaching on their supports of students in classroom
- We need to apply the same data and feedback practices to special supports teachers
- We need to urgently + consistently close gaps through co-teaching walk-thru weekly





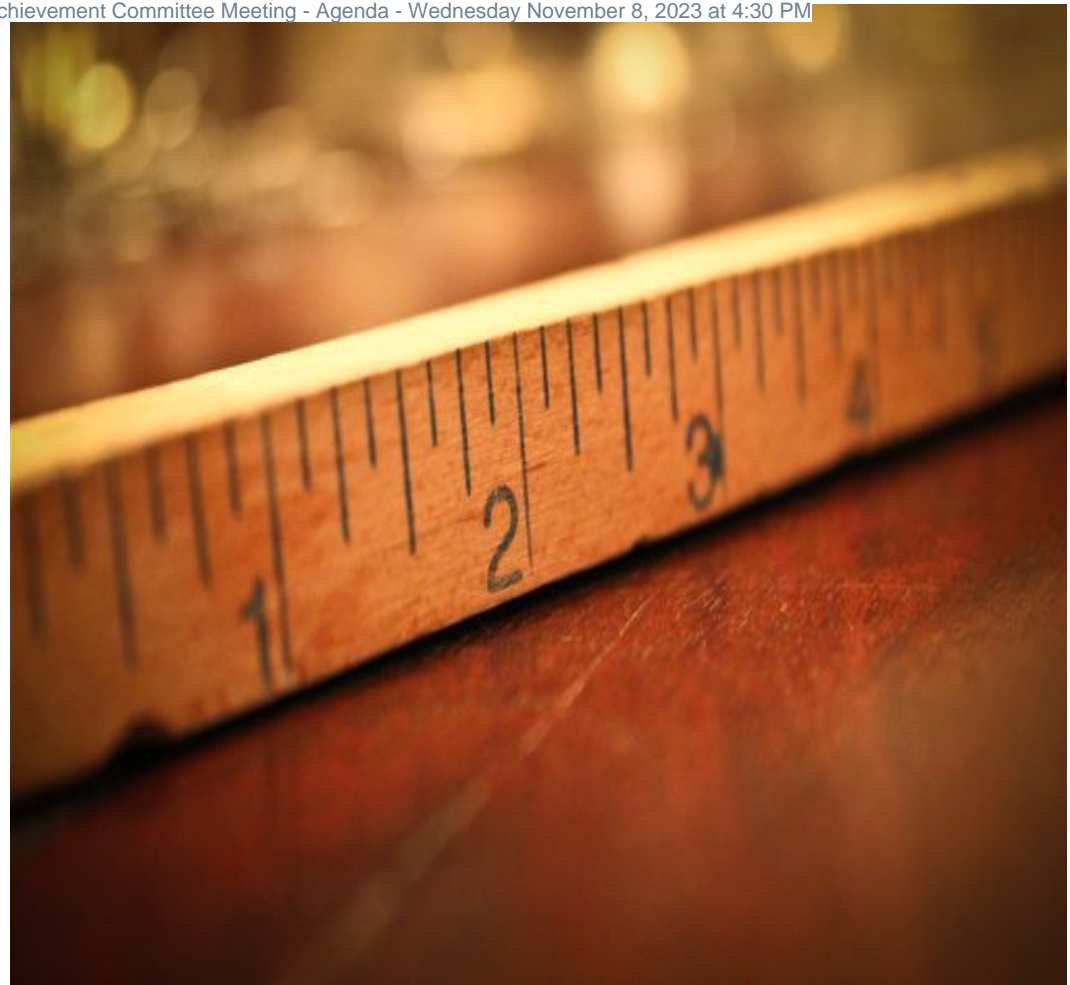
# Upper Academy

*2023-2024*





## Q1 Data







# Q1 Culture Data

**Bright spots worth celebrating?**

**Gaps we must address in Q2?**

**Story of our school?**

# Q1 Advisory Data



**GOAL = 80% of advisories at 6/8 on Advisory Rubric**

Grade	# meeting GPA Goal	# meeting Attn Goal	# meeting HW Goal	# meeting SI Goal	# meeting 6/8 goal
Grade 9	<b>4</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>2</b>
Grade 10	<b>3</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>2</b>
Grade 11	<b>1</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>1</b>
<b>TOTAL</b>	<b>8/23</b>	<b>8/23</b>	<b>1/23</b>	<b>17/23</b>	<b>5/23</b>



# Chronic Absenteeism

**GOAL = Less than 7.5% (17 students)**

	Aug %	Aug #	Sept %	Sept #	Oct %	Oct #	YTD %	YTD #	< 70% ADA
Grade 9	9%	9/91	38%	35/91	7%	7/91	18%	17/91	Josten, Jahmir, Joniell, Luis
Grade 10	4%	3/66	31%	21/66	9%	6/66	10%	7/66	
Grade 11	10%	7/68	30%	21/68	5%	4/68	11%	8/68	
<b>Total</b>	8%	19/225	34%	77/225	7.5%	17/225	14%	32/225	



# ADA

**GOAL = 92% ADA**

	August	September	October	YTD (data is through 10/23)
Grade 9	98%	92%	96%	<b>94%</b>
Grade 10	99%	94%	96%	<b>95%</b>
Overall	99%	93%	96%	<b>95%</b>

# of students  
with 100%  
ADA:

**58/225**



# Advisory & Attendance Headlines

**ADVISORY:** Our student survey results show our students know we care! However, we have a serious HW crisis.

- Fix = Upping coaching during advisory specifically targeting goal setting. Advisors should be creating goals that are tailored to each student and what is their most immediate need. Goals should not just be focused on GPA. Attendance and HW are also big parts of your advisory scorecards We are rolling out HW trackers at the start of Q2 instead of using GPA trackers.

**ATTENDANCE:** Our ADA is consistently above 92%. This is really a team effort and I could not have done any of this without Gibbs, Skia, and Liz.

- For every failure, we created a solution to the point where we have little to no failures in regards to ADA. Thank you!

**CA:** As we got the attendance up and running Chronic Absenteeism took a hit (@30% 3 weeks ago), but thanks to the dedication of the DCD, Bena, and Anderson we are making significant progress (now @14%). For our CA kids, we now really need the help of advisors who have good relationships with families and students to get kiddos in the building



# ISS

**GOAL = Less than 15% (33/225 students)**

	August	Sept	Oct	YTD
Grade 9	0	0	3	3
Grade 10	1	2	2	5
Grade 11	1	7	1	9
Overall	2	9	6	17

Students with ISS:

1. Ezra A.-9th
2. Angel S. - 9th
3. Josh H. - 9th
4. Victor-10th
5. Jahmir - 10th
6. Sanyae - 10th
7. Jaysiah - 10th
8. Shally - 10th (W)
9. Josiah A-11th
10. Juel - 11th
11. Kavrynne - 11th
12. Jonelys - 11th
13. Khalil P. - 11th
14. Luis U. - 11th



# OSS

**GOAL = Less than 8% (18/225 students)**

	August	Sept	Oct	YTD
Grade 9	0	0	2	2
Grade 10	1	0	2	3
Grade 11	0	0	0	0
Overall	1	0	4	5

**Students with OSS:**  
 Mason N.-9th  
 Joniell - 9th  
 Alex R. - 10th  
 Jariel - 11th



# Q1 Operations Data

**Bright spots worth celebrating?**

**Gaps we must address in Q2?**

**Story of our school?**





# Family Survey Data- ALL GRADES UA

Please assign a grade you would give LACS on your overall experience with Libertas. / Asigne una nota que le daría a LACS en su experiencia general con Libertas.	UA ALL	Grade 9	Grade 10	Grade 11
<b>Favorability: (Excellent or Good)</b>	72.32%	73.75%	76.92%	64%
A - Excellent/A-Excelente	45.20%	41.00	24	15
B - Good/B - Bueno	27.12%	18	16	14
C - Average/C - Promedio	18.08%	12	8	12
D - Needs Improvement/D- Necesita mejorar	6.78%	6	3	3
F - Failing/F - Fallando	2.82%	3	1	1
<b>Total Responses</b>		80	52	45

**Favorability Goal for Priority Questions: 80% or higher**

**Families Rating LACS B or Higher School: 72.32%**  
**Families Rating LACS C or below: 27.68%**



# Family Survey Data- ALL GRADES UA

UA All	My child's advisor cares about my child and works with me to support my child as a person and a student/ El asesor de mi hijo se preocupa por mi hijo y trabaja conmigo para apoyarlo como persona y como estudiante.	My child's advisor communicates with me at least two times a month about my child's academic progress/ El asesor de mi hijo se comunica conmigo al menos dos veces al mes sobre el progreso académico de mi hijo.	I would recommend this school for other parents with students with IEPs/504s / Recomendaría esta escuela a otros padres con estudiantes con IEP/504.	I receive at least twice a month communication from my student(s) case manager, with academic and non-academic updates regarding my student. / Recibo al menos dos veces al mes comunicaciones del administrador de casos de mi(s) estudiante(s), con actualizaciones académicas y no académicas sobre mi estudiante.
% Favorability: (Strongly Agree or Agree)	75.69%	70.55%	64.71%	56.82%

**Favorability Goal for Priority Questions: 80% or higher**

**Favorability Goal Not Met on any Priority Questions**



<b>GPA &amp; College (15%)</b>
Students with GPA $\geq$ 2.0
Students with GPA $\geq$ 2.5
Students with GPA $\geq$ 3.0
Students with a GPA 4.0+ are enrolled in a Pre-College Program
Students with a GPA 3.0+ are enrolled in a Summer Experience
<b>SAT (8%)</b>
% of students at/above 500 in EWR
% of students at/above 500 in Math
% of students meeting their Spring SAT Growth Goal
<b>AP Achievement (20%)</b>
AP Human Geography at/above 3
AP World History at/above 3
AP Seminar at/above 3
AP Language at/above 3
AP US History at/above 3
AP Pre-Calculus at/above 3
AP Statistics at/above 3
# of all students passing 1+ AP exam

<b>MCAS Achievement (~15%)</b>
9th Grade Bio Meeting/Exceeding
9th Grade Bio Partially Meeting+
10th Grade Algebra Meeting/Exceeding
10th Grade Algebra Partially Meeting+
10th Grade ELA Meeting/Exceeding
10th Grade ELA Partially Meeting+
<b>Equity (20%)</b>
Compliance Percentage
% of scholars with an IEP achieving a GPA over a 2.5
% of students meeting progress target on ACCESS
% of Students with 1 or more OSS
% of Students with 1 or more ISS
% Student Choice Attrition
Equity marks met on 10 priority metrics
8th-9th Total Matriculation @ LACS
<b>Culture &amp; Investment (10%)</b>
% of advisories at the strong threshold
Chronic Absenteeism
Student Attendance
<b>OPS Excellence (5%)</b>
Walkthrough Excellence
Parent Survey Ops Priority Q's
Parent Survey Completion
Event Excellence (10 events)
<b>Talent (7.5%)</b>
Teacher Retention
Org Health (avg across priority q's)



# HIGHLIGHTS

## ● TALENT/INFLUENCE OF COLLEGE TEAM IN DRIVING SUCCESS TOWARDS GOALS

- GPA in 9th
- Chronic Absenteeism reset
- CCR planning for 11th grade
- College & Career Fair + Rep Visits

## ● SHIFT IN ADVISORY IS PALPABLE

- Data doesn't yet reflect us winning on advisory, but the shift in how the start of the day feels in terms of scholar focus and investment is palpable
- Affirms we have the right structure in place, now we need to put pressure on the right spots to get movement





## ● STAFF CULTURE

- Higher turnover
- Several staff members not meeting expectations and polluting the water
- The way our principal shows up in terms of setting the standard AND authentically connecting with staff lacked purpose in the first 4 weeks of the school year.

## ● INCONSISTENT UA CULTURE

- Some days, classes and culture look strong. Other days, classes and culture look weak. We are not consistently a school where kids are focused and learning.
- It is too easy for kids to opt out of learning. Staff are focused on the inputs and not the outputs.





# GOALS ON TRACK w/ REFLECTION

DATA POINT	STANDING	REFLECTION
AP Lang	79% passed IA1	This is encouraging, and speaks to the intellect and skill of the top third of the 11th grade class. Not taking the foot off the gas though since the FRQs on this exam were reflective of AP FRQs.
Geometry	38% M/E on IA1	Encouraging given Zahir is new. However, cannot be complacent because of surprise in not meeting MCAS goal last year. Making shifts to get Giovo in that class more.
AP Stats	100% passed IA1	
Compliance	93% (solid)	This has been a strong point, which is awesome! Having a dedicated team has allowed us to win so far.
ADA	95% (92% goal)	Mike and Gibbs collaborated to get this right - both are invested and relentlessly followed up until the system was working.
Event Excellence	1 event, met goal	Gibbs' talent and skill as the event guru allowed us to hit our PRN attendance goal for the first time in UA history
Parent Survey Comp	90%	We have a solid strategy that worked in years past, and it worked again, due to hustle of Ops team
Org Health	85%	This was the end of September, so we need another data point ASAP to get an additional pulse check ahead of December. No surprises.



# GOALS OFF TRACK w/ REFLECTION

DATA POINT	STANDING	REFLECTION
AP History (all)	Poor	I have deprioritized this in the spirit of pushing in other areas. There are small things I need to do to get this back on track (proven to work in past years)
MCAS ELA	Poor (18%)	I need to free up Phelipe to truly prioritize this. AND I need to help Phelipe unlock himself so he can recognize when he is being pulled from this and name it for me.
AP Seminar	Develop (29%)	Create low lift / high leverage systems that Phelipe can execute to get this on track while focusing on MCAS.
MCAS Biology	Develop (30%)	Staffing change - Doig is taking over, I need to increase my support for her.
GPA + IEP GPA	Develop	52%/73%/90%/59% - Focus must be scholars with IEPs. Strong growth in 11th.
SAT	Poor (no data)	No authentic data point, testing happening next week for 1st true data point.
Advisory	Poor (11/20)	Something is wrong with how we reflect and report out - need a stepback with Rochelle to reimagine this.
Chronic Abs	Poor (15%)	We need a dedicated team. Rochelle and Mike have the right structures and drive.
ISS	Off track (7.5%)	I need more visibility into proactive work - we have had moments of success with proactive that has prevented issues, we need more of that. For that to happen, I need visibility.
OSS	Off track (2%)	
Attrition	Off track (4%)	Shali, Jerlaine, Zeriahee, Josue, Alexiany, Yadiel, Eniyah, Celine. Keep tapping in the right adults for convos (alongside myself). Get better at creating alignment among staff (standard + connection) to prevent gaps that lead to attrition.
Parent Survey Priority	Develop (72%)	With data in, report out on changes and create the narrative with families that we listen and change based on their feedback.
ACCESS (ELL)	Poor (20%)	More data points after implementing consult model - get visibility into this so I can adjust as needed.



- **AJ HAS TO BE RELENTLESS IN RESETTING THE SALT SHAKER AND CONNECTING (PRO/REAC) W/ ADULTS TO DRIVE ALIGNMENT + SUCCESS**
  - Spike in both, be intentional in who I am connecting with
- **ADULTS MUST BE HELD ACCOUNTABLE FOR FOCUSED, AUTHENTIC LEARNING IN THEIR CLASSROOMS**
  - Too easy to opt out of learning
  - Leaders must hold their teachers accountable for data & 100% minds on
  - I must hold leaders accountable and staff accountable
- **WE HAVE TO SEE PROGRESS IN 11TH (GPA, INVESTMENT, SAT)**
  - Staff must row together to do whatever it takes to address 11th grade gaps
  - GPA Meetings, Advisor Meetings, SAT Team Meetings, meetings with Holladay

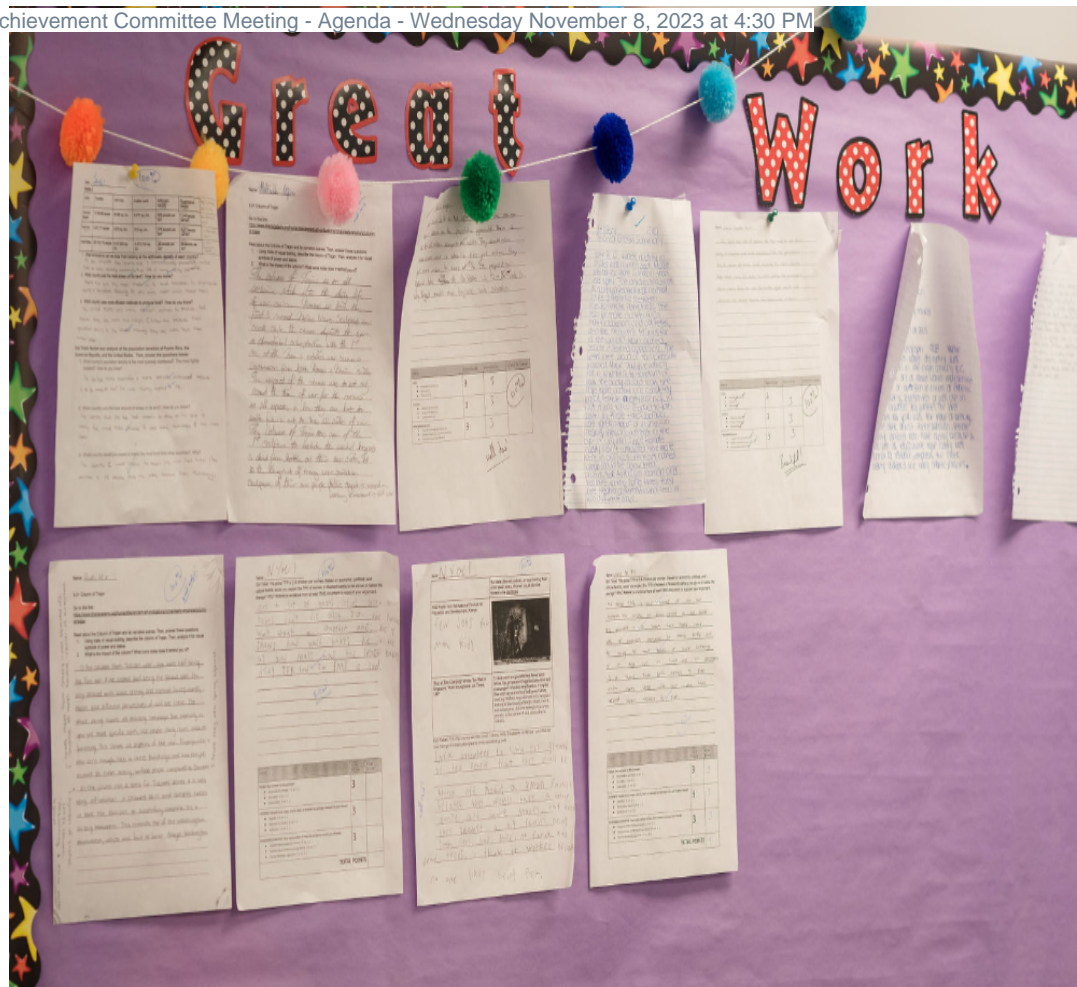






# SCHOOL CULTURE + STUDENT SUPPORTS

2023-2024





## APPROACH TO STAFFING

### ● COMPLIANCE TEAM

- Clear R+ R → Meaningful coaching of case managers to ensure strong IEPs/504s are written; Consistent accountability for related service providers
- Strong Communication + Teamwork → Proactive planning and collaboration to prevent a significant number of students out of compliance
- Created the conditions to shift thinking to authentic compliance

### ● PROACTIVE VS. REACTIVE CULTURE

- Increased bandwidth for deans and associate deans which has led to greater ownership
- Improved outputs (CA = 22%; OSS = 5 2 grades; 4 - 3 grades; ISS = not tracked; CP is significantly smoother)





- **INVESTMENT IN CULTURE SYSTEMS**
  - System Fidelity Feedback IN THE MOMENT - me, leaders, DCD
  - Absence of mindset coaching when data reveals folks are opting out
  
- **MEANINGFUL CHANGES FOR SPECIAL SERVICES**
  - Made a mistake of deprioritizing ELL services and authentic compliance until October
  - Balancing urgency and thoughtfulness with changes <too much time brainstorming vs. outlining non-negotiables and executing on them>





## ● PRIORITIZATION

- SPECIAL EDUCATION: We will lose on our compliance goal if we are not more intentional about moving up IEP/504 meetings; I need to temporarily lean in and show Katherine how to more thoughtfully respond to request for initial evaluations; initials can't trump re-evaluations
- ELE: How do I make Brenda a super invasive coach leading up to ACCESS?

## ● DCD SKILL BUILDING

- SYSTEM FIDELITY → JP + JM = Eye for inconsistent usage; RS = Comfort in giving feedback in the moment; PO = Follow up after feedback

## ● ADVISORY

- Put more ownership on MV
- Keep the heat up on leader coaching
- Improve peer-to-peer feedback during GLT on Fridays to ensure meaningful action plans





## PROACTIVE PLANNING

- I've been stronger about delegation to somewhat increase my capacity but I still overschedule my time and don't get to the balcony to answer the question: WHAT DO I WANT THIS TO TRULY LOOK LIKE?

## I NEED TO LET PEOPLE THINK + FAIL

- I too often provide a safety net and rob folks from the opportunity to learn from their mistakes
- I have a tendency to be overly prescriptive in my expectations - cripples folks capacity and confidence

