

TITLE: School-Site Professional Development

Priorities and Banked Time Tuesdays for Elementary Schools 2023-2024

NUMBER: MEM-6015.11

ISSUER: Frances Baez, PhD

Chief Academic Officer Division of Instruction

Pedro A. Garcia

Senior Executive Director

P-12 Instruction

DATE: June 26, 2023

PURPOSE:

The purpose of this memorandum is to provide schools with Banked Time Tuesday dates and information to enable alignment of school-based professional development content and time with Los Angeles Unified School District (LAUSD) instructional outcomes and priorities.

School-site professional development should be aligned with the District outcomes identified in:

- LAUSD 2022-26 Strategic Plan
- California's Accountability and Continuous Improvement System http://www.cde.ca.gov/ta/ac/cm/
- Local Control Accountability Plan (LCAP) http://achieve.lausd.net/lcap
- California frameworks and content standards implementation for all students http://www.cde.ca.gov/ci/cr/cf/allfwks.asp, encompassing English Language Arts (ELA), English Language Development (ELD), Mathematics, History/Social Science, Science, Visual and Performing Arts, Physical Education, and Health Education
- California English Language Development standards implementation in tandem with all California content standards, through designated and integrated ELD
- Literacy and language instruction that ensures all students read, write, speak, and listen effectively, accurately, and fluently by the end of 3rd grade https://achieve.lausd.net/Page/17824
- 2023 Multilingual Multicultural Instructional Master Plan
- Equitable access to all areas of the curricula provided for all students, including a diverse range of learners, see California framework, Chapter 9

ROUTING

Deputy Superintendent of

Instruction

Region Superintendents

Administrators of

Instruction

Administrators of

Operations Region Director

Principals

Assistant Principals UTLA Chapter

Chairperson

School Administrative

Assistants



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- Embed culturally and linguistically responsive instructional strategies in all content areas as outlined in the California frameworks
- Provide access and equity with a Multi-Tiered System of Supports (MTSS), including Culturally and Linguistically Responsive Pedagogy (CLRP), Response to Instruction and Intervention (Rtl²) and Universal Design for Learning (UDL) for academics and behavior
- Integrate Social/Emotional Learning (SEL) into content areas

MAJOR CHANGES:

This memorandum replaces MEM-6015.10, School-site Professional Development Priorities and Banked Time Tuesdays for Elementary Schools 2022-2023, dated May 13, 2022.

In alignment with the current collective bargaining agreement, this document lists Banked Time Tuesday on every Tuesday of the school year for a total of 39 of these professional development days. Each banked time Tuesday session will be for a total of 60 minutes.

The required courses for 2023-2024 are session 5 of the Unconscious/Implicit training, *Who Belongs? The Role of Bias in the Classroom*, and a series of 3 sessions designed to build upon the summer learning series to support implementation of key strategies and practices across Literacy, Numeracy and the core content areas.

These sessions will afford time for discussion, dialogue, reflection, as well as the planning of next steps and practical application of learning. The principles of UDL, Equitable Grading and Instruction (EGI), CLRP and SEL will be integrated throughout the sessions.

Flexibility is provided to school principals to schedule these courses during the year to compliment school site professional development priorities. Professional development plans and flexibilities in timeline should be discussed with the Regional Director - Principal Supervisor. Schools are to retain copies of the Banked Time Tuesday meeting agendas and sign-in sheets as evidence of completion.

BACKGROUND: The primary expected outcomes for professional development are continuous growth and improvement of teacher practice through a cycle of inquiry that results in improved student progress toward mastery of the content standards and academic language proficiency.

> In accordance with Article IX-B, Section 2.0 of the LAUSD/UTLA Collective Bargaining Agreement (CBA), principals are to work with their leadership councils and instructional teams to develop a year-long professional development plan. The plan will focus on the District's instructional priorities and teacher effectiveness as determined by the Teaching and Learning Framework (TLF) and student achievement data.

> The TLF standards describes clear expectations for effective teaching to ensure all students may graduate ready for the world. The focus standards are in alignment with grade-level instructional standards and robust school supports, as below:

> 1b1: Awareness of Students' Skills, Knowledge, and Language Proficiency

• Uses information about students' academic strengths and needs, language proficiency and social emotional wellness in planning.

2a3: Academic Climate

• The academic environment is safe and supportive; risk-taking is encouraged, students freely share their culture, language, and ideas, and student mistakes are treated as learning opportunities, never with ridicule.

3a4: Use of Academic Language

• Academic language is used to communicate and deepen understanding of the content and is inclusive of the culture and language of students.

3b2: Discussion Techniques and Student Participation

• Techniques are used to ensure that all students share their thinking around challenging questions including strategies that affirm students' culture and language.

3c1: Standards-Based Projects, Activities and Assignments

Standards-aligned learning activities cognitively engage students in the lesson.

3c2: Purposeful and Productive Instructional Groups

Students are grouped in order to promote productive cognitive engagement in the lesson.

3d3: Feedback to Students

Students receive specific, culturally sensitive and timely feedback that will move their learning forward

Pursuant to Article IX-B of the LAUSD/UTLA CBA, the time that is provided for Banked Time Tuesday meetings must be used to improve instruction to

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INSTRUCTIONS: I. IMPLEMENTATION OF BANKED TIME TUESDAYS

A. Banked Time Tuesday Allotments

Per the LAUSD/UTLA agreement, fifty percent (50%) of allocated Banked Time Tuesdays (listed on Attachment A) must be devoted to professional development aligned with the District instructional priorities. The number of days allocated for Banked Time Tuesday professional development for elementary schools:

Elementary School Banked Time Tuesday Allocations	
Total number of Banked Time Tuesdays allocated to schools	39
District-determined topics for Banked Time	19
Local School Leadership Council (LSLC) determined topics for Banked Time Tuesdays	20

B. Scheduling of Professional Development Banked Time Tuesdays

Schools must adhere to the established Banked Time Tuesday schedule as outlined in Attachment A.

The Banked Time Tuesday schedule must match what is submitted in the 2023-2024 online bell schedule. The bell schedule must meet the minimum required instructional minutes as indicated in the following documents:

- BUL-6144.2, School Day Schedule Requirements and Schedule Change Requests for Regular, Minimum, Shortened, Banked-Timeand Pupil-Free Days, dated June 26, 2023
- REF-068500.4, Daily and Annual Instructional Minutes Requirements and Certification of Bell Schedules for School Year 2023-24, dated June 26, 2023

Schools may also use shortened days, minimum days, schooldetermined staff development meetings and grade-level meetings for professional development opportunities.

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C. Additional Considerations for Banked Time Tuesdays

The following guidelines for the scheduling and implementing of Banked Time Tuesdays must be adhered to:

- If Banked Time Tuesday date(s) fall on the same date(s) as California and District testing programs, schools must administer the mandated test. A special testing schedule will be necessary to complete testing on a Banked Time Tuesday schedule.
- 2. There are no changes in the length of the teachers' contractual workday.
- 3. Minimum and/or shortened days may not be combined with the professional development banked time on Banked Time Tuesdays.
- 4. Schools will not be required to pay transportation costs for Banked Time Tuesdays listed on the approved calendar schedule.
- 5. Affiliated charter schools that have Banked Time written into their charters will continue to implement Banked Time as designated in the charter.
- 6. Banked Time Tuesday professional development shall not be extended in length with additional meetings on Back-to-School, Open House, or parent conference days.

II. INSTRUCTIONAL PRACTICES

The California frameworks for all content areas, in tandem with the California content standards, are the guiding documents for effective instruction in all elementary classrooms. Professional development topics and activities should support and enhance teachers' practice, including collaborative planning, examining student work and use of evidence-based instructional practices, in a reflective cycle of inquiry. Professional development structures that promote a cycle of inquiry, such as Lesson Study, Workshop Model, Lab Days, etc., are proven to lead to immediate transfer of learning and deeper implementation of strategies. Elements from the Teaching and Learning Framework will be leveraged to deepen pedagogical practices.

The 2022-26 Los Angeles Unified Strategic Plan outlines a vision for Academic Excellence that supports all students in meeting rigorous learning goals and ensures they graduate Ready for the World. It serves as the roadmap for the coherent implementation of Districtwide instructional strategies that will elevate student achievement and eliminate opportunity.

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The California frameworks are available online at http://www.cde.ca.gov/ci/cr/cf/allfwks.asp. Effective instruction that utilizes the California Content Standards requires that teachers come together to construct or deconstruct standards, lessons, units, and assessments, such as English Language Proficiency Assessments for California (ELPAC), DIBELS, iReady, etc.

Regular planning time should be scheduled for the review of student results from formative and summative assessments for the purpose of planning instructional delivery (plan, deliver, reflect, and refine/revise).

- Plan: Teachers work collaboratively to plan curricular units, lessons, and instructional strategies, including integrated ELD and CLR strategies, designed to meet the needs of all students. Deliberate planning during regularly scheduled teacher collaboration meetings is essential to ensuring positive academic outcomes for all students.
- Do: Teachers implement the planned curricular unit and/or lesson.
 During lesson delivery, a cycle of constant refinement should be
 employed to provide entry points for all learners. As educators
 engage in the Teaching and Learning Process, peer observations
 are encouraged for the purpose of providing feedback, support and
 to inform future practice.
- Study: Teachers work collaboratively to examine the implementation of the units and/or lesson. This reflection includes analysis of student work and learning results in relation to the standards, as well as the degree to which the strategies were implemented as planned. Teachers use formal and informal data to assess what they have learned during lesson delivery, and reflection to inform their practice, curricular design, and the tools utilized for planning. The following Protocol for Examining Data can be utilized to guide school teams through data discussions.
- Act: Teachers adjust lessons to meet student needs.

III. PROFESSIONAL DEVELOPMENT RESOURCES

All teachers will utilize the California Content Frameworks and the California Content Standards to guide instruction. There are links to content specific resources in Attachment C. The California content frameworks can be found at this webpage: http://www.cde.ca.gov/ci/cr/cf/allfwks.asp.

My Professional Learning Network (MyPLN) houses a variety of professional development opportunities for educators across content areas and grade spans. These District recommended sessions address high level instructional strategies and core curriculum support.

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IV. UNCONSCIOUS/IMPLICT BIAS REQUIRED COURSE (1 SESSION)

In collaboration with Andratesha Fritzgerald, nationally known and recognized author of Antiracism and UDL, LAUSD has developed Session 5 of the Implicit Bias professional development series. This work is designed to help provide school personnel the knowledge, skills, strategies, resources and dispositions to support all learners; to create inclusive schools and classrooms, with a goal of eliminating bias in learning opportunities. This work is anchored around helping school personnel engage in courageous conversations tied to race, equity, and access among other issues.

Unconscious/Implicit Bias Session Title		Due Date
Session #5	Who Belongs? The Role of	Fall 2023
	Implicit Bias in Classroom	

Since this learning is required of all LAUSD employees, supervisors are to ensure that new staff complete all of the previous Implicit Bias sessions. The Implicit Bias Toolkit contains session materials and as a live document continues to be updated. The course will be available on MyPLN, keywords Implicit Bias.

V. IMAGINE BELIEVE ACHIEVE: BUILDING UPON SUMMER LEARNING 2023 REQUIRED COURSE (3 SESSIONS)

The Imagine, Believe, Achieve Course is designed to extend learning that begin during summer professional development on key priorities and strategies in literacy, numeracy and across content areas.

Session Titles		Due Date
Session #1	Who Belongs? The Role of Implicit Bias in Classroom	Fall 2023
Session #2	The Science of Reading and Writing: Building Language and Literacy for all Learners	Fall 2023
Session #3	Building Math Identities and Finding the Joy in Mathematics	Fall 2023

These sessions will provide additional learning, support and collaborative planning to deepen the implementation of the following instructional priorities in order for students to succeed in college and career standards:

 tools and strategies to support students in developing viable arguments backed by evidence and cited by multiple sources in each discipline

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- strategies to engage students in real-world application and reasoning
- application of frameworks, standards, and curriculum to plan engaging lessons

The sessions will be available on MyPLN, keywords **Banked-Time 2023-24**.

School principals must certify that all required courses have been completed, by submitting their professional development plans to their directors. Schools must retain a copy of the Banked Time Tuesday meeting agendas and sign-in sheets.

VI. Enhancing Math Instruction MyPLN Professional Learning Series

These optional sessions may be included in the school Banked Time PD plan to reinforce the math learning from the August 2023 Summer PD. Use this link, https://bit.ly/EnhancingMathSeries, for suggestions on how to leverage these wonderful E-learning sessions to deepen learning on building math identities and sparking joy in mathematics, reviewing the math teaching practices toward effective teaching and learning, revisiting the Math Framework and common core shifts, and connecting the universal design of learning framework to mathematics instruction at the school site.

VII. Emergent Bilingual (formerly known as ELs) Professional Development:

Per state guidelines, professional development specific to Emergent Bilinguals (EBs) must be provided in all schools. The professional development is intended to support effective teacher practice. Multilingual Multicultural Education Department (MMED) will provide modules by July 25, 2023 on EBs and Dual Language Education for schools to use as needed:

- Understanding a Comprehensive ELD Program
- Understanding the Essential Instructional Approaches for Emergent Bilinguals
- Emergent Bilingual Progress Monitoring Assessments

All professional development sessions need to discuss the instructional needs and assets of student groups such as EBs and Standard English Learners (SELs).

VIII. Culturally and Linguistically Responsive Education

There are culturally and linguistically responsive instructional strategies that are efficacious for advancing language acquisition and learning for all students, especially SELs. These CLRE strategies include:

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- Cooperative and Communal Learning
- Instructional Conversations
- Academic Language Development
- Advanced Graphic Organizers
- Making Cultural Connections

IX. Dual Language Education

Schools that offer Dual Language Education (DLE) Programs will have the opportunity to facilitate professional learning on the following topics:

- Foundational Dual Language Education Implementation Structures
 - Elementary: Master Plan Programs, Instructional Models
- 2. A UTK-12 Toolkit for Cultivating Responsive Dual Language Education Classrooms
 - Funds of Knowledge: Getting to Know Your Students
 - Classroom Environment
 - Scheduling
 - Curriculum and Instruction
 - Translanguaging
- 3. Strengthening Target Language Development and Sociocultural Competency
 - Standards-based instruction differentiation, proficiency, elementary progress reports
 - Project-Based Learning
- 4. Telling your School Story: Engaging the Community
 - School climate and culture
 - Promoting school vision, mission, and program family engagement
- 5. UTK-12 Multilingualism Awards
 - UTK-1st Grade Promise to Bilingualism Awards Criteria
 - 5th/6th Grade Pathway to Biliteracy Awards Criteria
 - 8th Grade Pathway to Biliteracy Awards Criteria
 - 12th Grade LAUSD and CDE Seal of Biliteracy Awards Criteria
 - Assessments for Language Other Than English (LOTE)
 - Family Engagement

X. Increasing Inclusive Practices

In alignment with California's State Performance Plan Indicator 5 and the LAUSD Strategic Plan, Pillar 1C *Academic Excellence: Eliminating Opportunity Gaps*, all schools are expected to work towards increasing inclusive practices. In an effort to support school teams with this work, the Division of Special Education has prepared a professional development session to be presented to staff at all sites by the Assistant Principal over special education (secondary) or Assistant Principal, Elementary Instructional Specialist (APEIS, elementary) or their designee.

The objectives for this 60-minute session will include:

- Contributing to a sense of belonging at the school site
- Increasing awareness of the disability rights movement
- Deepening the participants' understanding of what inclusion is and is not
- Practical strategies that can be implemented in every classroom

Materials will be available to school site presenters August 1, 2023.

XI. Additional District Facilitated Professional Development Opportunities

The Division of Instruction sponsors a variety of professional development opportunities to support Banked-Time Tuesdays. These are optional opt-in sessions that principals may choose to include in their professional development plan. School leaders must enroll their school in these additional offerings. Sessions are hosted virtually via Zoom and may be leveraged to engage the entire school teaching staff in the learning together as a team. Facilitation is conducted by central office and regional staff, as well as by experts and vendor partners.

Use the link, https://bit.ly/BankedTimePDs-ELEM, for detailed information on these offerings and the registration/opt-in process.

RELATED RESOURCES:

Attachment A: Professional Development Schedule 2023-2024

Attachment B: Single-Track Instructional School Calendar 2023-2024

Attachment C: Instructional Resources by Department

BUL-2332.7 Elementary School Progress Report Marking Practices and Procedures dated August 3, 2018

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MEM-5787.11 Back-to-School and Open House Activities for 2023-2024 dated June 5, 2023

REF-096109.3 Required Reports of Marks in Elementary Schools 2023-2024 dated June 26, 2023

REF-068500.4 Daily and Annual Instructional Minutes Requirements and Certification of Bell Schedules for School Year 2023-24, dated June 26, 2023

ASSISTANCE:

For assistance or further information, please contact the Regional Director – Principal Supervisor or the following:

Carlen Powell, Administrator, Elementary Instruction, at (213) 241-5333 or carlen.powell@lausd.net

For assistance with Emergent Bilinguals, please contact: Carla Gutierrez, Administrative Coordinator, TK-12 English Learner Instruction, Multilingual and Multicultural Education Department at (213) 241-5582 or carla.gutierrez@lausd.net

For assistance with Dual Language Education Programs, please contact: Roxanna Sosa, Coordinator, Dual Language Education Multilingual and Multicultural Education Department at (213) 241-5582 or roxanna.k.sosa@lausd.net

For assistance with Culturally and Linguistically Responsive Pedagogy and Standard English Learner (SEL) Instruction, please contact: Kimberly Dismukes, Administrative Coordinator, Multilingual and Multicultural Education Department at (213) 241-1750 or kmitch1@lausd.net

For assistance with Dyslexia General Awareness, please contact: Susan Spillane, English Language Arts Coordinator at (213) 241-5333 or sspillan@lausd.net or Lela Rondeau, Administrative Coordinator, TK-12 Instruction, Division of Special Education at (213) 241-8133 or lela.rondeau@lausd.net

For assistance with supporting Foster Youth, please contact: the Central Office or Region Student Support Programs staff or Denise Miranda, District Homeless and Foster Youth Liaison at (213) 241-0761 or denise.miranda@lausd.net

For assistance with Behavior Interventions and Supports/Restorative Practices (PBIS/RP), please contact: Laura Zeff, Administrative Coordinator, Schoolwide Positive Behavior Interventions and Supports/Restorative Practices at (213) 241-3840 or laura.zeff@lausd.net

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For assistance with supporting Students with Disabilities, please contact: Lela Rondeau, Administrative Coordinator, TK-12 Instruction, Division of Special Education at (213) 241-8133 or lela.rondeau@lausd.net



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Banked Time Professional Development Schedule 2023–2024

ELEMENTARY SINGLE TRACK

The dates below represent the District allocated banked time Tuesdays only. At a minimum, 19 of the 39 banked time Tuesdays are to be dedicated to the District's priorities.

District Allocated Banl		Progress Report Periods, Grade Entry, Parent Conferencing	Back-to-School and Open House
FALL	SPRING	Progress Report 1	Back-to-School
A	January 9, 2024	Reporting Period	<u>Window</u>
August 15, 2023 August 22, 2023	January 16, 2024	8/14/23 to 11/9/23	Start Date
August 22, 2023 August 29, 2023	January 23, 2024	Grade Entry	August 28, 2023
September 5, 2023	1	10/26/23 to 11/17/23	August 20, 2023
September 12, 2023	January 30, 2024	10/20/23 to 11/11/23	End Date
September 19, 2023	February 6, 2024	Midpoint Warning Notices	September 15, 2023
September 26, 2023	February 13, 2024	sent by 9/29/23	
October 3, 2023	February 20, 2024		Open House
October 10, 2023	February 27, 2024	Parent Conferences	<u>Window</u>
October 17, 2023	March 5, 2024	11/13/23 to 11/17/23	
October 24, 2023		Drawnasa Damart 2	Start Date
October 31, 2023	(Parent Conferences Mar. 4-8)	Progress Report 2 Reporting Period	March 11, 2024
November 7, 2023		11/13/23 to 3/1/24	Fred Data
November 14, 2023	March 12, 2024	1 17 1 37 2 3 1 3 37 17 2 1	End Date May 24, 2024
	March 19, 2024	Grade Entry	Way 24, 2024
(Parent Conferences Nov. 13-17)	(Out in a Dune) Man 05 Ave 0)	2/15/24 to 3/8/24	
(Thanksgiving Break Nov. 20-24)	(Spring Break, Mar. 25-Apr. 2)		
(Thanksgiving Break Nov. 20-24)	April 2, 2024	Midpoint Warning Notices	
November 28, 2023	April 9, 2024	sent by 1/26/24	
December 5, 2023	April 16, 2024	Parent Conferences	
December 12, 2023	April 23, 2024	3/4/24 to 3/8/24	
	April 30, 2024	3/ 1/2 · 13 3/3/2 ·	
	May 7, 2024	Progress Report 3	
(Winter Break Dec. 18-Jan. 5)		Reporting Period	
	May 14, 2024	3/4/24 to 6/11/24	
	May 21, 2024	One de Frater	
	May 28, 2024	Grade Entry	
	June 4, 2024	5/13/24 to 6/11/24	
	June 11, 2024	Midpoint Morrains Nations	
		Midpoint Warning Notices sent by 5/3/24	
		36111 by 3/3/24	



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Department	Resources
Arts	Visual and Performing Arts Framework
	Elemente MADA men
	Elementary VAPA resources: Dance
	Music
	Theatre
	Visual Arts
O	Elementary Osmiculus mana
Curriculum maps by content area	Elementary Curriculum maps
Content area	Curriculum Maps Schoology Group,
	Access Code: 5QCS3-XC4HP
_	
Dyslexia Awareness	<u>Dyslexia Awareness</u>
F.L	M. Dufania all annia National (M. DIN)
Educator Development and Support	My Professional Learning Network (MyPLN)
and Support	My Professional Growth System (MyPGS)
English Language	
English Language Development	MMED Elementary English Learner Instruction,
Development	Schoology Group, Access Code: WS2X-JJ24-GPBFB
Foster Youth Supports	Student Health and Human Services Foster Youth
	<u>AchievementProgram</u>
Gifted and Talented	GATE Programs
Programs	GATE Professional Development GATE Salary Point Classes
	STATE Salary I Sille Sladses
History/Social-Science	
	History/Social-Science Framework
	Flomentary History/Social Studies Croup, Assess Code:
	Elementary History/Social-Studies Group, Access Code: MD2GC-8F8DK
Human Relations,	Human Relations, Diversity and Equity
Diversity and Equity	



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Department	Resources
Integration of Culturally	
and Linguistically	available at the Academic English Mastery Plan website
Responsive Pedagogy	OA Francisco de familia Cara Cambard Arabar
(all content areas)	CA Framework for the Core Content Areas:
	Chapter 2: Key Canaida rations in the ELA/Literacy and
	Chapter 2: Key Considerations in the ELA/Literacy and
	ELD Curriculum, Instruction, and Assessment
	Chapter 9: Access and Equity
	History/Social Science
	Chapter 20: Access and Equity
	Mathematics
	<u>Universal Access</u>
	Science
	Chapter 10: Access and Equity
Literacy and	Elementary Literacy and Language Arts website
LanguageArts	
	Elementary Literacy/Language Arts Schoology Group, Access Code: SXR6W-RVH9G
	Code: SXROW-RVH9G
	Transitional Kindergarten
	Transitional Mindergatters
	K-2 Read Aloud Lessons



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Resources
Elementary Progress Reports Resources and FAQs
Grading Guidance
MasteryLearning and Grading
Personalized Learning Systems/Schoology
Professional development courses, problem solving and numbertalks Performance tasks aligned to the Smarter Balanced Claims and Targets are available on the L.A. Unified Mathematics website, These resources were developed by L.A. Unified teacher-
leader teams, in conjunction with Los Angeles County Office of Education and Stanford Center for Assessment, Learning and Equity (SCALE). Elementary Mathematics Schoology Group, Access Code: 7Z37V-784N5
Guidance for Math Instruction (Grades 4-Algebra 1)
L.A. Unified CGI Instructional Resources
REF Guide 43782 Implementing MTSS
Physical Education Programs
Elementary Physical Education Schoology Group, Access Code: BDT6M-TWDC6
Discipline Foundation Policy
Behavior Interventions and Supports/ Restorative Practices (PBIS/RP)



Department	Resources
Science	NGSS Implementation Resources Science Schoology Groups: Elementary Science, Access Code: MBJR-GG9C-SNVJZ Amplify Science, Access Code: W4PK-W466-63F5B FOSS Next Gen Science, Access Code: MS6X-WQNT-44FBH
Social Emotional Learning (SEL)	SEL Model Program and Competencies Social Emotional Learning (SEL) LAUSD website http://achieve.lausd.net/Page/10277
Special Education	Universal Design for Learning (UDL) Adaptions, Accommodations, Modifications, and Instructional Supports Increasing Inclusive Opportunities
State Accountability System Local Control Accountability Plan District Strategic Plan	California's Accountability and Continuous Improvement System Local Control Accountability Plan (LCAP) Learning Continuity and Attendance Plan
Trauma and Resilience-Informed Approach	Student Health and Human Services Trauma and Resilience- Informed Approach