

LEA Application Part II

ATTACHMENT III

Trix Elementary/Middle School

SCHOOL IMPROVEMENT GRANT – 1003(g)

FY 2010 – 2011

The LEA must provide evidence of a comprehensive needs assessment and the thought process that it engaged in to formulate each school plan. The following form serves as a guide in the thought process. Please submit this form with the application.

School Name and code Trix Elementary/Middle School - 04222	District Name and Code Detroit Public Schools
Model for change to be implemented:	
School Mailing Address: 13700 BRINGARD DETROIT, MICHIGAN 48205	
Contact for the School Improvement Grant: Name: Denise Booker Position: Principal Contact's Mailing Address: 13700 Bringard Drive Detroit, Michigan 48205 Telephone: 313.852-8644 Fax: 313.852-8655 Email address: denise.booker@detroitk12.org	
Principal (Printed Name): Denise Booker	Telephone: 313.852-8644
Signature of Principal: <i>x Denise Booker</i>	Date: <i>8/13/2010</i>
The School, through its authorized representatives, agrees to comply with all requirements applicable to the School Improvement Grants program, including the assurances contained herein and the conditions that apply to any waivers that the District/School receives through this application.	

SECTION I: NEED

The school must provide evidence of need by focusing on improvement status; reading and math achievement results, as measured by the MEAP, Mi-Access or the MME; poverty level; and the school’s ability to leverage the resources currently available to the district. Refer to the school’s Comprehensive Needs Assessment (CNA) School Data and Process Profile Summary report.

- 1. Explain how subgroups within the school are performing and possible areas to target for improvement. (The following charts contain information available in the school Data Profile and Analysis).**

**(See Attached Data Profile)
Subgroup Academic Data Analysis**

Percent of Subgroup Meeting State Proficiency Standards

Group	Reading			Math		
	2007-08	2008-09	2009-10	2007-08	2008-09	2009-10
Social Economic Status (SES)	51	36.9	37.2	30.5	24.5	63.5
Race/Ethnicity	51.8	36.9	38.7	30.6	23.4	64.3
Students with Disabilities	15.4	14.3	31.9	8.0	10.2	46.7
Limited English Proficient (LEP)	58.3	54.5	50.0	50.0	54.4	75.0
Homeless	N/A	N/A	N/A	N/A	N/A	N/A
Neglected & Delinquent	N/A	N/A	N/A	N/A	N/A	N/A
Migrant	N/A	N/A	N/A	N/A	N/A	N/A
Gender						
Male	43.1	32.9	33.3	33.7	25.0	59.3
Female	61.2	43.7	46.6	28.0	22.8	71.8
Aggregate Scores						
State						

Subgroup Non-Academic Analysis

Year: 2009-2010

Group	# Students	# of Absences		# of Suspension		# of Truancies	# of Expulsions	Unduplicated Counts	
		>10	<10	In*	Out*			In*	Out*
SES									
Race/Ethnicity						157			
Disabilities									
LEP									
Homeless									
Migrant									
Gender									
Male									
Female									
Totals	500	105	24			157		0	

Year: 2009-2010

Group	# of Students	# of Retentions	# of Dropouts	# Promoted to next grade	Mobility	
					Entering	Leaving
SES						
Race/Ethnicity						
Disabilities						
LEP						
Homeless						
Migrant						
Gender						
Male						
Female						
Totals	500	35		465	500	47

Enrollment and Graduation Data – All Students

Year: 2009-2010

Grade	# of Students	# Students enrolled in a Young 5's program	# Students in course/grade acceleration	Early HS graduation	# of Retentions	# of Dropouts	# Promoted to next grade
K	48	N/A	N/A	N/A	2		45
1	67	N/A	N/A	N/A	9		58
2	56	N/A	N/A	N/A	6		51
3	49	N/A	N/A	N/A	5		52
4	56	N/A	N/A	N/A	0		60
5	45	N/A	N/A	N/A	0		52
6	45	N/A	N/A	N/A	5		45
7	40	N/A	N/A	N/A	6		44
8	57	N/A	N/A	N/A	2		55
9							
10							
11							
12							

Number of Students enrolled in Extended Learning Opportunities

Year: 2009-2010

# of Students in Building by grade	# Enrolled in Advanced Placement Classes	# Enrolled in International Baccalaureate Courses	# of Students in Dual Enrollment	# of Students in CTE/Vocational Classes	# of Students who have approved/reviewed EDP on file
6	N/A				
7	N/A				
8	N/A				
9					
10					
11					
12					

2. Identify the resources provided to the school (in particular, other state and federal funds) to support the implementation of the selected model.

Trix has school-wide Title 1 funds as well as 31A funds. The school was also allotted a Title 1 School Improvement Grant that was identified for corrective action. These funds were utilized solely for staff development.

School Resource Profile

The following table lists the major grant related resources the State of Michigan manages and that schools may have as a resource to support their school improvement goals. As you develop your School Improvement Grant, consider how these resources (if available to your school) can be used to support allowable strategies/actions within the School Improvement Grant.

A full listing of all grants contained in No Child Left Behind (NCLB) is available at: www.mi.gov/schoolimprovement.

<input checked="" type="checkbox"/> General Funds <input checked="" type="checkbox"/> Title I Part A <input type="checkbox"/> Title I Schoolwide <input type="checkbox"/> Title I Part C <input type="checkbox"/> Title I Part D	<input checked="" type="checkbox"/> Title I School Improvement (ISI)	<input type="checkbox"/> Title II Part A <input type="checkbox"/> Title II Part D <input type="checkbox"/> USAC - Technology	<input type="checkbox"/> Title III
<input type="checkbox"/> Title IV Part A <input type="checkbox"/> Title V Parts A-C	<input checked="" type="checkbox"/> Section 31 a <input type="checkbox"/> Section 32 e <input type="checkbox"/> Section 41	<input type="checkbox"/> Head Start <input type="checkbox"/> Even Start <input type="checkbox"/> Early Reading First	<input type="checkbox"/> Special Education
<p>Other: Examples include: Smaller Learning Communities and Magnet Schools. A complete listing of all grants that are a part of NCLB is available at www.michigan.gov/schoolimprovement.</p>			

SECTION II: COMMITMENT

Evidence of a strong commitment should be demonstrated through the district's ability and willingness to implement the selected turnaround model for rapid improvement in student achievement and proposed use of scientific and evidence based research, collaboration, and parental involvement.

Using information gathered using the MDE Comprehensive Needs Assessment - CNA, provide the following information:

1. Describe the school staff's support of the school improvement application and their support of the proposed efforts to effect change in the school.

Under the Transformational Model, the principal of Trix K-8 Elementary/Middle School, Denise Booker, will continue in her role of working to turn this K-8 facility around. The principal has been in the district for 29 years and brings a wealth of expertise and experience to the position. Because the school is underperforming, she has laid out a plan to boost achievement in a rapid and dramatic manner. The first goal is to infuse a spirit of collaboration, inquiry, risk-taking and reflective practice into the school culture. Individually teachers have this spirit but she will work to have it become ingrained collectively in the fabric of the school. This will require that school staff members collaborate frequently to dialog about and investigate their teaching practices. Efforts are being made to build a collaborative learning community in which every member contributes to whole-school improvement, including teacher development and student outcomes. She will have staff members work to create an equitable and inclusive learning environment. A concerted effort is being made to reduce equity gaps in achievement and to address social and individual barriers to learning. The school will focus on eliminating tracking and cultural biases. Instructional strategies will be used to take into account the diverse socio-cultural backgrounds.

Staff members have agreed that building a unified culture focused on collaboration and achievement requires protecting and increasing instructional time to dramatically, visibly and measurably raise student achievement. To ensure this, the Trix staff have committed to a series of change strategies by signing a one-year contract to signal their commitment to work with the school leaders to develop a collaborative and achievement-focused school culture. Change strategies to enable this improved school climate include:

- Providing an extended school day to increase learning time in order to support the academic growth of all students
- Improving instruction through ongoing and job-embedded professional learning that is focused on the implementation of research-based instructional strategies proven to impact student learning

- Using data as an integral part of instructional reform, both to inform instructional decisions and to guide instructional practices
- Monitoring and measuring changes in professional practice through the continuous use of technology-enabled classroom walkthroughs, reflective faculty discussions and development of data-informed action plans
- Engaging parents as meaningful partners in their children’s learning by providing Saturday workshops focused on supporting student achievement
- Further increasing learning time by agreeing to commit to 100% daily attendance for all faculty, excluding emergencies, and to improving excessive absences among the Trix students through deep analysis of attendance patterns and trends, and the development of data-informed interventions to increase attendance.

Because instructional time is often lost due to student suspensions and transience as well as absences, the staff agreed to commit to a set of practices that protect instructional time, regardless of the external threats, by:

- Setting clear expectations for student behaviors, including supporting a clearly-defined, fully implemented and well-supported student behavior model that helps minimize disruptions to instructional time
- Developing in-house suspensions so that suspended students are in school and engaged in completing class work provided by their teachers to prevent any significant loss of instructional time
- Ensuring teachers follow district pacing charts in each academic area so that high mobility students do not lose valuable time as they transition between and among schools. The administration will monitor the paced instruction through observations, peer review and study groups. Immediate feedback will be given, both to correct instructional techniques where necessary and to point out positive results.

2. Explain the school’s ability to support systemic change required by the model selected.

It is the goal of all school stakeholders, including students, to create a culture of excellence. Therefore, a primary criterion employed in decision-making is focused around increasing student achievement. Staff members believe that all students can learn and achieve high standards. There is a focus on making sure that students are actively engaged in the learning process throughout the school day. All Instructional staff want to be involved in data-based decision-making which incorporates data from state, district, school and classroom assessments.

The administration and staff of Trix have already committed to implementing a range of processes and strategies that improve the school’s culture and promote systemic change

in teaching and learning. With the support of the District and Teachscape, the school's turnaround partner, Trix has the ability to make significant and sustained changes in teaching and learning.

Because there is a strong belief within the school community that all students can succeed, the number one role of the Turnaround principal, therefore, is to promote, support and sustain measurable improvements in teaching and learning. To be successful, this must be rooted in expectations of excellence and a refusal to accept anything less, a firm believe that all children can succeed, and the knowledge and skills to use data to drive achievement-focused teaching, develop cultures that support effective teaching and learning and build the capacity of the school's instructional leadership team to mount and sustain the improvements.

Against this backdrop of high expectations and enhanced capacity, Trix will build on existing effective structures and processes to support systemic change focused on effective instruction, parent engagement, addressing the social/emotional needs of children, job-embedded professional learning and the use of data to inform the change efforts, monitor their implementation and assess their impact. Structures are already in place, or in the planning process, to enable the school to support the systemic changes required.

- **Ensuring Effective Instruction for All Students**

Achievement-focused instruction will be supported through the strategic deployment of an instructional specialist assigned to Mathematics to provide support and assistance to staff to raising scores on the MEAP assessment. This specialist will demonstrate the ability to use research-based strategies to improve mathematics instruction resulting in increased student achievement. Teachscape, our turnaround partner, will make use of its extensive library of research-based and effective instructional practices videos, coaching support and data collection/analysis tools to guide and support the work of the instructional leaders and specialists.

To ensure that improved instruction is effective for all students, Wayne RESA will provide Content Area Coaches in Reading, Mathematics, and Science to offer support and assistance to improve student achievement.

SSAs will be assigned to help facilitate small group learning and differentiated instruction. They will assist and support the classroom teacher by providing one-on-one tutoring or work with small groups to provide supplemental instruction and support to reinforce skills as needed on a daily basis.

Teachscape online resources, coaching and tools will support the small group and differentiated approaches.

Students with special abilities will receive the help of an aide and a special education specialist in reading and mathematics to help with instruction and intervention, ensuring these youngsters are educated in the least restrictive environment.

Administrators will review lesson plans weekly and lend support for improving instructional effectiveness where needed. Weekly staff meetings will be held to discuss both progress and setbacks. Structures for these approaches are also partially in place.

In addition, an Assistant Attendance Officer will assist with the monitoring of student attendance, contact parents, make home visits and monitor halls for truant students. Monitoring and insuring that students are in attendance at school will help to improve student achievement.

- **Promoting Relevant Parent Engagement**

As a part of the Comprehensive Needs Assessment, Trix has pointed to the number of families hurting in the area because of job losses. Students are not exempt from family stress. Trix has instituted the following opportunities to engage parents in their children's academic success:

- In order to promote parent engagement, Trix will provide parent workshops throughout the school year
- Partnership with Northeast Guidance Center will work with children and parents
- Trix uses its Resource Coordinating Team by calling in parents to meet with the RCT to share concerns, gather input, coordinate plan for school and home to address needs

The existing capacity will be strengthened through Teachscape's work around achievement-focused parent engagement.

- **Addressing Social and Emotional Needs**

In addition to scaling existing after school tutorials, focused on providing extra academic help in reading and math, a range of extra-curricular activities will be provided to help students handle their emotions by using their energy in a positive and productive atmosphere. Built on an existing suite of offerings, these will include dance, Chess Club, sports, Parents' "Side-By-Side," computing/IT, and others.

Field trips will enhance students' experiences, offering resources that are simply not available in the classroom, including hands-on experiences, real artifacts and

original sources. Field trips will help low-income students make connections between community and their family and culture, leading to higher involvement in the classroom.

Structures for these are in place, and will be strengthened to support the systemic changes.

- **Providing Data-Informed and Job-Embedded Professional Learning**

While professional development will continue to be available at the District level, significant job-embedded opportunities, built upon existing structures, will also be provided. To support school-based learning, teachers in specific grade bands will have common prep time each week to support collaboration in grade level teams. During these provided periods, student work will be examined and instructional successes, failures and best practices will be shared and analyzed. Structures provided through Teachscape, including panoramic video, lesson study and alignment relative to standards will support the teachers' work. Establishing Learning Communities for each grade cluster will be a priority in order to provide support to students through staff collaboration, planning and instruction and to provide additional resources and support for the at-risk students. The school will function as a collaborative learning community in which every member contributes to whole-school improvement, including teacher development and student outcomes.

Together, these structures provide the base from which Trix can mount and sustain the systemic changes needed to drive dramatic and measurable improvement.

3. Describe the school’s academic in reading and mathematics for the past three years as determined by the state’s assessments (MEAP/ MME/Mi-Access).

Grade	Reading			Math		
	2007-08	2008-09	2009-10	2007-08	2008-09	2009-10
Grade 3 (MEAP)	47	47	69	56	97	77
Grade 4 (MEAP)	46	72	80	46	88	80
Grade 5 (MEAP)	35	25	60	14	55	60
Grade 6 (MEAP)	52	28	60	13	40	48
Grade 7 (MEAP)	15	40	61	22	49	41
Grade 8 (MEAP)	36	29	61	11	73	22

Although there was a drop in MEAP reading scores between 2007-08 and 2008-09, the reading scores jumped in all grades last school year, though still well below state scores. The challenging area continues to be mathematics, particularly in grades 5-8, which is why a specific coach for Mathematics will be hired.

In general, students who received content instruction in general education settings with special education support performed better on the MEAP test. Students with disabilities were challenged to keep pace with their general education peers. Some of the causes in the gaps mentioned include high transient rates, teacher absences, a drop in male attendance rates after third grade and GLCE’s not being aligned with the DPS pacing charts, as well as some GLCE’s being left unaddressed. Each of these causes can and will be addressed as part of the turnaround efforts. The need for a highly committed, 100% highly qualified staff is readily apparent.

4. Describe the commitment of the school to using data and scientifically based research to guide tiered instruction for all students to learn.

In order to build a data-informed culture of continuous improvement, the school has partnered with Teachscape, an educational consulting firm focused raising student achievement by improving teaching practice. As a national organization, Teachscape has over ten years of experience working collaboratively with schools to drive, rapid,

dramatic, measurable and sustainable improvements in teaching and learning in classrooms, schools and districts in New York City, Baltimore, Boston, Virginia, North Carolina and others. In Year One of the partnership, these specialists will provide professional learning opportunities that include workshop sessions and at-elbow modeling and coaching for the instructional leaders and classroom teachers to enable these professionals to use both instructional practices data and student achievement data to guide, monitor and measure the impact of the improvement strategies.

Improving Instruction to Improve Achievement

A common practice among high performing schools is the use of data to drive and support continuous instructional improvement (Tomlinson, 2003; Datnow, Park and Wolhsetter, 2007). Another is to link student data with teaching data to inform both teaching practice and drive measurable and dramatic changes in student achievement (Berry, Fuller and Reeves, 2007).

In Year One of the three-year grant, the partners will focus on collecting and analyzing instructional and achievement data, and using this to guide and inform instructional decisions. In Years Two and Three, Trix will expand this to a full Response to Intervention (RTI) approach in which assessment data, instructional data and classroom instruction are intentionally integrated to promote improved instruction. The tiered RTI approach is built upon a base of high quality core instruction (Tier 1), and, for students who are not successful with this approach, additional support, focused on research-based instruction and instructional materials, will be provided to address the students' learning challenges. For the small group of students not successful with quality core instruction or the increased intensity of Tier 2 additional support, the school will offer intensive, individualized interventions.

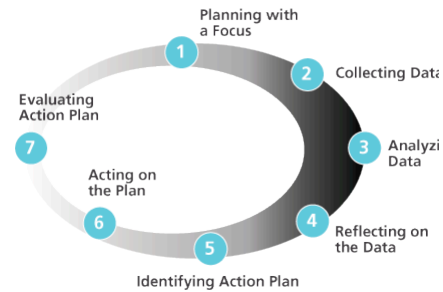
All three tiers will be guided by fidelity to the intervention, a deep understanding of student learning strengths and needs, and cultural responsiveness and sensitivity.

Year One – Building the Data Culture

As partners in building a pervasive data culture, Teachscape will support and coach the work of both the instructional leaders and classroom teachers on using data to inform effective instructional decisions and measurable changes in practice. Teachscape specialists will support their ongoing coaching with two technology-mediated tools to ensure the efforts are sustained beyond the three-year period: (1) the Teachscape Classroom Walkthrough Tool (CWT) and (2) REFLECT, to facilitate video capture of teacher practice for teachers to work independently or with peers to self-analyze their practice relative to frameworks, engage in lesson study and identify areas of teaching strengths and their professional learning needs.

Working with Instructional Leaders: CWT

Teachscope offers professional learning for the Trix Instructional Leadership Team that is focused on a seven-step walkthrough process proven to support measurable changes in practice. The seven steps include: (1) setting a clear purpose for the walk, based on student data that indicates a problem of practice; (2) collecting common data in a common way, using a PDA; (3) analyzing the data to explore dominant instructional practices, differences between grade bands, changes over time, and multiple other areas of concern; (4) reflecting on and discussing the data, in faculty meetings, PLC sessions, ILT meetings, etc.; (5) using the analyzed data to collaboratively develop an Action Plan to address areas of concern; (6) implementing the Plan; and, (7) using the PDA to monitor the implementation of the plan, measure its impact and determine the focus of new walks.



This iterative process reflects the Plan-Do-Study-Act continuous improvement cycle that guides, supports and sustains changes in practice. It is supported through Teachscope’s CWT software that syncs the data and uploads it seamlessly to a private, password-protected database for manipulation and analysis. To ensure the greatest possible flexibility, the set of walkthrough indicators (‘look fors’) can be completely customized by the school to represent their specific interests and needs.

Working with Instructional Leaders: REFLECT

Teachscope will help the leaders introduce REFLECT, a panoramic digital video camera that allows teachers to film a lesson, analyze it alone or with peers, assess their own practice relative to a framework, engage in lesson studies, annotate and tag the video. Teachers can also upload their lesson plans and examples of student work from the lesson to get the clearest possible understanding of their strengths and their professional learning needs.

Independently, with peers or as part of a practice-focused PLC, teachers will have the opportunity to analyze actual lessons, reflect on their observations and use the data to help inform their understanding of their teaching strengths and areas for improvement. The Teachscope/Trix partners will work with the teachers to identify data-informed professional learning.

Working with Instructional Leaders: Effective Teaching Strategies

As the instructional leaders begin to shape clear pictures of the instructional practices that shape student outcomes, Teachscope specialists will work with the school leaders to use the data to guide the development of a common core of practice that focuses on the development and application of research-based instructional strategies proven effective in improving teaching and learning. These will include:

- Using Teachscope’s library of multimedia learning modules as part of a focused study to help leaders deepen their understanding of Marzano’s nine categories of high yield strategies, which will help develop a school-wide focus and frame a common core of practice;
- Providing at-elbow coaching to support the leaders in promoting, leading and supporting data-informed instructional groupings and differentiated approaches to teaching and learning in every classroom;
- Applying the Teachscope online library and video captures of school-based teaching (with the permission of the teachers) to develop a common vision of effective teaching practices and a language to support the visions; and
- Using the CWT tool to monitor implementation of the strategies and measure their impact on improved instruction.

Although the bulk of Teachscope’s work focuses on the capacity of instructional leaders (ILTs), Teachscope will work directly with teachers – explaining, modeling, co-planning and co-teaching to build deep teacher understanding of research-based instructional practices and proven ways to integrate these effectively with classroom practice.

Working with Teachers: Promoting Reflection and Self Analysis

Teachscope partners, at the request of the instructional leaders, will provide support and guidance to the teachers in using video capture to reflect on their teaching practice, promote self-analysis of teaching strengths and professional learning needs, and identify professional learning opportunities offered through the district, the school or through Teachscope tools and resources. The intent of this direct intervention with teachers is to model the change practices for instructional leaders, then support the leaders as they work directly with the teachers.

The REFLECT camera, online reflection activities, peer discussions and self-analysis will frame the described activities.

Working with Teachers: Applying Effective Instructional Strategies

Teachscope specialists will help teachers understand how to apply appropriate instructional strategies to their teaching practice in focus areas. The specialists will offer seminars as part of after-school professional learning time, during grade meetings or as

part of faculty meetings, and will follow this up with observations, using the CWT tool to monitor implementation and measure the impact of the professional learning, and with at-elbow coaching to ensure the practices are implemented effectively.

Instructional leaders will observe the work of the Teachscape specialists and develop plans to implement the work on their own.

Years Two and Three – RTI

Beginning in Year Two, Trix and Teachscape will design, develop, and implement a three-tiered data-based Response To Intervention (RTI) approach to improve teaching practice, student achievement and student behavior. To ensure effective development and implementation of the tiered instruction, the partners will develop and provide specific professional learning that focuses on: full implementation of the scientifically-based and aligned curriculum; understanding and applying a range of differentiation techniques; ongoing progress monitoring; instructional grouping strategies; use of benchmark, diagnostic and formative assessments to inform instruction and monitor student learning; and specific instructional strategies to support teachers and aides in working effectively with small learning groups.

Tier I

The RTI process begins by screening all students and identifying those at risk of not meeting proficiency. School staff will conduct the screenings, using an instrument selected by the school and vetted by the district. While the progress of all students will be monitored through the RTI process, special attention will be paid to the identified students.

- **Collecting and Analyzing Schoolwide Data**

In addition to screening, school leaders and Teachscape partners will conduct a comprehensive and in-depth analysis of the school's data – student achievement data, instructional practice data and trend data. This analysis will provide a baseline understanding of teaching and learning strengths and needs, and inform questions about practice that frame walkthroughs to provide common instructional data that is collected in consistent ways.

To ensure data is collected and analyzed frequently to inform instruction and interventions in meaningful ways, the partners will create data walls to publicly monitor student progress and portfolios for identified students to monitor the efficacy and impact of the interventions provided.

Once the data systems are developed, the instructional leaders and partners need to identify and align research-based curriculum for the core academic areas.

- **Implementation of Scientifically-Based Curricula**

The school has committed to implement the findings of the National Reading Panel (2002) in selecting and implementing reading curriculum for Tier I that includes the five key components (phonemic awareness, phonics, fluency, vocabulary development and comprehension) and that also include explicit and systematic instruction, and organizational and instructional routines that are consistent across grade levels (Hughes and Dexter, 2007). Core mathematics curricula will have a clear research base, and also offer explicit instructional strategies and clear organizational and instructional routines that are consistent across grades.

Teachscope staff will support the school staff in using these materials with fidelity by helping school staff unpack the MDE and Common Core standards, align the curricula – horizontally and vertically – with the standards, pace the curriculum relative to district guidelines and also provide opportunities for extra practice and for enrichment, and develop lesson studies focused on the aligned curricula.

Faculty have committed to using the selected curricula as part of the core (Tier I) instruction for all students, differentiating and supplementing (Tiers II and III) as appropriate.

To ensure the selected curricula is aligned vertically as well as to standards, Teachscope partners will provide access to their Curriculum tool, which will align the curricula, and will offer professional learning workshops to help teachers and leaders unpack the standards, identify gaps and duplications across grades, and identify effective strategies for implementing the curricula to address the learning needs of every student.

Leaders, with support from the Teachscope partners, will use the CWT tool to monitor implementation and ensure the curricula are implemented with fidelity.

- **Assessments and Progress Monitoring**

Effective, achievement-focused instruction is based on ongoing assessments and progress monitoring to monitor the implementation of the selected interventions and measure their impact on teaching and learning. Detroit Public Schools provide a wide range of data that include state assessments (MEAP), quarterly benchmark testing and assessments such as DiBELS, Burst, Start Reading and others.

The Trix staff have committed to using ongoing formative assessments to monitor student progress relative to goal, inform instructional practices, such as grouping, and using a 'backward design' (Wiggins and McTighe, 1998) to help drive the

expected outcomes. Teachscape partners will support this through focused sessions on Data Literacy and technical assistance in unpacking and analyzing the data – not to label students, but to inform teaching and learning. The end result will be assessment-focused classrooms in which the expectations are transparent as well as high, and the assessments are integrated with the curriculum and instruction.

▪ **Differentiated Instruction**

Tier I instruction is designed as highly effective instruction for all students. Implementing this well rests on effective approaches to differentiation.

The Trix faculty are committed to addressing student needs by differentiating instruction relative to deliver, time, content, process, product, and/or learning environment (Tomlinson, 2001). As a key component of Tiered instruction, faculty and Teachscape staff will work collaboratively to identify the differentiated learning needs of the students, provide differentiation as defined in Tomlinson’s body of work and monitor the progress of the student carefully to ensure they are on track to meeting their learning goals.

Differentiation will place the students at the center of the teaching/learning dyad and will include: differentiated instructional practices, such as peer tutoring, shared reading, instructional groupings, etc.; differentiating the time for identified students to complete the learning activities; differentiating the work (products) students will submit as evidence of their learning; and/or differentiating the content. Making this happen, however, depends on the degree to which teachers are prepared to implement differentiated instruction. Teachscape will support this development by offering professional learning that is informed by data and provided through both workshops/seminars, professional learning communities, job-embedded professional learning, and at elbow coaching for teachers and leaders. In addition:

- The partners have committed to facilitating self-analysis of teaching practice by engaging volunteer teachers in analyzing videos of their own practice and in framing strategies to improve their practice.
- Teachscape partners will model effective coaching, co-planning and co-teaching for the school’s leadership, building on their capacity to provide data-informed and achievement-focused professional learning.
- The Instructional Leadership Team will work with Teachscape partners to enhance their capacity to promote, support and sustain effective teaching practices and improved student achievement.
- School leaders will meet monthly as part of an achievement-focused Leadership PLC to discuss and share successful practices, identify and address common problems of practice and build their own skills as instructional leaders.

Tier II

Tier II, which is small group instruction, will be provided for those students for whom effective core classroom instruction is simply not sufficient. Students in Tier II will participate in additional instruction daily, both in small groups during the regular school day and in extended time instruction, to which the Trix faculty has already committed.

Students participating in Tier II instruction will receive an additional 25-30 minutes of explicit instruction in addition to the Tier I literacy and math blocks. School aides will be trained by the partners and assigned to support Tier II efforts with very small groups (1-5) of youngsters with homogeneous learning needs.

Tier II efforts are designed to supplement and enhance, not replace, Tier I core teaching. Weekly progress monitoring will help ensure the fine-tuning necessary to keep the struggling students on track relative to meeting their learning goals. The data-informed approach will be implemented through trained staff using research-based supplemental learning materials and resources.

Tier III

Tier III instruction will be provided for that small group of students who are still struggling after Tier II instruction is provided. As with Tier II, additional time (50-60 minutes) will be provided for intensive instruction on a daily basis. Aides will work with even smaller groups of children (1-3), supporting learning activities developed by a specialist, in collaboration with the classroom teacher. These youngsters will continue to participate in the Tier I core teaching. Tier II is intensive supplemental intervention that is guided by data and implemented through research-based instructional materials.

The Trix staff and their Teachscape partners are committed to providing a tiered instructional approach that is rooted in ongoing and comprehensive assessment and progress monitoring, aligned to standards, informed by research-based curricula that is implemented with fidelity and paced intelligently, and offered by staff who engage in collaborative efforts to mount, analyze, refine and sustain the quick improvement efforts.

5. Discuss how the school will provide time for collaboration and develop a schedule that promotes collaboration.

The instructional leaders at Trix will provide collaboration opportunities to ensure that teachers and administrators have sufficient time in which to share their collective

wisdom in key activities around data analysis and planning, lesson study, and reflective practice.

All faculty and staff will participate in collaborative meetings within and across grade levels to assess and identify needs, develop strategies, and plan for meeting students' needs to increase achievement levels in the core content areas. Teachscape will work with the Trix staff to develop protocols for focused collaboration around data analysis and lesson study to strengthen the ability to drive higher achievement for every student.

Teamwork and collaboration are known to improve the overall culture of the school. With a strong desire to increase collaboration and enhance the climate and culture, the stakeholders at Trix will shape and sustain a culture of high expectations and a real belief that all students can be successful. Shared leadership will play an important role in ensuring this.

In addition to the time already scheduled for collaboration, monthly cohort meetings with other schools partnering with Teachscape will support leaders in developing collaborative efforts around shared problems of practice across schools. This will be supplemented by INSTRUCTIONAL LEADERSHIP TEAM meetings at the school to share leadership and promote achievement-focused collaboration within the school. Representatives of the school's INSTRUCTIONAL LEADERSHIP TEAM will meet monthly with representatives of other Instructional Leadership Teams supported by Teachscape to collaborate around common problems of practice and share successes. Meeting with Instructional Leaders from the Teachscape partnership schools will enhance the capacity to institute, support and sustain essential instructional leadership structures and processes. The achievement focused Instructional Leadership Teams will set and work short term goals focused on reading and mathematics instruction.

6. Describe the school's collaborative efforts, including the involvement of parents, the community, and outside experts.

Collaboration on all levels is critical to the overall success of our students at Trix. The faculty and staff will work to increase collaboration efforts among teachers, between home and school, and in the community at large.

Collaboration with Parents

Trix will also host multiple opportunities for parents to experience school-based events that promote engagement, involvement, and enrichment. Such events include:

- Monthly parent participation activities
- Communities in Schools meetings
- LSCO meetings
- Parent workshops

- Monthly Newsletter
- Family Math Night
- Family Reading Night
- Mother/Daughter Tea
- Father/Son Summit
- Parent Appreciation Celebration
- Side by Side Cooking Program
- Field Day Picnic

We recognize that collaboration with parents is essential in the life of any school. However, we also understand that establishing a collaborative relationship with the community has a positive and lasting impact. We believe we can do more to create an outreach-centered approach to community involvement. In turn, we believe that we can and will benefit from our community partners as much as we will contribute to them. Our partnership with Teachscape, our professional service provider, exemplifies one relationship with an entity of experts that is able to bring knowledge and expertise to us. In this collaboration, Teachscape will provide a three-year comprehensive improvement plan designed to develop the critical aspects of three overarching areas:

1. ***Strengthening instructional leadership*** to mount, support, and sustain a continuous improvement process that informs rigorous, achievement-focused instruction, and the school climate and culture needed to support teaching and learning that is truly effective
2. ***Instituting a pervasive data culture*** to inform multiple, integrated processes that guide, support, and sustain continuous improvement
3. ***Building the capacity of classroom teachers*** to design, develop and deliver rigorous, standards-focused and engaging instruction

These three areas will also serve as levers of change, guiding the processes and outcomes of the partnership as a whole.

We will rely on our partnership with the community, parents, and improvement partners to support our efforts to get our children to school and to keep them in school. Our aim is to provide the necessary resources to students and their families that help to ensure that school attendance is a priority and one that can be met by unblocking the impediments that keep our children from getting to us each day.

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SECTION III: PROPOSED ACTIVITIES

1. Describe the proposed activities that address the required US Department of Education (USED) school intervention that the school will use as a focus for its School Improvement Grant.

Individually and as partners, the Trix and Teachscape teams are fully committed to the rapid, transparent, dramatic, and measurable transformation of student achievement at the newly-created Trix School. The proposed activities to drive, support and sustain this goal are embedded in three overarching levers of change:

1. **Transformation Leadership** – building the capacity of the leadership as successful transformed leaders who effectively mount, support, and sustain research-based change strategies and practices
2. **Effective Teaching** – promoting and supporting the use of research-based instructional strategies to ensure effective instruction in every classroom
3. **A Pervasive Data Culture** – collecting, analyzing and applying a range of achievement, instructional, operational, and trend data to identify needs, inform interventions, guide instruction, monitor implementation of the interventions, and measure their impact

Implementing activities associated with each of these three levers of change is based on five general operating principles:

- Incremental change confuses progress with success
- Keep doing what works, but stop doing what isn't working
- Collaboration is key
- Sustainability begins on day one
- The task is urgent

The following pages describe the school-based turnaround efforts that will be mounted by the Trix and Teachscape partners. The activities are categorized as those focused on turnaround leadership and those focused on effective teaching. Since the intentional use of data is integral to both turnaround leadership and effective teaching, data-focused proposed activities are integrated within these categories.

Turnaround Leadership

There is no longer any doubt that school leaders are the key ingredient in shaping school success (Bryk, et al., 2010; US Department of Education, 2010; Waters, Marzano, and McNulty, 2003). There is also no doubt that the tasks with which school leaders are charged are both comprehensive and complex, far too much for any one person to handle successfully. In view of this, we are defining "leadership" broadly to include

principals, assistant principals and the members of the Instructional Leadership Team. Proposed activities designed to build the capacity of effective turnaround leaders follow.

- **Provide ongoing and job-embedded professional learning.** In collaboration with school leaders, Teachscape staff will use needs assessment data, instructional data, student achievement data and operational data to develop a unique professional learning program for instructional leaders at Trix. The data-informed professional learning will be guided by Teachscape's rich library of research-based and practice-focused multimedia modules that are Internet-based and available on demand and feature:
 - *Video resources:* (1) *best-practice videos* to show the research-based practices in action in the classroom; (2) *commentaries* by noted researchers that are designed to provide a research-based perspective on the practices illustrated; and (3) *teacher reflections* to promote better understanding of the featured teacher's instructional decisions
 - *Text resources* designed to deepen content understanding: (1) *background material* focused on building academic background knowledge and the featured pedagogy; (2) *research summaries* that support the featured practice and help teachers understand why and how the practice works; (3) *classroom resources*, including lesson plans, sample student work products from the featured lesson, assessments (including rubrics) for assessing the student work, and suggestions for addressing the diverse learning needs of students; (4) *professional books*; and (5) *activities* to build knowledge
 - *Graphical models* that enable participants to manipulate and engage with the content in order to: (1) *deepen content knowledge* for teaching; (2) *promote greater understanding* of complex topics; and (3) *illustrate key ideas*
 - *Communication and collaboration tools* designed to: (1) *support ongoing communication* among professional learning community members; and (2) *provide a virtual forum* for participants to collaborate on their work, reflect on their practice, assess student work products, share action research, and provide on-demand communication and collaboration

These professional learning resources will serve to inform and focus the professional learning activities for both instructional leaders and teachers. They will lay the foundation for a common set of reference experiences and vocabulary to enrich professional conversation about the work of teaching. Learning activities, which will take place within practice-focused professional learning communities, include:

- Analyzing and discussing best-practice videos
- Reading and applying pertinent research
- Studying and discussing professional literature
- Applying and analyzing the results of the featured practices

- Assessing the impact and outcomes of the practices
- Engaging in ongoing professional discussions
- Providing ongoing review and refinement of the professional learning

In addition, Teachscape will support the school leadership by modeling and co-developing effective approaches to strategic planning, data analysis, and developing data-informed professional development for teachers. Progress monitoring instruments will be used to assess the progress of the instructional leaders relative to the goal.

- **Develop leadership-focused PLCs to share best practices and solve common problems of practice.** To overcome the traditional isolation of leaders, Teachscape will convene monthly cohort meetings of the Trix principal and principals of the other partnership schools.

Each monthly cohort meeting will be scheduled for a full day and will focus on using data to support and sustain the improvement efforts, discussions of effective ILT strategies to share site-based leadership and drive the instructional improvement efforts, exploring research pertinent to turnarounds, scaling effective practices across schools, sharing successes, discussing challenges and planning together to solve common problems of practice. Teachscape technology-mediated resources and a body of professional literature will guide and inform the cohort meetings.

Additionally, the partners will schedule a two-day Turnaround Leadership Academy to study turnaround topics in depth.

- **Promote and lead data-informed professional development.** As instructional leaders, the principal and ILT members are charged with identifying and addressing the general and specific professional learning needs of the faculty. As a partner, Teachscape will provide participants with a data-mediated tool, the Classroom Walkthrough (CWT) tool, and a comprehensive process for identifying the instructional practices that shape Trix’s student outcomes. The process includes setting a purpose for classroom walkthroughs, collecting and analyzing the walk data, convening reflective meetings with faculty to review the data and to develop action plans based on the data-informed needs. The tool will then be used to measure changes in the professional practices identified.

This tool and process is critical for identifying areas for instructional improvement, for developing consensus-driven action plans to address the areas of concern and for measuring the impact of the interventions relative to changes in practice. With the Internet-based professional learning resources, CWT helps shape a robust system for implementing and sustaining professional growth.

- **Monitor and measure the impact of the professional development on practice.** As PD leaders, the principals will use the Classroom Walkthrough tool and process to monitor the implementation of the data-informed PD and assess its impact on student achievement. It is expected that some of the proposed intervention strategies will be more effective than others in changing instructional practices and student outcomes. These will be identified as part of the overarching improvement process (Plan – Do – Study – Act) and care will be taken to ensure that the instructional leaders identify and spend their time and efforts focusing on what works, not on what doesn't.
- **Partner with parents and others to develop a safe and orderly climate that meets students' social, emotional and health needs and a culture that supports improvement goals.** Principals need to develop safe and orderly achievement-focused environments. The school and Teachscape partners will work closely to develop the collaborative, achievement-focused culture envisioned by:
 - Developing professional learning focused on shaping and sustaining a culture of high expectations that includes a core of common classroom-based routines and practices and the shared belief that students can learn to high standards. Professional readings, video analysis and reflective discussions will be used to inform this activity.
 - Supporting the development of shared leadership teams (ILTs) to promote and support a culture that is built on collaboration around effective teaching and learning and developing an overarching achievement-focused school culture. The Trix Instructional Leadership Teams will serve as the structure to define, promote, support and sustain instructional improvement.
 - Ensuring parent engagement with and support of the plans to develop a safe and orderly school environment by disseminating and promoting the positive discipline plan and by providing parent workshops to help them align their efforts with the Trix student behavior approaches. To ensure as much parent participation as possible, Trix will offer multiple parent workshops focused on the plans for safe and orderly environments, as well as enlisting community partners to help spread the word through their organizations.
 - Enlisting community partners to address the social, emotional and health needs of the Trix students through school-based interventions and recommendations for off-site follow-up. A number of these partnerships have been forged already. Teachscape will help the school assess the efficacy of each, and either provide recommendations for improving the outcomes of the partnerships or identify more effective partners to support the holistic needs of the students.

- Providing meaningful ways for the adults to collaborate with, support and learn from each other, such as the common prep periods and Saturday sessions defined by Trix. Since collaboration does not “just happen,” Teachscope partners will work with the instructional leaders to frame collaborative activities and problem solving that will bring the adults together in the most authentic way possible around the work that they do to drive improved student outcomes.
- Decreasing the risk of negative impacts on student learning and staff morale by developing strategies for improving attendance of both students and teachers. Teachscope will work with school leaders to analyze attendance trends and patterns and use this to frame data-informed intervention programs.

It is important to note that relying on cultural shifts alone to drive improvements is a slow process. Trix, like all low-performing schools, needs to promote speedy and focused interventions that yield visible results, such as improving the school’s appearance, decreasing behavioral “incidents,” ensuring each students has sufficient books and supplies, etc.

- **Provide ongoing mechanisms for parent and community engagement.** Trix has plans in place to promote increased and improved parent and community engagement. Teachscope will work closely with the school’s ILT to interview parents and community representatives and, based on the outcomes, develop a range of opportunities to engage parents and communities in promoting and supporting high achievement for all students through strategies such as monitoring academic progress of their children; volunteering to work with struggling students; mentoring; linking with community organizations to provide social, emotional and health interventions; donations; etc.

Each of the identified programs will include an evaluation component to determine which are working best. Again, leaders will then spend their time on what is working, not on what isn’t.

- **Extending or restructuring the school day to add time for building, improving and/or sustaining relationships among student, faculty and other school staff.** Trix is both extending and restructuring the school day and the impact of this is to create a significant opportunity for teachers to build professional relationships by collaborating around their work, to provide professional learning in a relaxed environment, for students to develop deeper relationships with caring adults, to schedule student social and emotional support services from community partners, to meet with parents and engage them meaningfully in their children’s academic growth, and for the Trix and Teachscope partners to collaborate more strategically. The options are vast and the potential returns are great, but the risk of not exploiting this “gift” of extra time is large.

Effective Teaching

Although the works of Sanders and Rivers (1996) made the impact of effective and ineffective teaching clear, there has been less clarity and less agreement about what constitutes effective teaching. Consensus is developing, however, around factors that help support effective teaching. These include providing a rigorous, aligned, viable and visible standards-based curriculum and the intentional use of research-based instructional strategies proven to raise student achievement (Bryk, 2010; US Department of Education, 2010; Lezotte, 1991). The partnership between Trix and Teachscape will reflect these indicators, among others.

- **Use data to identify and implement a research-based instructional program that is aligned both vertically and with the state standards.** Materials for instructional programs will be vetted through *What Works Clearinghouse* as well as through research reports on the efficacy of the materials. Once the curriculum is designed, the Teachscape partners will provide access to a technology based curriculum tool that will align the curriculum horizontally and vertically, and ensure it aligns with the MDE and Common Core Standards.

In addition to the aligned curriculum, the tool will also generate pacing guides, with accommodations for re-teaching and enrichment. The curriculum tool also supports collaborative lesson studies that support teacher teams in identifying effective instructional strategies and practices and in supporting data-informed instruction

- **Conduct reviews to ensure the curriculum is implemented with fidelity and is impacting student achievement.** Recognizing that even the best and most aligned curriculum is not effective if it is not implemented with fidelity, the partners will use part of the common prep periods each week to determine the degree to which teachers are implementing the curriculum with fidelity. The Trix and Teachscape partners will customize the CWT tool to gather weekly data about the degree of fidelity with which each teacher is implementing the curriculum and enhance the observational data with evidence collected through the review of lesson plans and student work products.

Based on the evidence gathered through walkthroughs and analysis of documents, teachers will be categorized relative to high, medium and low degrees of fidelity. Specific professional development, designed by both partners, will be provided for teachers with medium to low degrees of fidelity to the curriculum. The professional development will include inter-visitations, video analysis, coaching and deep analysis of the scope and sequence of the curriculum studied.

- **Promote and support the continuous use of student data to inform instruction and meet student learning needs.** With a panoply of benchmark assessments, progress monitoring assessments, diagnostic assessments and formative assessments, student data can quickly become overwhelming. Teachscape and Trix partners will work collaboratively to develop an organizational structure for integrating the various data reports and analyze the data to identify student learning needs and inform instructional groupings. Trix has developed a number of approaches, including distribution of data to each teacher, data review sessions and posting student progress on data walls. Additionally, the partners will collaboratively develop data literacy workshops using text and video learning materials, provide guided and self-guided studies of data analysis techniques and offer small group coaching for teachers in need of additional support.

Turnarounds must focus on driving high achievement by continuously using data to inform instruction. The data analysis component is critical to the success of the initiative. The efficacy and efficiency of the proposed approaches will be studied as part of the ongoing continuous improvement process and data-informed modifications will be made to improve the process.

- **Promote and support the use of various forms of formative assessments to inform teaching practice.** All effective instruction, including tiered instruction, is guided and informed by ongoing formative assessments. Teachscape will offer professional development for teachers to identify multiple forms of formative assessments and use data from the analysis of these to inform their instruction. Formative assessments to be featured will include: class work, homework, projects, discussions (both student–student and student-adult discussions), teacher-made tests, end-of-chapter/unit tests and others identified by the teachers.

As teachers become adept in identifying, implementing and analyzing data from appropriate formative assessments, professional learning will focus on developing an authentic understanding of the academic strengths and needs of each student to guide instructional grouping and differentiation.

- **Provide PD on strategies to support students with special education needs and English language learners in the least restrictive environment.** Classroom environments have never been more diverse relative to student learning needs and capabilities, and teachers are often challenged to find effective ways to meet the learning needs of all their students.

Because there is as much diversity within this labeled group as across groups, Teachscape will work closely with the school leadership to identify specific concerns relative to the students with IEPs, 504s or other identified needs in specific classrooms. As these are identified, the partners will work collaboratively to develop

a PD program to build the capacity of classroom teachers to support the students in the least restrictive environment. Ongoing progress monitoring will be an integral part of the differentiated approach for the students.

- **Use and integrate technology-based interventions.** Trix S/R is using a range of student-facing technology-based interventions, including Accelerated Reader and Accelerate Math to improve student learning outcomes. These interventions have proven to be effective in engaging students and improving achievement. Based on this, the ILT will convene a group to review other possible interventions, such as Read 180 for the middle school students, and make recommendations for their adoption. As the interventions are adopted, their use will be incorporated into the pacing guide to ensure there is a coherence supporting student learning.
- **Provide increased learning time.** Increasing the time available for learning provides schools with opportunities to offer children the time they need to learn challenging content and integrate content with prior learning. It also provides classroom teachers the time they need to offer children individual support. In recognitions of these benefits, Trix has already structured a longer school day to increase learning time and improve academic outcomes.

To ensure this extra time is used as effectively as possible, Teachscape will work closely with school leaders to help teachers learn and apply research-based strategies to improve their instruction and increase student learning. Close monitoring will help ensure the strategies are implemented and that the students are progressing relative to their learning goals.

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- (1) **Turnaround Leadership:** building the capacity of the leadership as successful turnaround leaders who effectively mount, support and sustain research-based change strategies and practices;
- (2) **Effective Teaching:** promoting and supporting the use of research-based instructional strategies to ensure effective instruction in every classroom; and
- (3) **A Pervasive Data Culture:** collecting, analyzing and applying a range of achievement, instructional, operational and trend data to identify needs, inform interventions, guide instruction, monitor implementation of the interventions and measure their impact.

Implementing activities associated with each of these three levers of change is based on five general operating principles:

- incremental change confuses progress with success
- keep doing what works, but stop doing what isn’t working
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- sustainability begins on Day One
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- **Provide ongoing and job-embedded professional learning:** In collaboration with school leaders, Teachscape staff will use needs assessment data, instructional data, student achievement data and operational data to develop a unique professional learning program for instructional leaders at Trix. The data-informed professional learning will be guided by Teachscape's rich library of research-based and practice-focused multimedia modules that are Internet-based and available on demand and feature:
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- Applying and analyzing the results of the featured practices
- Assessing the impact and outcomes of the practices
- Engaging in ongoing professional discussions
- Providing ongoing review and refinement of the professional learning

In addition, Teachscape will support the school leadership by modeling and co-developing effective approaches to strategic planning, data analysis, and developing data-informed professional development for teachers. Progress monitoring instruments will be used to assess the progress of the instructional leaders relative to goal.

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instructional leaders identify and spend their time and efforts focusing on what works, not on what doesn't.

- **Partner with parents and others to develop a safe and orderly climate that meets students' social, emotional and health needs and a culture that supports improvement goals:** Principals need to develop safe and orderly achievement-focused environments. The school and Teachscape partners will work closely to develop the collaborative, achievement-focused culture envisioned by:
 - Developing professional learning focused on shaping and sustaining a culture of high expectations that includes a core of common classroom-based routines and practices and the shared belief that students can learn to high standards. Professional readings, video analysis and reflective discussions will be used to inform this activity.
 - Supporting the development of shared leadership teams (ILTs) to promote and support a culture that is built on collaboration around effective teaching and learning and develop overarching achievement-focused cultures. The Trix Instructional Leadership Teams will serve as the structure to define, promote, support and sustain instructional improvement.
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 - Decreasing the risk of negative impacts on student learning and staff morale by developing strategies for improving attendance of both students and teachers. Teachscape will work with school leaders to analyze attendance trends and patterns and use this to frame data-informed intervention programs.

It is important to note that relying on cultural shifts alone to drive improvements is a slow process. Trix, like all low-performing schools, needs to promote speedy and focused interventions that yield visible results, such as improving the school's appearance, decreasing behavioral 'incidents,' ensuring each student has sufficient books and supplies, etc.

- **Provide ongoing mechanisms for parent and community engagement:** Trix has plans in place to promote increased and improved parent and community engagement. Teachscape will work closely with the school's ILT to interview parents and community representatives and, based on the outcomes, develop a range of opportunities to engage parents and communities in promoting and supporting high achievement for all students through strategies such as monitoring academic progress of their children; volunteering to work with struggling students; mentoring; linking with community organizations to provide social, emotional and health interventions; donations; etc.

Each of the identified programs will include an evaluation component to determine which are working best. Again, leaders will then spend their time on what is working and not on what isn't.

- **Extending or restructuring the school day to add time for building, improving and/or sustaining relationships among student, faculty and other school staff:** Trix is both extending and restructuring the school day and the impact of this is to create a significant opportunity for teachers to build professional relationships by collaborating around their work, to provide professional learning in a relaxed environment, for students to develop deeper relationships with caring adults, to schedule student social and emotional support services from community partners, to meet with parents and engage them meaningfully in their children's academic growth, and for the Trix/Teachscape partners to collaborate more strategically. The options are vast, the potential returns are great, but the risk of not exploiting this 'gift' of extra time is large.

Effective Teaching

Although the works of Sanders and Rivers (1996) made the impact of effective and ineffective teaching clear, there has been less clarity and less agreement about what constitutes effective teaching. Consensus is developing, however, around factors that help support effective teaching. These include providing a rigorous, aligned, viable and visible standards-based curriculum and on the intentional use of research-based instructional strategies proven to raise student achievement (Bryk, 2010; US Department of Education, 2010; Lezotte, 1991). The Trix/Teachscape partnership will reflect these indicators, among others.

- **Use data to identify and implement a research-based instructional program that is aligned both vertically and with the state standards:** Materials for

instructional programs will be vetted through the *What Works Clearinghouse* as well as through research reports on the efficacy of the materials. Once the curriculum is designed, the Teachscape partners will provide access to a technology based curriculum tool that will align the curriculum horizontally and vertically, and ensure it aligns with the MDE and Common Core Standards.

In addition to the aligned curriculum, the tool will also generate pacing guides, with accommodations for re-teaching and enrichment. The curriculum tool also supports collaborative lesson studies that support teacher teams in identifying effective instructional strategies and practices and in supporting data-informed instruction

- **Conduct reviews to ensure the curriculum is implemented with fidelity and is impacting student achievement:** Recognizing that even the best and most aligned curriculum is not effective if it is not implemented with fidelity, the partners will use part of the common prep periods each week to determine the degree to which teachers are implementing the curriculum with fidelity. The Teachscape/Trix partners will customize the CWT tool to gather weekly data about the degree of fidelity with which each teacher is implementing the curriculum and enhance the observational data with evidence collected through the review of lesson plans and student work products.

Based on the evidence gathered through walkthroughs and analysis of documents, teachers will be categorized relative to high, medium and low degrees of fidelity. Specific professional development, designed by both partners, will be provided for teachers with medium to low degrees of fidelity to the curriculum. The professional development will include intervisitations, video analysis, coaching and deep analysis of the scope and sequence of the curriculum studied.

- **Promote and support the continuous use of student data to inform instruction and meet student learning needs:** With a panoply of benchmark assessments, progress monitoring assessments, diagnostic assessments and formative assessments, student data can quickly become overwhelming. Teachscape and Trix partners will work collaboratively to develop an organizational structure for integrating the various data reports and analyze the data to identify student learning needs and inform instructional groupings. Trix has developed a number of approaches, including distribution of data to each teacher, data review sessions and posting student progress on data walls. Additionally, the partners will collaboratively develop data literacy workshops using text and video learning materials, provide guided and self-guided studies of data analysis techniques and offer small group coaching for teachers in need of additional support.

Turnarounds must focus on driving high achievement by continuously using data to inform instruction. The data analysis component is critical to the success of the initiative. The efficacy and efficiency of the proposed approaches will be studied as part of the ongoing continuous improvement process and data-informed modifications will be made to improve the process.

- **Promote and support the use of various forms of formative assessments to inform teaching practice:** All effective instruction, including tiered instruction, is guided and informed by ongoing formative assessments. Teachscape will offer professional development for teachers to identify multiple forms of formative assessments and use data from the analysis of these to inform their instruction. Formative assessments to be featured will include: class work, homework, projects, discussions (student – students and student – adult), teacher-made tests, end of chapter/unit tests and others identified by the teachers.

As teachers become adept in identifying, implementing and analyzing data from appropriate formative assessments, professional learning will focus on developing an authentic understanding of the academic strengths and needs of each student to guide instructional grouping and differentiation.

- **Provide PD on strategies to support students with special education needs and English language learners in the least restrictive environment:** Classroom environments have never been more diverse relative to student learning needs and capabilities, and teachers are often challenged to find effective ways to meet the learning needs of all their students.

Because there is as much diversity within this labeled group as across groups, Teachscape will work closely with the school leadership to identify specific concerns relative to the youngsters with IEPs, 504s or other identified needs in specific classrooms. As these are identified, the partners will work collaboratively to develop a PD program to build the capacity of classroom teachers to support the students in the least restrictive environment. Ongoing progress monitoring will be an integral part of the differentiated approach for the students.

- **Use and integrate technology-based interventions:** Trix S/R is using a range of student-facing technology-based interventions, including Accelerated Reader and Accelerate Math to improve student learning outcomes. These interventions have proven to be effective in engaging students and improving achievement. Based on this, the ILT will convene a group to review other possible interventions, such as Read 180 for the middle school students, and make recommendations for their adoption. As the interventions are adopted, their use will be incorporated into the pacing guide to ensure there is a coherence supporting the student learning
- **Provide increased learning time:** Increasing the time available for learning provides schools with opportunities to offer children the time they need to learn challenging content and integrate this with prior learning, and offers classroom teachers the time they need to offer children individual support. In recognition of these benefits, Trix has already structured a longer school day to increase learning time and improve academic outcomes.

To ensure this extra time is used as effectively as possible, Teachscape will work closely with school leaders to help teachers learn and apply research-based strategies to improve their instruction and increase student learning. Close monitoring will help

ensure the strategies are implemented and that the youngsters are progressing relative to their learning goals.

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2. Explain how the school will use data to inform instruction, guide decision-making, and design professional development related to the proposed activities.

i. Discuss how the school will use data to develop and refine its improvement plan and goals based on sub groups in need.

As indicated in the Trix School Improvement Plan, the Michigan Department of Education, Office of Education Improvement and Innovation and Office of Field Services has developed a series of documents and tools that are designed to assist schools in the creation and use of an Action Portfolio that will guide and inform the school's Continuous School Improvement Planning Process. The School Improvement Framework, Rubrics, CNA, and the School Improvement Planning template were developed as a comprehensive and continuous process that can provide schools and districts with a way to look at and discuss internal systems and assess where the school is, in relationship to these elements of effective schools. The one identified subgroup in our school is special education students and special attention is taken to ensure our student IEPs are aligned with data trends and our School Improvement Plan goals and objectives so that all students can succeed.

The Action Portfolio begins with the Michigan School Improvement Framework (MSIF). The Framework was designed to:

1. Provide schools and districts with a comprehensive framework that describes the elements of effective schools, including providing a common way of describing the processes and protocols of practice
2. Give direction to, support, and enhance the school improvement planning process
3. Use the School Improvement Framework Rubrics to assess the framework at the benchmark level and provide a continuum of practice that allows buildings to identify gaps that exist between where they are in their current practice and where they want to be. The rubrics also include the EdYES! Performance Indicators that schools must use for their annual self-assessment

The Comprehensive Needs Assessment (CNA) is another tool that has been developed as a part of the Action Portfolio. This process examines building demographics, system processes and protocols of practices, instructional program, and disaggregated student academic achievement data, so that the following questions can be answered:

- Who do we serve?
- How do we do business?
- Where are we now?
- Where do we want to be?
- What and where are the gaps?
- What is/are the root cause(s) for the gaps?
- How will we get to where we want to be?
- How will we evaluate our efforts and progress?

The CNA will help a school align these system challenges with the student achievement goals the school will establish. Ensuring that our systems are aligned with the elements of effective schools to support our instructional program goals and objectives is the first step to establishing the continuous school improvement process.

The School Improvement Plan (SIP) Template has been designed to provide schools and districts with a common planning template that addresses student learning and system needs that have been identified through the Comprehensive Needs Assessment. It has also been designed to address any federal, state and locally required elements that must be contained in a School Improvement Plan.

In addition to what the state has designed, the faculty and staff at Trix will use data to develop and refine its improvement plan and goals through the continuous review and improvement process. In doing so, we will regularly collect data from multiple sources to create a snapshot of teaching and learning.

In the coming year of our three-year partnership with Teachscape, we will use specified forms of student data to inform and monitor continuous improvement of targeted instructional and operational practices as outlined in our school improvement plan goals that focus on reading (literacy) and mathematics.

Additionally, we will use the Classroom Walkthrough Process to collect and analyze data on teaching and learning in every classroom. The data will be used to inform action planning relative to changes in practice and professional learning needs. As steps are implemented, the data will be used to monitor progress, assess impact and inform adjustments in instruction as needed to ensure that students are on the appropriate path of learning and mastery for their grade levels.

In subsequent years, the data collection on the part of instructional leaders will be complemented with self-reflection on the part of teachers. Using Teachscape Reflect, a technology-supported process, classroom teachers will be afforded the opportunity to self-assess their teaching through the use of panoramic video uploads and other assistive technology. To compliment the reflective process, leaders will engage in instructional rounds to continue a data-informed process of monitoring progress.

Through all of these processes, careful analysis of the progress toward the goals will be monitored and reviewed. Along the way, data-driven adjustments will be made.

ii. Describe how the school will collect, analyze and share data with internal and external stakeholders. Include how the school will ensure that all administrators and teachers are able to access and monitor each student's progress and analyze the results.

The faculty at Trix will collect, analyze and share data with its internal and external stakeholders through various methods and with technological support. To do this internally, we will collect and house data in our central repository (Data Director) that allows for teacher access at any time. With the data readily available, teachers will be able to engage in ongoing monitoring of student progress. We recognize that teachers will require support in the form of time, training, and technology to effectively sustain a data-infused culture of this magnitude.

Parents and students are also stakeholders and will be regularly informed about progress through access to data. Parents will be engaged in using data to track their child's progress and improve their academic achievement. Opportunities for parent data workshops may occur during the monthly LSCO (Local School Community Organization).

Students will be taught to track and monitor their own progress toward specific learning goals over time. Research shows that having students review their results and visibly track their progress yields greater gains in student achievement. Supportive technology will play a key role in ensuring that all administrators and teachers will be able to access and monitor each student's progress. This will require training in the use of the hardware and software related to the online data warehouse. Teachers will also receive training in analyzing and applying data to develop strategies for targeting identified areas of need.

Trix has a data-driven curriculum based on continued analyses and assessment of the 2009 MEAP and the student performance on certain math, reading and science GLCE's that showed additional re-teaching is needed for student success. The Detroit Public School's COGNOS data system is a frequent data tool used by Trix staff for clarifying and exhibiting the school data in an understandable fashion for all stakeholders. Additionally, MEAP student and parent reports are shared with students in the classroom and with parents at various parent meetings and finally mailed home to parents for their own personal viewing.

To provide another mechanism for family and community engagement, standardized testing reports (MEAP) are reviewed with parents at parent meetings and parent teacher conferences. Frequent academic progress reports are shared

at parent teacher conferences and mailed home to parents. Report cards are issued quarterly and again explained to students and to parents who attend school meetings and conferences. The language on both the progress reports and report cards is considered "user friendly."

All of the stakeholders are able to analyze the 2009 MEAP data in the areas of reading, math and science, along with the 2009 SIP goals and objectives and the CNA responses for the current school year. Other staff members and support staff, along with parents, are allowed to give their input from other school data (report card, attendance and COGNOS (DPS data bank). These collaborative efforts give the stakeholders the information needed for the planning, designing, monitoring and evaluation of the school improvement plan.

In order to use and integrate technology-based interventions to improve communications and efficiencies, staff members are utilizing the Detroit Public Schools' email system to communicate with parents and one another on various school issues. Students in grades 6-8 are given an opportunity to take a computer literacy course that accesses their prior knowledge in the area of technology and then teaches them new computer languages and programs. Many students have home computers, and therefore are required to turn in assigned reports using the internet for references and must use various software programs to format their reports in an acceptable presentation. In math, the students are exposed to graphing calculators and other computerized math challenge exercises. We are keenly aware, however, that we need more computers in each classroom if we are to compete with other students in other school districts across the state and across the country.

iii. Describe how the school plans to adjust instruction based on progress monitoring and data results collected. Describe and name any local or national assessments used to measure student progress at each grade level.

A common practice among high performing schools is the use of data to drive instruction and support continuous improvement. Used effectively, data provides the schools with the evidence needed to understand the school's strengths, identify existing and emerging challenges and concerns, inform instruction, enable differentiation, document progress, ensure accountability, support evidence-based decision making and to monitor and measure the impact of improvement initiatives.

To make these potential benefits a reality, we need to initiate, support and sustain a data culture by building the capacity of all members of our school community to systematically analyze and apply data that is:

- *Comprehensive*, including student achievement data, attendance data, data on instructional practices, data reflecting aspects of the school's climate and culture, and management data
- *Timely*, to ensure that the data used to inform strategic decisions is current
- *Transparent*, to inform and engage all stakeholders in understanding progress and support the ongoing improvement efforts
- *Useful*, to inform effective decision-making, differentiated instruction, and support a culture of continuous improvement

To truly inform effective decision-making, we will need two types of data:

- *Operational data*, which includes, but is not limited to: attendance data, incidence data, fiscal data, and mobility data
- *Instructional data*, which includes, but is not limited to: formative assessment data, benchmark data, progress monitoring data and annual MEAP data

While DPS is responsible for providing the MEAP data to us, our Instructional Leadership Team is responsible for the ongoing collection of operational data, formative assessment data, benchmark data and progress monitoring data. This is a huge task that includes using the goals to identify the data collected, determining data sources, collecting and analyzing the identified data and developing the expectations and norms for using the data to inform decisions.

Through our monthly coaching and technical assistance, provided by Teachscape, the capacity of our Instructional Leadership Team to monitor progress will be enhanced.

Research notes that schools that are struggling often fail to use data in an effective way to drive instructional decisions – how to leverage technology to collect and collate data quickly, how to analyze that data, how to share that data with staff and stakeholders, and how to use it then to develop action plans around targeted improvement is a key focus of the work we plan to do during this grant cycle. We believe that the ability to use data more effectively and at a much more granular level to meaningfully drive decisions will ultimately lead to an increase in student achievement.

In an effort to institute a system for measuring changes in instructional practices that result from professional development efforts, the use of Classroom Walkthrough, a tool and process developed by our partner, Teachscape, to assess on a routine basis what is happening in the classroom will be implemented. It allows for the collection of classroom data showing patterns of instruction happening around the school and can generate reports that are then shared with staff based on filtered by grade levels, subject matters, and other parameters to study strengths and weaknesses in the instruction occurring in the classrooms.

Based on this progress monitoring and the data results, schools can have a detailed map of how to adjust their instruction for continued improvement.

With the goal of ensuring that the curriculum is implemented with fidelity and is impacting student achievement, Teachscape's web-based Curriculum Suite will be used to provide the structure for an articulated curriculum framework. In a user-

friendly view, teachers and administrators will see what skills and concepts are aligned to standards, which skills are tested, what standards (and their corresponding skills and concepts) are essential, and when certain skills and concepts are expected to be covered. The system will house a scope and sequence of unpacked standards based on courses that are automatically tied to the state standards and to state and district testing requirements. This will ensure that all classrooms are operating from a common set of expectations that logically and seamlessly transition students from one level to the next. The over-arching goal here is to promote continuous use of student data to inform instruction and meet individual needs of students.

In professional development sessions, teachers will identify what will be taught in their grade level or in their secondary course, and what the prerequisite and advanced skills are for their level to ensure appropriate scaffolding and development of understanding. They will also identify what skills or concepts are re-taught in subsequent grade levels to recalibrate expectations across grade levels. Existing pacing guides can be refined or new pacing guides created to ensure alignment to the instructional time needed to achieve mastery of the standards.

The data sources used to identify the achievement gap at Trix are MEAP, pacing charts, and GLCE's. The tools used to support the effective use of data are such things as our MEAP item analysis, pacing charts, curriculum guides, bi-monthly integrated tests, and staff assessments. Staff will spend time and money on ensuring that all staff are steeped in data around the students they teach so that they understand what their students know, errors they are making that impede progress, and what they need to know to promote to the next grade level. By studying this data and knowing where each child excels and struggles, they will be able to provide differentiated instruction to help bump those students forward in their Math and Literacy proficiency.

iv. Discuss how the school has a clearly defined procedure in place for writing a professional development plan that aligns to the National Staff Development Council (NSDC) Standards for Staff Development (<http://www.nsd.org/standards/index.cfm>) that focuses on context standards, process standards and content standards. If the school or LEA does not have a professional development plan in place, describe the process and timeline for completing a professional development plan.

In order to ensure that we use data to identify and implement an instructional program that is research-based and aligned from one grade to another as well as with state standards, we must have a plan in place that clearly outlines needed professional development aligned to NSDC's Standards of Staff Development. There is a clear focus on content, process and context standards, including focused goals, a measurable objective statement to support each goal, a list of strategies to use to achieve the goal, a list of activities planned to achieve the

goal, staff used to assist with this, and timelines defined to achieve the goals. The plan outlines details and assistance, including:

1. Continued technical assistance support from Wayne RESA content and leadership coaches
2. Field trip opportunities to businesses and institutions that expose students to careers in mathematics and science
3. Funding for math challenge games and activities that makes learning math fun for students
4. Funding for additional high interest supplies and materials that promote reading and writing skill growth
5. Frequent staff development on differentiated instruction in math and reading and on building professional learning communities
6. Staff development in the area of inclusion for students with disabilities

More importantly, the professional development plan for Trix will be constructed to align with the specific professional learning needs relative to the goals in the school improvement plan and according to the needs as indicated in collected classroom data on instruction and learning (using the Classroom Walkthrough process). We will target development opportunities for each high priority goal area (literacy, mathematics, and data-based decision making) in accordance with the NSDC Standards for Staff Development.

Without standards, professional development is “open to interpretation” by those planning, presenting, and participating. Interpretations may vary greatly and it is likely that differences in goals, purposes, and expected learning outcomes as well as differences in the expectations for follow up, implementation, and continued learning will emerge. It is also very likely that there will be differences in defining what is considered high-quality professional development. The professional development plan for Trix will be grounded in the work of NSDC and its standards for quality professional learning.

According to NSDC – and based on the work of Georgea M. Sparks (1983), **context**, **process**, and **content** standards are all critical to ensure that professional development improves student learning. Ignoring one dimension decreases the likelihood that intended results will be achieved.

- **Context** standards address the culture of the organization and describe critical structures that must be present for effective professional development to occur and to be sustained
- **Process** standards address the “how” of professional development and describe the learning processes used in the acquisition of new knowledge and skills

- **Content** standards address the “what” of professional development; content decisions are based on careful review of multiple data sets including student and teacher data

The professional development plan will cross all three domains in the recommended standards. Teachscape will play an important role in supporting this effort by co-planning and facilitating data-informed professional development for our faculty and staff in the following areas:

- Building content knowledge in literacy and/or mathematics
- Developing pedagogical knowledge with highly effective, research-based instructional strategies
- Data-based professional learning to enable teachers to develop the critical data capacity they need to engage in the cycle of continuous improvement

3. List the individuals and job titles of the central office and school personnel who will oversee the school receiving School Improvement Grant – Section 1003(g) funds. Include the percentage of time dedicated to oversight of the school.

The District will establish the Office of Priority Schools which will include an Assistant Superintendent of Priority Schools, Priority School Coaches, and a Priority School Budget Implementation/Compliance Officer. Collectively, this office will be responsible for monitoring and supporting each school with the implementation of the selected model. Each school will be assigned a Priority School Coach, who will be responsible for making direct contact with assigned schools weekly. Each Priority School Coach will be assigned no more than seven SIG schools. At the school level, the principal will be the primary point of contact responsible for ensuring the required components of the plan are fully implemented.

4. Explain specific school improvement technical assistance and evaluation responsibilities needed. Include personnel responsible for coordinating such services.

Successful implementation of the proposed improvement activities requires careful coordination to ensure coherence and data analysis to evaluate the impact of the activities and ensure continuous improvement to keep the efforts focused on one clear goal – dramatic and measurable changes in student achievement. The technical assistance and coaching provided by our improvement partner, Teachscape, is a critical factor in driving a successful change initiative.

The specific technical assistance and coaching support to launch, manage, and sustain the change efforts along with the staff responsible for coordinating these services.

Required Technical Assistance for Data Collection and Analysis

Teachscope specialists will work closely with the instructional leaders of Trix School to ensure that they develop the depth of knowledge and skills required to collect, analyze and apply data to inform decisions, then monitor the implementation of their decisions, measure their impact and revise/refine as needed to ensure continuous improvement.

- Provide training and support in using a technology-mediated tool and process to collect common instructional information in a common way and analyze the data to inform action plans.

Responsibility: Ed Greene and Melissa Marshall, Teachscope

- Develop and implement professional learning relative to using multiple sources of data to inform decisions, monitor their implementation, measure their impact and refine as indicated.

Responsibility: Teachscope Data Specialist (TBD); Denise Booker, School Principal

- Lead TA sessions to help school staff assess the implementation and impact of their data-informed action plans and revise these as part of a continuous improvement process focused squarely on raising student achievement.

Responsibility: Teachscope Data Specialist (TBD); ILT member, identified by School Principal

- Provide support to teachers in using data to inform instructional decisions, such as grouping, level of differentiation, etc. The assistance will include multiple supports, including modeling, co-planning, co-teaching, coaching instructional coaches and focused professional learning for the teachers.

Responsibility: Teachscope Data Specialist (TBD); ILT member, identified by School Principal

- Develop and implement parent workshops to help families focused on academic improvements. Since parent engagement has been an issue at Trix School, it is clear that “business as usual” must change and that new strategies need to be defined and embraced.

Responsibility: Teachscope Data Specialist (TBD); Denise Booker, School Principal

- Support the development of strategies for students to track their academic progress relative to goal and help shape action plans to address gaps.

Responsibility: Teachscope Data Specialist (TBD); ILT member, identified by School Principal

Required Technical Assistance for Building Leadership Capacity

Teachscope specialists will also offer technical assistance and support to the instructional leaders at Trix School to help them build their capacity as turnaround leaders, focused on dramatically and measurably improving achievement.

- Develop and support achievement-focused Instructional Leadership Teams to build site-based capacity to drive and support overall change efforts. This will include assistance with informing membership on the ILT, co-planning agendas, co-facilitating/modeling facilitation of ILT meetings, and developing the instructional leadership capacity of ILT members.

Responsibility: Denise Booker, Principal; Melissa Marshall, Teachscope

- Enhance the capacity of instructional leaders to understand effective practice and support them in promoting, leading and sustaining effective practice in every classroom. This includes identifying and understanding research-based practices to promote and lead their implementation, strategies to support teachers as they implement the strategies and help with identifying the degree to which they are applied and the impact of these on student achievement.

Responsibility: Denise Booker, Principal; Instructional Specialist (TBD), Teachscope

- Provide support in using data to create safe and orderly environments and a climate and culture positioned to support achievement. This includes providing TA in reaching out to multiple stakeholders to understand their views of the school climate and using data to identify concerns.

Responsibility: Denise Booker, Principal; Leadership Specialist (TBD), Teachscope

- Ensure the curriculum is aligned with state standards, paced appropriately and that teachers are implementing the aligned curriculum with fidelity. This includes using the Teachscope Curriculum tool to align and pace the curriculum and the walkthrough tool to ensure the aligned curriculum is presented with fidelity.

Responsibility: School Coach, identified by School Principal; Instructional Specialist (TBD), Teachscope

- Support the development of programs and strategies to engage parents in understanding academic expectations and goals and in supporting the academic achievement of their children

Responsibility: Denise Booker, Principal; Parent/Community Engagement Specialist (TBD), Teachscope

- Providing support and information on successful interventions for common problems of practice by convening all partnership principals monthly to share their

efforts, deepen their understanding of research-based and proven practice and help overcome the isolation of school leaders.

Responsibility: Teachscape staff (TBD)

Required Technical Assistance for Promoting and Supporting Effective Instruction

Because there is no doubt that effective teaching improves student achievement, Teachscape instructional specialists will support the development of effective teaching through a range of technical assistance activities and tools proven effective in helping each teacher become a highly capable professional.

- Provide direct assistance to teachers in understanding, applying, assessing and revising research-based strategies in their ongoing teaching practice. This will include providing professional learning focused on effective instructional practices, modeling these for the teachers, helping the teacher integrate these with their planned practice, co-teaching and working as a “critical friend” to help the teachers understand how to improve their practice.

Responsibility: Denise Booker, Principal; Melissa Marshall, Teachscape

- Work with teachers to develop and implement a continuous instructional improvement process that is based on using data to inform and guide instructional practices based on student learning needs in a tiered instruction approach.

Responsibility: Denise Booker, Principal; Instructional Specialist (TBD), Teachscape

- Develop and implement effective strategies to improve attendance – faculty attendance and student attendance – because achievement suffers when there is a high rate of absences. Teachscape will support this effort by using data to understand attendance patterns and trends, and to ensure the school staff understands proven strategies and programs to address the identified patterns and trends.

Responsibility: Denise Booker, Principal; Instructional Specialist (TBD), Teachscape

- Provide technical assistance to promote a collaborative, reflective culture to support effective teaching and improve student learning. Teachscape will provide support by working with teachers to self-assess their practice relative to frameworks identified by the District, facilitate practice-focused reflective discussions, support inter-visitations and help support the development of a common core of practice at Trix School.

Responsibility: Denise Booker, Principal; Instructional Specialist (TBD), Teachscape

Evaluation plays a central role in the pervasive data culture necessary to support and sustain the level of change needed to make every student at Trix School successful. Denise Booker, the school principal, ILT members and Teachscape partners will be responsible for the ongoing collection and analysis of data to inform the turnaround work.

Section IV: Fiscal Information

Individual grant awards will range from not less than \$50,000 to not more than \$2,000,000 per school, with grants averaging around \$500,000.

The MDE has asked for a waiver of section 421(b) of GEPA to extend the period of availability of the SIG funds, that waiver automatically applies to every LEA in the State seeking SIG funds. Accordingly, if an SEA is granted this waiver, an LEA must create a budget for the full period of availability of the funds, including the period granted by the waiver.

An SEA that requests a waiver of section 421(b) of GEPA to extend the period of availability of SIG funds may seek to make the funds available for up to two years beyond the regular period of availability. For example, without a waiver, FY 2009 SIG funds will be available until September 30, 2011. Through a waiver, those funds could be made available for up to two additional years – until September 30, 13.

USES OF FUNDS

School Improvement Grant – Section 1003(g) funds must be used to supplement the level of funds that, in the absence of the Title I monies, would be made available from non-federal sources for the education of children participating in Title I programs. Therefore, **funds cannot supplant non-federal funds or be used to replace existing services.**

Improvement funds must be tracked separately from the Title I Basic Grant and the Section 1003(a) School Improvement Grant. Local fiscal agents are to place improvement funds in a Title I account assigned for school improvement. (This funding number must not be the same number as is used for the Title I Basic Grant award or Section 1003(a) School Improvement Grant.)

Intensive monitoring of grant implementation and evaluation will be required.

Since these are school improvement funds, districts may not combine funds into one account, and the amount awarded to each school must be spent on implementing one of the four turnaround models at the school.

The CFDA (Code of Federal Domestic Assistance) Number for this grant is #84.377A; 84.388A.

For a listing of allowable uses of funds, go to the guidance document listed on the USED website. <http://www2.ed.gov/programs/sif/applicant.html>

LEA Application Part III

ATTACHMENT VI

Policies and Practices Change Analysis to Implement the SIG Final Requirements

Depending on the intervention model selected by the LEA, some policy and practice changes may need to be implemented. Please indicate below which are already in place, which are under consideration, and which are not needed.

Polices/ Practices	In Place	Under Consideration	Not Needed
• Leadership councils Composition		X	
• Principal Authority/responsibility	X		
• Duties – teacher	X		
• Duties - principal	X		
• Tenure	X		
• Flexibility regarding professional development activities	X		
• Flexibility regarding our school schedule (day and year)	X		
• Waivers from district policies to try new approaches	X		
• Flexibility regarding staffing decisions	X		
• Flexibility on school funding		X	
Job-Embedded Professional Development			
Topic requirements (e.g., every teacher must have 2 paid days on child development every 5 years) Content	X		
Polices/ Practices	In Place	Under Consideration	Not Needed

• Schedule	X			
• Length	X			
• Financing	X			
• Instructors		X		
• Evaluation	X			
• Mentoring	X			
Budgeting				
School funding allocations to major spending categories • School staff input on allocation	X			
• Approval of allocation	X			
• Change of allocation midyear	X			
Major contracts for goods and services • Approval process streamlined		X		
• Restrictions (e.g., amounts, vendors)		X		
• Legal clarifications		X		
• Process		X		
• Stipulations (e.g., targeted vs. unrestricted spending)		X		
• Timeline	X			
• Points of contact	X			
Auditing of school financial practices Process	X			
• Consequences	X			

*Modified from Making Good Choices – A Guide for Schools and Districts, NCREL, c2002, 1998