



IMPLEMENTATION STRATEGIES FOR SUPPORTING CSI AND TSI SCHOOLS

COMBINED FEDERAL PROGRAMS MEETING
DECEMBER 6–7, 2018 | WASHINGTON, DC

TECHNOLOGY CHECK

PLEASE MAKE SURE YOU ARE READY TO ENGAGE IN OUR PRESENTATION!

Poll Everywhere

1. Navigate to our Poll Everywhere URL on your preferred device:
www.pollev.com/CFPM2
2. As we activate polls during the session, they will populate automatically on your device.



WELCOME AND INTRODUCTIONS

IMPLEMENTATION STRATEGIES FOR SUPPORTING CSI AND TSI SCHOOLS

David Cantrell

Director, Office of School Support and Rural Programs, Office of Elementary and Secondary Education, U.S. Department of Education

Kim Okahara

Group Leader, Comprehensive Centers and Equity Assistance Centers, Office of School Support and Rural Programs, Office of Elementary and Secondary Education, U.S. Department of Education



PRESENTERS

IMPLEMENTATION STRATEGIES FOR SUPPORTING CSI AND TSI SCHOOLS

Tiara Booker-Dwyer

Executive Director, Office of Leadership Development and School Improvement, Maryland State Department of Education

Angela Minnici

Director, Mid-Atlantic Comprehensive Center, WestEd

Carlas McCauley

Director, Center on School Turnaround, WestEd



QUESTION

QUICK WRITE

Have you worked with a
Comprehensive Center in the
last three years?

(Yes, No, Don't know)



Have you worked with a Comprehensive Center in the last three years?

Yes

No

Don't
know

QUESTION

QUICK WRITE

What services have you received from your Comprehensive Center?

(For example, one-on-one TA, development of tools/resources, sharing practices, making connections to other states)



What services have you received from your Comprehensive Center?

Start the presentation to see live content. Still no live content? Install the app or get help at PollEv.com/app

CASE STUDY

IMPLEMENTATION STRATEGIES FOR SUPPORTING CSI AND TSI SCHOOLS



BURNING QUESTION

QUICK WRITE

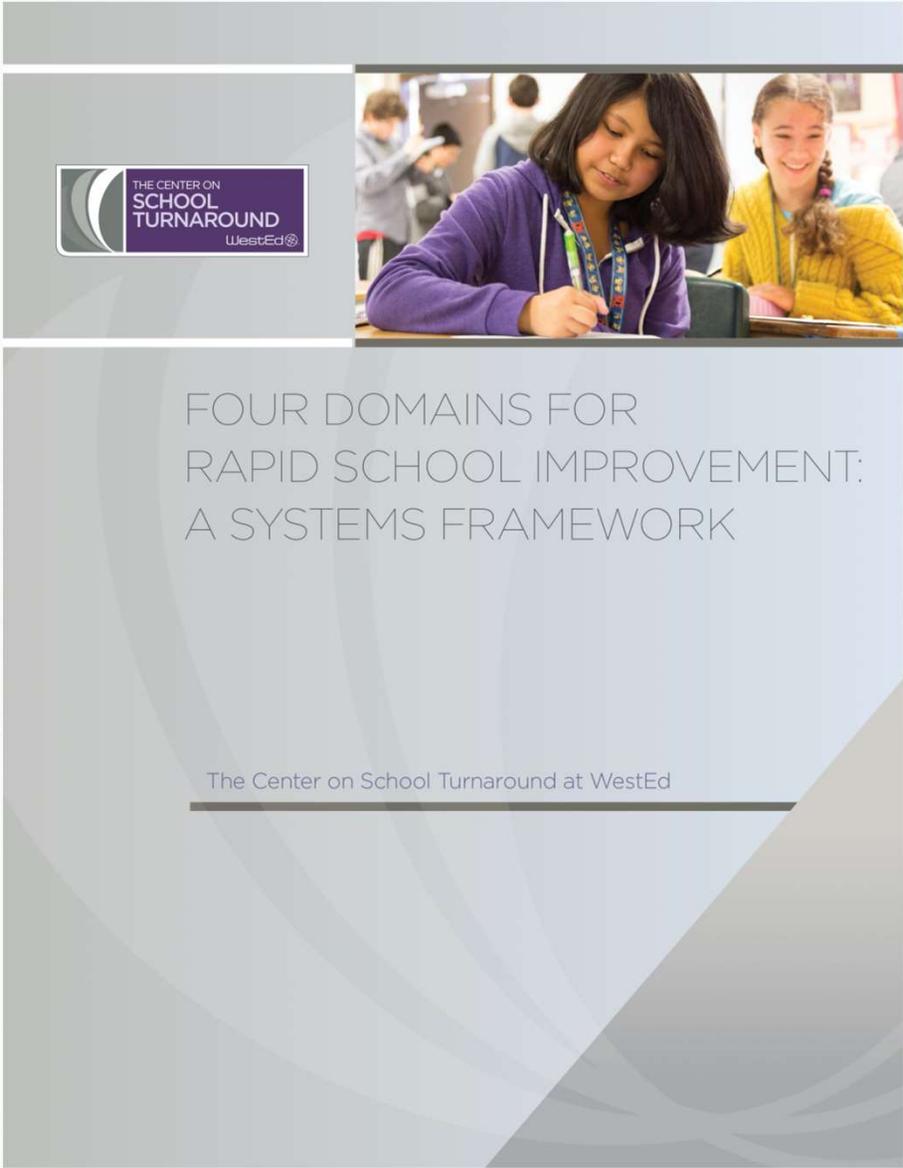
What is one burning question you have around strategies for supporting CSI and TSI schools?



What is one burning question you have around strategies for supporting CSI and TSI schools?

CENTER ON SCHOOL TURNAROUND AT WESTED

<https://bit.ly/2E2e8W4>



FAILED REFORM: WHAT WE'VE LEARNED

Not focused on a few high-leverage priorities

Insufficiently rigorous in its expectations

Inadequately rooted in research-based practice

Not focused on implementation fidelity as well as program/intervention fidelity

Not monitored by a core team committed to its success

Too rigid, inflexible, and absent performance-management procedures for making necessary changes in course



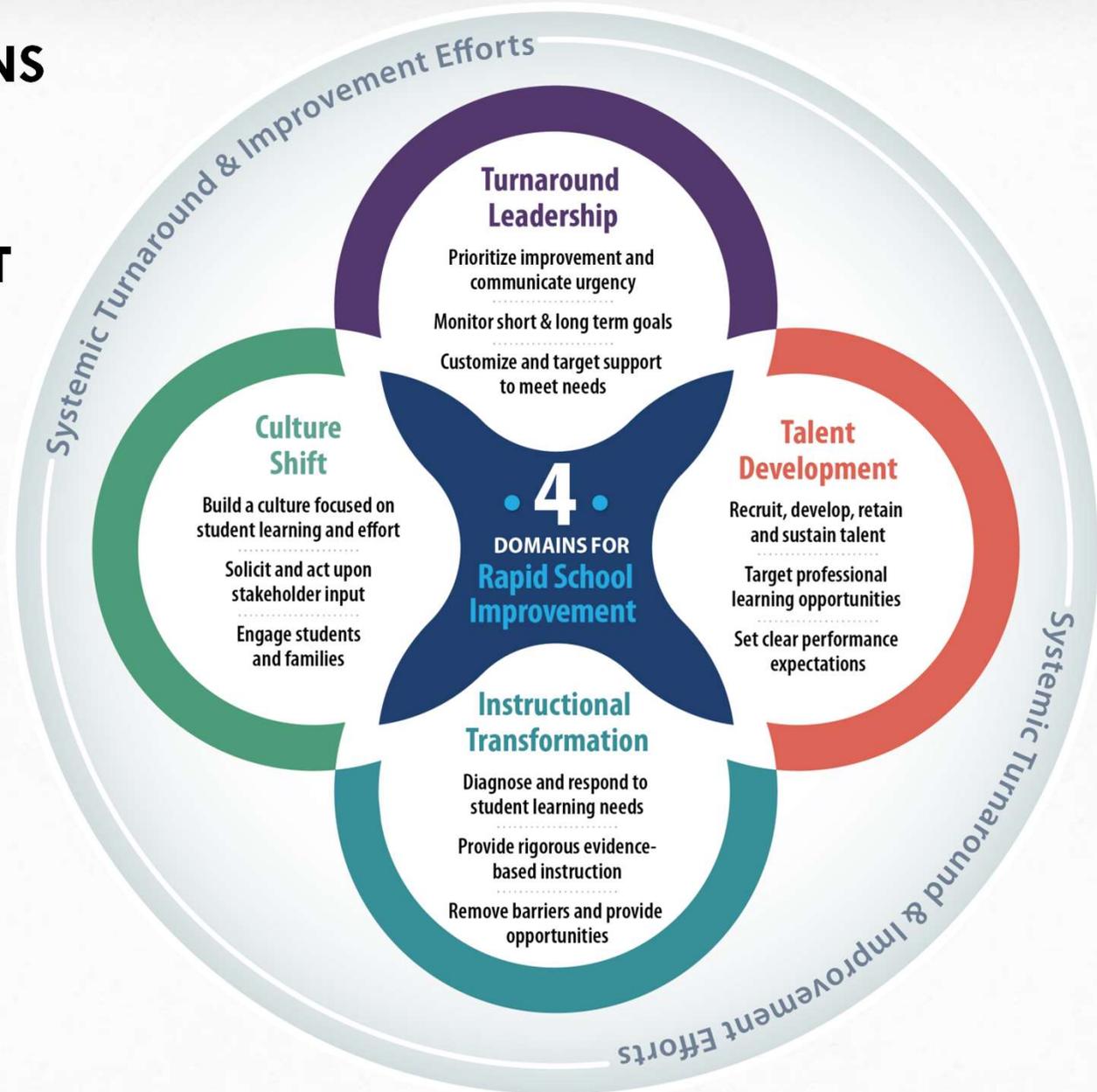
FAILED REFORM: WE'VE ALSO LEARNED

- They are primarily top down.
- They do not provide opportunities to learn from and with each other.
- They do not acknowledge and reach out to apathetic and resistant stakeholders.

In complex change, *everybody* is a leader *and* a learner.



FOUR DOMAINS FOR RAPID SCHOOL IMPROVEMENT



CASE STUDY

Implementation Strategies for Supporting CSI and TSI Schools



CASE STUDY

Utah State Board of Education

**Implementation Strategies for
Supporting CSI and TSI Schools**



UTAH STATE BOARD OF EDUCATION

IMPLEMENTATION STRATEGIES FOR SUPPORTING CSI AND TSI SCHOOLS

- Utah needed a research-based framework upon which to build the State System of Support
- State-identified approach
(continuous improvement model)



UTAH STATE BOARD OF EDUCATION

IMPLEMENTATION STRATEGIES FOR SUPPORTING CSI AND TSI SCHOOLS



UTAH STATE BOARD OF EDUCATION

IMPLEMENTATION STRATEGIES FOR SUPPORTING CSI AND TSI SCHOOLS

- Evidence-Based Strategies workshop to assist SEA staff who serve in multiple roles to support LEAs in identifying, selecting, and implementing EB strategies.
- Began with staff for ESEA, SpEd, Adult Ed, and equity and prevention programs.
- West Comprehensive Center supported the state's development of an SSOS handbook and the rollout and training to support the use of that handbook.



IMPLEMENTATION UPDATES

IMPLEMENTATION STRATEGIES FOR SUPPORTING CSI AND TSI SCHOOLS

1. Statewide System of Support handbook/tools/processes are being piloted with State Turnaround Cohort 2 schools.
2. Cohort 3 Turnaround Schools and ESSA CSI and TSI schools will be identified when the state's 2018 data are available in December.



CASE STUDY

Alabama State Board of Education

**Implementation Strategies for
Supporting School Improvement Grant (SIG)
Schools**



ALABAMA STATE BOARD OF EDUCATION

IMPLEMENTATION STRATEGIES FOR SUPPORTING SIG SCHOOLS

- Learned of the Four Domains as a framework for supporting SIG schools.
- Internal professional learning led the state to adopt the framework for taking a deeper dive into instructional transformation.



ALABAMA STATE BOARD OF EDUCATION

IMPLEMENTATION STRATEGIES
FOR SCHOOL IMPROVEMENT
GRANT (SIG) SCHOOLS



ALABAMA STATE BOARD OF EDUCATION

IMPLEMENTATION STRATEGIES FOR SUPPORTING SIG SCHOOLS

- Southeast Comprehensive Center (SCC) providing support around evidence-based strategies.
- SCC is assisting the state to maximize the use of evidence-based strategies to support the instructional transformation academy.



IMPLEMENTATION UPDATES

IMPLEMENTATION STRATEGIES FOR SUPPORT SIG SCHOOLS

1. Professional learning (SIG, Transformation Academy) has been high-quality and well-received from LEA and school partners.
2. Southeast CC assisted in designing tools to evaluate SIG applications, providing professional learning in SIG schools and evaluating those sessions, supporting EL professional learning at the SEA level, and supporting the SEA system of support for the professional learning commission.
3. Southeast CC assisted in the development of a formative assessment that's been a significant focus of SIG schools, and the professional learning was provided for SIG coaches which has been regularly referenced and utilized in their work with school instructional leaders.



CASE STUDY

Maryland State Board of Education

**Implementation Strategies for
Supporting CSI and TSI Schools**



School Improvement in Maryland

US Department of Education
Federal Programs Meeting

December 7, 2018



The Office of Leadership Development and School Improvement



Not Pictured: 13 Leadership Coaches

Fostering the Growth of Effective Leaders

Provide targeted professional learning experiences and resources to equip current and future leaders with the skills and knowledge required for successful school and district leadership.

Ensuring Valid and Reliable Evaluations

Oversee the development and implementation of Maryland's teacher and principal evaluation system. Training, guidance, and support is provided to local school systems in the implementation of fair and valid evaluations.

Raising the Quality of Education

Provide customized professional learning experiences and support, informed by data and grounded in effective practices, to improve school performance.

MARYLAND AT A GLANCE



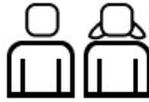
24
School Systems



82,256
Instructional Staff

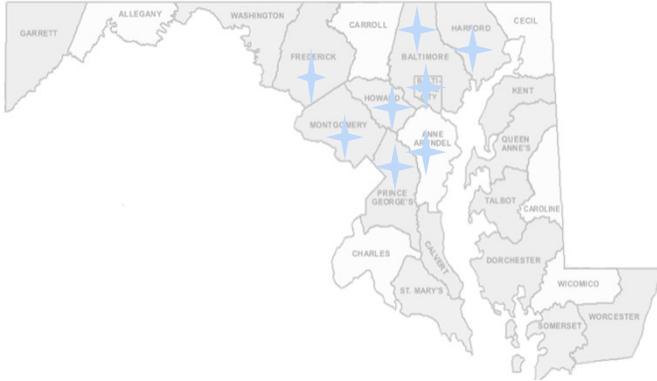


36,525
Non-Instructional Staff



879,601 Students

79% of students are in **8** school systems
(Montgomery County, Prince George's, Anne Arundel County, Baltimore County, Baltimore City, Frederick County, Harford County, and Howard County)



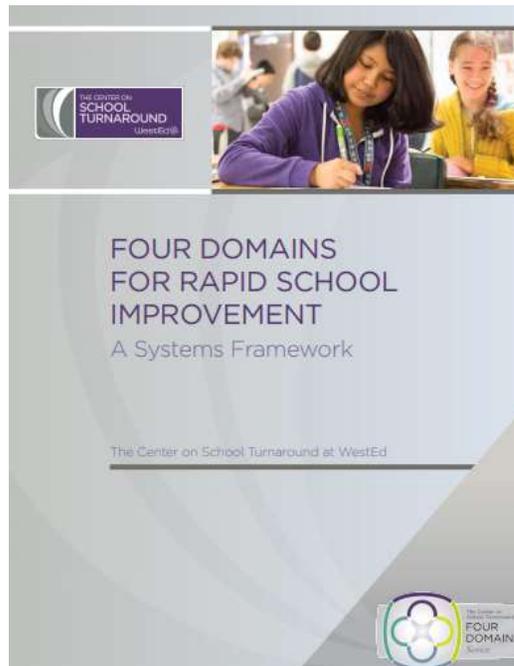
***“Every System is Perfectly
Designed to
Get the Results it Gets.”***

OVERARCHING GOAL



**Provide customized support, informed by data,
aimed at raising student achievement.**

ALIGNING WORK AROUND A COMMON FRAMEWORK



SUPPORT SYSTEM FOR SCHOOL IMPROVEMENT

The level of support provided to each school system is informed by data, grounded in research, and focused on student learning and well-being.



Universal

Support provided to *all school systems* through

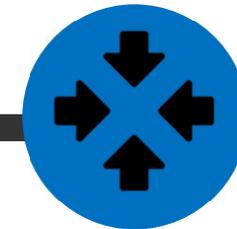
- facilitating **statewide meetings**;
- conducting **professional learning experiences**; and
- developing **online resources** to improve student achievement.



Customized

Support provided to *select schools* through

- facilitating a **root cause analysis** and **needs assessment**;
- conducting targeted **professional learning experiences**;
- providing **leadership coaching**; and
- implementing **evidenced-based interventions** to improve student achievement.



Concentrated

Increased support provided to *select schools* that have not significantly improved student outcomes through

- reviewing and revising **school improvement strategies** and **organizational structures**;
- increasing the frequency of **on-site support** and **data analysis**; and
- increasing **accountability** to improve student achievement.

SHIFTING THE SYSTEM TO IMPROVE OUTCOMES



Evaluation
Systems



Root Cause
Analysis and
Evidence-Based
Interventions



Curriculum
Vetting



Customized
Professional
Learning



Leadership
Coaching

SUPPORT PROVIDED BY MSDE FOR SCHOOL IMPROVEMENT

All support is based on outcomes in root cause analysis, needs assessment, and action plan

Instructional Transformation

- Vetting of curriculum
- Training to support standards-based instruction
- Training to support effective instructional practices

Turnaround Leadership and Talent Development

- Building leadership capacity to implement evidence-based interventions
- Training to equip leaders with the content and skills necessary to improve school performance

Culture Shift

- Establishing a network of partners and community resources that support student achievement and well-being

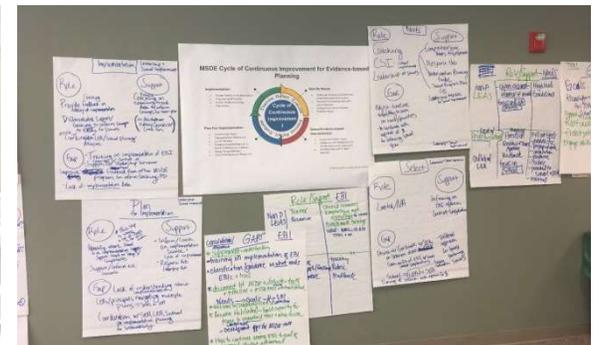
Customized Support Provided through the [Leading for School Improvement Institute](#) and [Promising Principals' Academy](#)

CROSS-FUNCTIONAL SCHOOL IMPROVEMENT TEAM

FACILITATED BY THE MID-ATLANTIC COMPREHENSIVE CENTER (MACC)

Monthly work sessions across Divisions at the Maryland State Department of Education to:

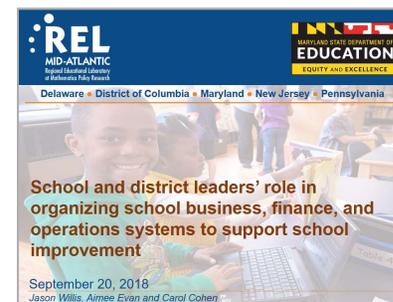
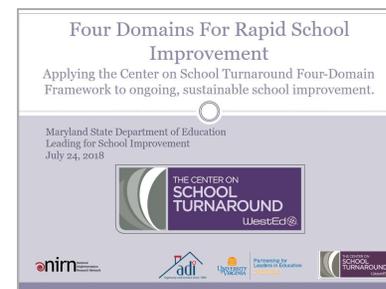
- Align school improvement work
- Build internal capacity around evidence-based strategies and effective school improvement practices



PROFESSIONAL LEARNING EXPERIENCES FOR SCHOOL LEADERS

FACILITATED BY THE MACC AND REL MID-ATLANTIC

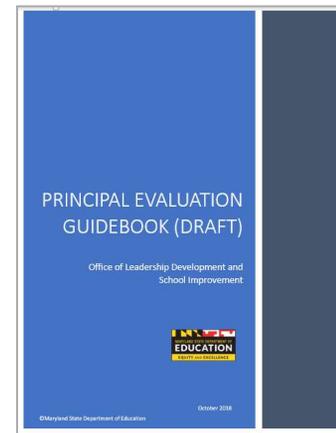
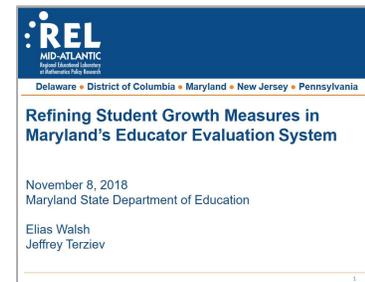
- Developed Effective School Improvement Practices Webinar
- Led In-Person Sessions on the
 - ❖ Four Domains for Rapid School Improvement
 - ❖ Operational Structures and Budgets
 - ❖ Distributed Leadership
 - ❖ Community Engagement



SUPPORT FOR IMPROVING MARYLAND'S EVALUATION SYSTEM

FACILITATED BY THE MACC AND REL MID-ATLANTIC

- Facilitating Maryland's Evaluation Improvement Workgroup
- Developing webinars for the Professional Standards for Educational Leaders Rubric
- Developing Principal Evaluation Guidebook





Partnering to Improve School Performance

The Office of Leadership Development and School Improvement provides customized support to raise the quality of education and student achievement in schools. Summarized below are partners that provide technical assistance in the development of professional learning experiences and resources for school improvement.

Supporting School Leaders

Raising the Quality of Curriculum and Instruction

Improving School Culture and Climate

Assessing Effectiveness



RESOURCES FOR SCHOOL IMPROVEMENT

<https://www.marylandresourcehub.com>

- Webinars
- Events
- Supporting Resources



The screenshot shows the website for the Office of Leadership Development and School Improvement. The header includes the office name, a tagline "Customized Support | Data-Informed Results | Evidence-Based Solutions", and social media icons for Facebook, Twitter, and YouTube. A navigation menu contains links for Home, School Improvement, Leadership Development, Evidence-Based FAQ, Resources, and About Us. The main content area features a large photo of diverse students and three sections: "Current Events" with sub-sections for "Principal Supervisor Meetings", "Leading for School Improvement Institute", and "Promising Principals Academy". Each sub-section includes a brief description and a link to resources. At the bottom, there are two buttons for "Promising Principals Academy 2018/19 Agenda" and "Leading for School Improvement 2018/19 Agenda".

MARYLAND STATE DEPARTMENT OF EDUCATION

Office of Leadership Development and School Improvement



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SESSION EVALUATION

PLEASE GIVE US YOUR FEEDBACK!

We invite you to complete the session evaluation located on your table. Thank you!



